



**Relationship between TQM Practices and
Organizational Effectiveness**

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Abstract

Total Quality management in higher education is a new concept that has emerged in recent years. This paper focuses on the total quality practices adopted by the private universities of Haryana, India and its impact on their organization effectiveness from the perspective of the faculty of these universities. There is an increasing interest among academics to adopt these practices as they recognize them as being beneficial for both themselves and their institution's reputation. This study adopts an empirical approach through a structured questionnaire. Data was coded and analyzed using IBM SPSS Statistics Version 25 software. The result of this study shows the positive correlation between Total Quality Management practices and effectiveness of an organization

Key words *Quality Management; Higher Education; Total Quality Management; organization effectiveness*

Introduction

Different people have portrayed quality in different ways. One of the most fundamental things that one must manage in any line of business is quality. The importance of quality-related concerns has increased across all industries, including higher education, and is a noteworthy global trend in the age of globalization.

It is difficult to give a universal definition of what quality is because it represents

different aspects of the same thing or different things to different people. It is defined differently in different contexts or by adopting different approaches. Approach refers to a point of view or philosophy or a set of correlative assumptions. It indicates the direction to proceed in or ways of handling something. Green and Harvey outlined five different but interrelated approaches to define the quality. These are:

Quality as Exceptional

In this approach, quality is described as “something special”. There are also three variations of this approach which equate “something special” with distinctiveness, excellence, and passing a set of required (minimum) standards respectively.

Quality as Perfection or Consistency

A second approach to quality defines it in terms of perfection or consistency. In other words, quality is to match a set of specifications established for a product or service perfectly.

Quality as Fitness for Purpose

In the third approach, quality is related to the purpose of a product or service. It means that if something does the job it is designed for then it is a quality product or service (9).

Quality as Value for Money

In this, Quality is approached in terms of value for money. This promotes efficiency and effectiveness in the output at a reduced cost. Imposing accountability to the utilization of resources is also a distinct feature of this approach.

Quality as Transformation

The transformative view of quality is rooted in the notion of 'qualitative change', a fundamental change of form (9). Transformation, as a definition of quality, focuses on the process: on the enhancement and empowerment of the learner. (10).

Evolution of the quality concept

To understand the complexities involved in defining quality, we also have to look at its evolution over time. Yet this is a modern concept but striving for quality is directly connected to human progress throughout the ages. During ancient and medieval times, it was the guild systems that ensured the accepted standard of the quality of goods and services offered by guild members. Guilds were able to do this by introducing and imposing certain criteria and norms for their members.

In modern times, the evolution of the concept of quality is, often, divided into four phases:

- (1) Quality inspection stage (QI);
- (2) Quality control stage (QC);
- (3) Quality assurance stage (QA);
- (4) Total Quality management (TQM) stage

[Garvin, 1988; Kanji & Ascher, 1993; Dale, 1999 and Dahlgaard et al., 1998].

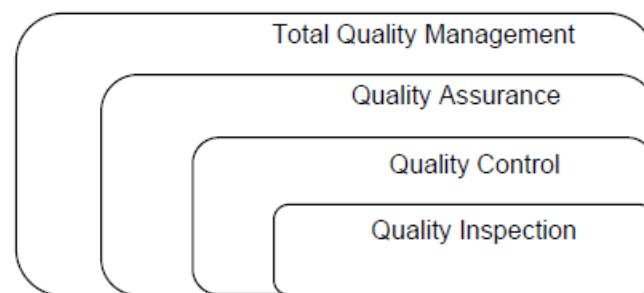


Figure 1 Illustration of the concepts of quality inspection, quality control, quality assurance and total quality management. The figure shows one common description of the evolution of quality management. [From Bergman & Klefsjö 2003].

