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AN EMPIRICAL STUDY ON TQM DRIVEN PERFORMANCE WITH REFERENCE TO TELECOM INDUSTRY AT BENGALURU

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ABSTRACT

TQM principle is integrated part of management philosophy that seeks to sync all structural functions (marketing, finance, design, engineering, and production, client services) so also to specialise in meeting client desires and organisational objectives. TQM views corporation as a group of processes. TQM principles like customer focus, leadership, engagement of people, improvement, evidence -based decision making, relationship management. TQM process can reduce cost and also gives a higher level of customer satisfaction. All management principles completely agree on the noteworthiness of quality. Success of the organisation can be measured from the quality of its offering. Customers always consider the quality of a goods and services while purchasing them. Human resource of the organisation has direct impact on Total quality management (TQM). It emphasizes on innovative creativity among employees and calls for active cooperation other than just compliance.

TQM originated in the manufacturing but, can be applied to all the organizations. TQM confirms that every employee is focussed towards the improvement of work culture, processes, services, systems, and so on to for long term success. TQM completely gives thrusts for long term success by making members of the organization at all levels focus on customer satisfaction by making the best offering possible. TQM is focused on the customers in organization. In HRM the total quality management is having important role nowadays it is ensuring that there is effective TQM in organization. TQM is an important tool in ensuring in both service and production. TQM requires a significant training for the employees. TQM results in continuing series of incremental changes (Kaizen), all chances that the work culture can generate an adverse reaction from those employees who prefer the present system or who feel that, the organisations aims to get high production by new methodology implementation.

The study conducted by researchers was to find the variables used in this research paper are TQM practices, work culture, continuous improvement, quality standards, and challenges. The study was conducted by using the category of descriptive and exploratory research. Data was collected from primary data. The primary data was gathered through structured questionnaire. The respondent size is 153. The study uses convenience sampling technique. The tools used in this study are ANOVA, stepwise regression, chi-square test, for analysing the datasets. It gets success through satisfactory report from clients in a TQM effort, all members of an organization are made to participate in process improvements and culture in which they work.

INTRODUCTION

Total quality management (TQM) encompasses companywide efforts to implement and make permanent change where employees continuously improve their competency to provide quality based offering to customers, which will be found more valuable. "Total" insists that all departments in addition to production are committed to improve their operations in "management". It also indicates that executives are obligated to actively manage quality programs through research, training, staffing, and goal setting. In the meanwhile, there is no commonly agreed approach in TQM. So also, TQM efforts typically draws attention on the previously developed tools of quality control. TQM gained attention during the late 1980s and early 1990s before got shadowed by lean manufacturing six sigma practices. It also implies each and every member of the organization is focusing on product/service quality by doing right things right, first time, each time by utilizing company's assets to offer value added benefit to clients. It is persistent effort by the organization to create an environment in an organization which facilitates continuous improvement in quality and delivering products/services to the clients.

The main definition of TQM describes a management approach to extend success through customer satisfaction and delight. All the TQM effort, moves employees of an organization participate in process improvements, products, services, and culture in which they work. TQM is the constant process of detecting and minimising or eliminating errors in manufacturing. It focuses on streamlining supply chain management process and improving the customer experience management as well as ensuring that employees are up to learning and implementing the process. TQM focuses to hold all employees involved in the process accountable for the overall quality of the offering.

TQM is also well understood as a repeated effort by the of an organization to ensure customer loyalty and customer satisfaction. TQM is highly emphasises on management practices throughout the organization consistently meeting or exceeding customer requirements. TQM places powerful focus on process measurement and controls as means for continual improvement. In human resource management, TQM has far reaching implications for management of human resources. It articulates the self-control, autonomy and creativity among the employees. It calls for greater active cooperation, rather than just for a compliance.

Beyond all, TQM can be summarized as a principle for a customer focused process that involves all employees in continual improvement. It uses strategies collected data study and open communications to integrate the quality as a

discipline into the culture and activities of the company. Many of these concepts are present in modern Quality Management Systems (QMS) which is also called as the successor to TQM. There are the eight principles of total quality management are as follows - customer focus, total employee involvement, process centered, integrated system, strategic and systematic approach, continual improvement, fact-based decision making and communications.

