



EMERGING CHALLENGES IN TOTAL QUALITY MANAGEMENT

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Abstract: The present study emerging challenges in Total Quality Management (TQM) examine the key challenges in TQM. This is a strategic approach for improving organizational performance by continuous improvement. The major challenges in TQM are integration with digital transformation (Quality 4.0), supply chain complexities and volatility, integration with ESG and sustainability mandates, Human capital and skill gap, cultural barriers, data and measurement issues, customer expectations, employee's resistance to change. The organization can overcome from this challenge through various ways like employee engagement, strong leadership, Quality culture. It highlights how technological advancement and competitive edge needs integration of traditional quality principle with advanced quality management practices. The study emphasized the need for adaptive leadership, a strong quality culture, continuous skill development, innovation to overcome from these challenges. Understanding these emerging issues will help organizations and researchers develop more resilient and future ready TQM framework.

Key words: TQM, ESG, SCM, AI, Digitalization, Quality 4.0.

Introduction:

Total Quality Management is a philosophy used by companies to improve quality continuously. Total Quality Management (TQM) is a managerial philosophy focused on long term success through customer satisfaction, involvement of all employees to improve process, product and services of the organization. The major goals of the TQM are customer satisfaction, reduction of errors, waste and defective products, enhance efficiency in manufacturing and management process, increase sales and profitability, building strong quality culture within the organization.



Advancements in digital technologies, increased globalization, intense competition, and evolving customer expectations have expanded the scope and complexity of quality management. Organizations are now required to manage quality across geographically dispersed operations, integrate advanced technologies such as automation and data analytics, and respond quickly to customized customer demands. Additionally, workforce diversity, remote working models, and increasing regulatory and sustainability pressures have further complicated the application of traditional TQM principles. In this context, understanding the emerging challenges in Total Quality Management is essential for organizations seeking long-term success. Identifying and addressing these challenges enables firms to adapt their quality strategies, maintain a strong quality culture, and achieve continuous improvement in a dynamic and competitive environment.

Advantages of Total Quality Management:

- i. TQM reduces cost of production by avoiding defects, errors that will minimize waste.
- ii. It increases productivity and profitability of the organization by improving quality of product.
- iii. It enhances improvement in the product that will result customer satisfaction.
- iv. It helps to enhance innovation and creativity.
- v. It encourages employee engagement in empowerment.
- vi. It aligns quality objectives with strategic goals which supports sustainable growth and development of company.

Emerging challenges in Total Quality Management:

TQM is an approach adopted by organizations for continuous improvement in various processes, methods, products and services. TQM faces many obstacles which effects process of management directly or indirectly. The major challenges are as follows:

1. **Integration with digital transformation (Quality 4.0):** Integrating TQM principles with AI, automation, big data and Internet of things (IoT) is being difficult due to continuous innovation. Some organizations have struggle to align quality culture with rapidly changing digital processes.



2. **Supply chain complexities and volatility:** After LPG (Liberalization, Privatization, globalization) world dynamics regarding business has changed. Many organizations started trading in all over the world. Hence global supply chain involves multiple vendors, cultures and standards. Ensuring uniform quality across borders is become big challenge for organizations.
3. **Integration with ESG and sustainability mandates:** Integrating quality goals with ESG (Environmental, Social, Governance) standards, sustainability and environmental regulations increasing complex in quality management of the organization.
4. **Human capital and skill gap:** The human capital of organization like employee, managers may resist new quality initiatives, especially when TQM requires cultural and behavioral changes. The technology is changed day by day. So, adopting new technological skills, analytical quality tools is a big challenge in front of employee because they were expert and continuous working in the organization.
5. **Sustaining a Quality culture:** Maintaining employee commitment to continuous improvement is difficult due to high workforce, turnovers, generational differences and resistance to change. Developing quality culture being challenging for management.
6. **Data and measurement issues:** Data driven decision making is central to modern organization often struggle with inaccurate, incomplete, and unstructured data which affecting quality outcomes.
7. **Resistance to change:** It is quite difficult for humans to accept and adopt change in their work culture, process. Shifting from traditional method to TQM can be difficult for employees of the organization.
8. **Changing customer expectations:** customers are king of market. We can categories various type of customer in the market as per age, gender, income. Customers needs and demands are changed as per the trend in society. Organizations are failed to identify needs and expectations of the customer and make changes in the product. This will directly impacted sales and profit of the organization.

Statement of problem



In 21st century, world dynamics are changed rapidly because of invention of new technologies, innovation, Artificial intelligence. TQM provides continuous improvement in production, procedure, system, method of organization to fulfill financial goals and sustain in the global marketplace. whereas some challenges are creating hurdle in the process of production and operation management. Those challenges were affected negatively.

Objectives: The objectives of the study are:

- To study the concept of Total Quality Management.
- To understand the emerging challenges in Total Quality Management.
- To analyses the remedies to overcome from challenges of Total Quality Management.

Scope of study

The scope of this study is only limited to the challenges faced by TQM process in the organization. This study is helpful for those organizations who implemented TQM tools and techniques.

Significance of study:

- The present study helps to understand challenges in total Quality Management.
- Researcher suggest some solutions to overcome from the emerging challenges in the TQM.
- This study elaborates some important concepts Related to quality management.

Research methodology: For the present study, researcher collected data through secondary data collection sources such as reference books, review of published research papers and internet websites.

Research Methods:

The present study is descriptive type of research where researcher analyses challenges in TQM and advices solutions to overcome form the challenges. Also, the study provides some Qualitative solutions for the problems in TQM.

Findings

The major finding of this research is as follows:

1. Many organizations have technological integration gap such as AI, automation and big data analytics in their existing quality management system.



2. Customer satisfaction is a major challenge faced by the organizations due to inaccurate data, knowledge about customer's expectations. Many companies not approach to customer's regarding feedback of product.
3. Many organizations don't involve employee in process of management. Employee is a key element of manufacturing process. Employee can easily grab the obstacle in the process of manufacturing.
4. There are many problems face by the employee during accepting or understanding new things and techniques. They are unaware about new things which create complex in their mind.
5. Implementing TQM is cost effective. Organization has to pay huge cost in continuous improvement process.
6. Changing regulatory environment creates inefficiency in operations of company
7. Organization faces leadership and strategic alignment issue which create hurdles in operational efficiency.

Suggestions

1. The organizations have to develop Quality Culture among the organization which will supports improving quality of product, operations and activities.
2. There should be proper channel of communication in the organization that everyone aware about all the procedures.
3. Organizations have to use various quality tools and techniques like customer survey, feedback, coupons, PDCA, six sigma, benchmarking to know the needs and expectations of the customers. Organizations should adopt customer centric approach.
4. Organization's management has to involve employee in process of product development, decision making, that he can also his perspective and suggest some improvements.
5. Motivation is a key to be success in organizational operations. The top management has to motivate the human for smoothness in operations of the organizations.
6. Organization must arrange skill enhancement training programme for employee. By this way employee can learn new skills and increase his knowledge.



7. Organizations should have data driven decision making system.

Conclusion

Total Quality Management faces several emerging challenges because of continuous technological change, increasing and changing customers' expectations, liberalization, privatization, globalization and changing workplace dynamics. Organization must adopt quality culture to integrate new technologies, manage supply chain complexity, maintain strong quality culture system despite workforce and operational changes. For overcoming from these challenges, the organization needs committed leadership, employee engagement in managerial process, continuous training and development programme for employee learning, innovation, creativity and sustainability in product manufacturing and development process. By following these ways, every organization can implement TQM in a positive way and achieve long term success in global competitive market.

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