During the Industrial Revolution, mass production under the factory system led to the division of labor and mechanization. A team of people had to work on a production line for production, as a result of which any product was not completed by one person, but different people had to make different parts of the same product at specific stages of production. But this system of production also had its limitations. The quality of the output produced in the production was varied. This led to the rejection of products and dissatisfaction among customers. To overcome these limitations, quality inspection of output products was introduced in many companies. “The basic idea behind quality inspection was that poor quality products could be found by inspection and then either scrapped, reworked or sold as lower quality products.”(7). Early technical and business innovators of the field such as Frederick Winslow Taylor and Henry Ford introduced the concept of scientific management and standardization of the product with employment of assembly lines, respectively to produce a quality product.

The beginning of the second phase can be outlined as a changing understanding of quality. Now, instead of checking the mistakes and variations after making a product, the

emphasis was placed on the identification and rectification of problems during the production process. Walter Shewhart developed the methods for statistical analysis and control of quality in the early 1920s.

The beginning of the third phase can be attributed to the development of the concept of quality assurance, which was developed and was used extensively in the US and Europe after the Second World War. In this quality assurance phase, the focus was shifted from the process of defect detection and rejection during the production process as in quality control, to assuring the quality in the pre-production processes and activities. The goal of quality assurance is to improve design and implementation processes for a product in such a way that defects do not arise during the production of the product. In contrast to quality control which is reactive and product-oriented in approach, quality assurance is proactive and process-oriented which relies on quality standards.

The fourth and current stage refers to the development of the concept of Quality Management (QM). QM often refers to the quality process architecture of any organization to achieve and maintain quality. Quality management deals with the totality of functions like policies, procedures, and processes as involved in the determination, achievement, and maintenance of a desired level of excellence. It includes all aspects such as quality planning, quality assurance, quality control, and quality improvement. This study followed Total Quality Management approach and principles.

Total Quality Management

Although there is no universally accepted definition of TQM, it will be a good starting point if we first begin with understanding the meaning of a group of words forming the expression “Total Quality Management”. Here,

Total means organization-wide quality management by appreciating the involvement of all members and all the activities of the organization.

Quality stands for the degree of excellence offered by a product or service to its internal and external customers.

Management represents the functions like planning, organizing, directing, controlling, and co-coordinating all the activities of the organization for continuous improvement and maintaining a high level of quality.

Literature Review

As defined by the International Organization for Standardization (ISO): "TQM is a management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society.". As the United States Department of Defense (1988) puts it, "Total Quality Management (TQM) in the Department of Defense is a strategy for continuously improving performance at every level, and in all areas of responsibility. It combines fundamental management techniques, existing improvement efforts, and specialized technical tools under a disciplined structure focused on continuously improving all processes. Improved performance is directed at satisfying such broad goals as cost, quality, schedule, and mission need, and suitability. Increasing user satisfaction is the overriding objective. The TQM effort builds on the pioneering work of Dr. W. E. Deming, Dr. J. M. Juran, and others, and benefits from both private and public sector experience with continuous process improvement." According to British Standard Institution, TQM consists of a "management philosophy and company practices which aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization". Total quality management (TQM), according to Karani and Okibo (2012), is a management strategy of an organization that is focused on quality, in which all of its employees are involved to ensure organizational growth and long-term success. Customer satisfaction might make it possible to achieve this goal. In addition to focusing on the needs of the customer, enterprises must also explore the ways they can contribute to the community and all of its employees. For the purpose of this study, Total Quality management is adopted as a management philosophy and a group of principles that stresses on consistent improvement in the processes and functions of an organization in totality by involving all the members and activities of that organization to offer products and services to satisfy or to exceed the internal and external customer's requirements. Lee Harvey in his paper "Beyond TQM" tries to find the commonalities in most of the approaches and definitions. He pointed to Constant improvement, Cultural change, Customer-driven definitions of quality, the 'quality chain', Organization-wide involvement in quality, Management commitment, Teamwork, Built-in quality, Statistical technique, Organizational structure as the salient features of TQM. TQM, according to Dale and Burney, is a quality-concerned, customer-focused, evidence based, collaborative, leadership guided directed process that aims to continuously improve an organization's processes in order to meet its strategic objectives.

TQM seeks to create an organizational culture of flexibility and delegated responsibility to cater to the changes in the external environment affecting customer needs and expectations (Kenneth, 1995). The process of TQM is thus described as persistent efforts for improvement, due to the constantly changing environment. (Taylor and Hill, 1993a, p. 22).