The main thrust area of the paper completely focuses on TQM driven performance. As far this area is concerned, it develops competencies of the employees who are involved in the process. It is good self-development by creating awareness of the whole process. In the meantime, the process focuses on customer satisfaction as a top most priority which in turn create long term benefit in the quality point. Culture of the organization is improved, as it slowly moves towards quality and continuous improvement. The methods of TQM is made in such a way that is reduces the cost of the product and minimizes defects. Two best examples for TQM driven performance in India is Toyota and Tata steel who have benchmarked their practices.

HR professionals assist the top management in aligning HR and TQM policies, creating quality-oriented ones, systems and procedures, planning and disseminating the TQM mission and vision. It also increases quality perception among employees, acquire support of all employees for TQM enforcement, acquiring support of higher ups. It aims at establishing quality discussion groups, training sessions and changing the conservative mindset of the workforce in the organization.

India's telecommunication network is the second largest within the world by range of phone users (mounted and internet). The telecommunications business is among the arena of knowledge and communication technology has created high wave in development of people in walks of life. All Telecommunications/telephone corporations and web service suppliers play a crucial role communications and data management.

In India, especially the traditional landline continues to be the industry's biggest revenue generator, but thanks to advances in network technology, telecom today is less about voice and more about text (messaging, email) and images (e.g. video streaming). High-speed web access for computer-based information applications like broadband data services and interactive amusement, is pervasive. Digital telephone circuit (DSL) is that the main broadband medium technology. The speedy growth and development comes from additional services delivered over mobile networks.

The mobile network sector continues to be reaching the peak point of growth. Telecommunication is in an innovative mode for virtually in any industry. Mobile devices and connected broadband still hold key of society. Nowadays, it is driving the momentum around trends such as video streaming, Internet of Things (IoT).

LITERATURE REVIEW

Yuni Pambreni et al (2019) research work tested the predictors like customer focus, strategy, employee involvement, continuous improvement over organizational TQM performance. The study was conducted in small and medium enterprises. The data was analyzed using heteroscedasticity and Multicollinearity tests. The model is proved in the study, shows positive linkages with the predictors. The study had 350 respondents as the sample size by convenience sampling method. The T-test influenced the predictors has positive influence on the performance. The research paper concludes on proving the performance driven activities over the predictors.

The study conducted by Mafouz (2019) details about TQM practices and organizational performance. The conceptual framework of the study gives thrust on the TQM practices, organizational practices, HRM performance and innovation. The study gathered data from line managers of Jordan. The authors used simple random sampling technique. The investigation was done with Jordanian Manufacturing sector. The framework made an attempt to establish relationship between the predictors. The results of the study validate the model. The study also identified gaps and proved the required area. The major research question of the research was to identify TQM practices on Organizational performance which is proved to that particular situation.

The authors Azadesh Shahbeiki, Hossein Hakimpour (2017) mentions about set of beliefs and principles that portrays the basis of consistently growing organization. It is the application of numerical methods of implementing human resources to improve the overall processes within an organization which can exceed the customer needs in the present and near future (Addae- Korankge 2013). To meet the key challenges of the present environment, companies have started considering quality as an integral part of their strategic business plans. The purpose of the research is to investigate the impact of TQM on CA in manufacturing companies in south. It is a detailed descriptive survey. The respondents were determined as 132 managers using Cochran formula. The authors used simple random sampling technique. The study employed a survey design by using two structured questionnaires as the data collection instrument. The purpose of the present study was to investigate the effectiveness of core principals of total quality management on competitive advantage in manufacturing companies. The results obtained from the analysis proves the first hypothesis.

Another study contributed by Ms. Indumathi N (2016) presents that everyone has experiences of poor quality when dealing with business organization. Most of the successful companies understand the powerful impact customer defined quality can have on business. TQM is the way of managing for the future and has for wider in its application than just assuring product or service quality. TQM defines as an integrated organizational effect designed to improved quality at every level. At the same time this concept ideally slants towards human resource management and management of processes respectively. This also addresses the issues of people and process. Human resources focus address issues of employee involvement based on competency. It is the thrust area and considered as a critical element of quality.