A business that accomplishes its objectives successfully is an effective organization. These objectives could be internal, like enhancing communication inside a corporation, or external, like delivering a product or service of a given standard. It is concerned with the fundamental question that why an organization exists. Thus organizational effectiveness tells about an organization that how well that organization is doing as compare to its goals. Something is only effective if it is also efficient. To put it another way, something is effective if it produces a useful result. It must work properly. Efficiency is the capacity to perform or produce in an effective manner while using the least amount of waste, money, or effort. The emphasis is on the resources and the speed with which organizational goals are met. An organization's effectiveness is based on how well you allocate resources to meet your (organizational) goals in the most appropriate manner. In other words, the efficiency with which your organization transforms input into output in the form of goods, initiatives, and services. Your organization's success is influenced by efficacy in this way. In the vast number of TQM literature, it is often concluded that the implementation of TQM successfully in an organization often related to the organization effectiveness positively.

Objectives of the Study

The objectives of the study is:

1. To Examine the Relationship between TQM Practices and Organizational Effectiveness in Private Universities of Haryana.

Hypothesis of the Study

H01: There is no significant relationship between TQM practices and Organizational Effectiveness

Research Methodology

This study focused on the responses of their faculty of private state universities of Haryana state to TQM as they are active participants in the realm of quality management. On the basis of the related literature, an instrument that consists of 56 items in a 5-point Likert scale in which respondents specify their level of agreement to a statement typically in five points: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree;

(4) Agree; (5) Strongly agree was used. This questionnaire is adapted or designed by the researcher based on the review of related research literature of TQM and mainly on the criterion for performance excellence of Malcolm Baldrige National Quality Award.

Population: The population of this study include all faculties of various Private University of Haryana state. As per UGC, there are total 24 Private Universities in Haryana.

Sampling Design:

Scope: -The sample is chosen from the faculties in the 10 selected private universities around Haryana.

Sampling Technique:- Random sampling technique is adopted.

Sample Size: -Faculty of 10 private universities in Haryana were taken for the purpose of the study. Total sample size is 150 as collected from these different randomly selected universities.

Data Analysis

Correlations

| | | TQM practices | ORGE effectiveness |
|--------------------|-------------------------|---------------|--------------------|
| Spearman's rho | Correlation Coefficient | 1.000 | .650** |
| | Sig. (2-tailed) | . | .000 |
| | N. | 150 | 150 |
| | Correlation Coefficient | .650** | 1.000 |
| ORGE effectiveness | Sig. (2-tailed) | .000 | . |
| | N | 150 | 150 |

** . Correlation is significant at the 0.01 level (2-tailed).

H01 states that there is no significant difference in the relationship of TQM practices to overall organizational effectiveness. The correlation matrix was generated using Spearman Correlation to examine bivariate relationship between organizational effectiveness and TQM practices. The correlation matrix shows that organizational effectiveness is significantly positively correlated with TQM practices ($r = .650, p < .01$) indicating that individuals who had more organizational effectiveness score do more TQM practices and vice versa. So our alternative hypothesis approves and states that there is significant difference in the effect of TQM practices on organizational effectiveness.

Conclusion

The research examined at the relationship between total quality management and organizational effectiveness in the private universities of Haryana. The study found that implementation of total quality management practices have significant positive relationship with organizational effectiveness. So, it is inferred that total quality management is a comprehensive approach used by organizations to continuously improve their goods, services, or procedures, including all stakeholders, for customer satisfaction and enhance productivity and sustainability. The study recommended that private universities of Haryana should implement total quality management successfully. Additionally, top management should keep working to make total quality management a priority for their university in the future and include the university in TQM implementation at all levels. Additionally, organizations should keep looking for ways to improve their knowledge and process management. An important component of total quality management is the ongoing improvement of organizational knowledge and procedures. The university needs to pay more attention to this in terms of the implementation's benefit, particularly in terms of increasing organizational effectiveness.

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