The authors Sham-Ur Raham, Philip Bullock (n.d.) also gives an account of the literature impact on organization performance. Glancing the literature reviews most of the empirical studies, investigate the impact of each dimension of TQM on performance. The study reports the sample selection process, the operational measures of variables used in the study and statistical tests used to evaluate the hypothesis. TQM shall affect continuous improvement on enablers which intern affects majority of performance such as customer satisfaction and productivity. In addition to this the study provides evidence that TQM performance it is essential which are supported by all elements.

In the paper the authors Shekoufeh Nekouizadeh, Slavash Esmaili (2013) reviewed TQM is an integrative philosophy of management for continuously improving the quality of products and processes. TQM is based on the premise that the quality of products or services which are offered by organization. The aim of this study is to explore the impact of TQM practices on the preformed of the telecommunication companies of Iran. To analyze the collected dataset, the authors have used AMOS 16 and structural equation modeling. The TQM first appeared in the manufacturing sector but slowly affected the service sector organization as well. The organization performance manager determines the path to achieve organization goals. The authors therefore highlight on the factors which improves the organizational performance which leads to results. This study also indicates that, only improving the product is not enough but improving the organization function as well. Therefore, some variables must be considered along with the quality performance, to improve the organizational function of the telecommunications section. The study shows a need to merge the connection between the quality performance and improvement which could lead to an improvement in the service quality.

The study contributed by Muia Faith Mukonyo (2010) details that, Total quality management has been proposed to improve business performance which has received considerable attention in recent researches. Despite umpteen number of research efforts on total quality management, the particular study targeted at micro finance institutions with focuses on development agency. The study examines the effect of total quality management implementation on business performance in micro finance institutions. The study recommends leadership to be improved on their level of motivate employees work together and collect information that suggest new approaches.

In the study, Laxmi Kumari, Vijay Kumar, Venkata Ramana also discusses one of such technique called total quality control (TQM). The concepts of TQM by center of interest posits different approaches and benefits in detail. The survey also reveals the advantages of implementing of this new method that shows positive impact on the performance of any organization. TQM is believed to be an improved technique to the traditional method of doing business. It is proven method to guarantee the survival of any business in a world class competition. It also highlights to remain competitive in these extremely aggressive economic situations that exist. Each and every organization is looking at moving towards excellence.

In the meantime, Maria Leticia Santos-Vijande, Luis L Alvarer-Gonzalez, has clearly conceptualized around basic principles such as consumption focus, continuous improvement and human resource management. There has been a lack of consensus regarding its primary constructs, which prevents comparison across studies and generalization. From the empirical evidence, this particular study gives the data for empirical testing and validating the TQM scale. The datasets were obtained by means of mail survey. The research population consisted of all the ISO 9000 registered firms in the principality of ASS. In the organization, implementing and applying TQM requires major employee commitment and efforts. So also, there has a focused need for clear evidence that TQM really has practical impact on performance. The use of self-reported data may have induced social desirability bias although the assurance of anonymity can reduce such bias when responses got on sensitive topics.

The study conducted by Dancil Timez and Micaela Martina Costa presents the purpose behind the study, was to look at HRM as an element in the implementation of TQM. These are important in research field over the last two decades. TQM system has been widely studied as a strategy which is able to provide companies with the competitive advantage. The methodology is completely based on empirical study of 706 companies and analyzed using structural equation methodology and analyzing framework for HRM. Findings reveal statistical framework and how HRM system reflect the changes. The study also highlights in the empowerment of people and style of management. These empirical results had confirmed from previous author's findings regarding the effectiveness of TQM.

The author Ruby Melody Agbola in the study, points out, the relationship between TQM practices of small medium enterprises (SMEs) and the performance and profitability of these business. TQM principles thrusts on continuous improvement and using new technology. SMEs are recognized as important for growth and develop in the paper.

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The research by Daniel Jimé'nez, et al, (2009) scrutinizes several ways and framework for getting the inter attachment between MRH and effective TQM. The outcomes demonstrate that the arrangement of the introduction towards excellence and the way to MRH is measurably noteworthy for the usage of the MRH framework. The outcomes likewise support the theory that both TQM and MRH require innovation. It is mandatory to entrust work force of organization in pursuit to determine their own goals and desires which will not only boost the outlook of the work force but it is also beneficial for the organization to win the engagement of the work force. Creating alertness among its workforce on the significance of TQM in an organization, changing the oldest attitude of work force to facilitate effective practical application of TQM process and procedures.

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implementation of TQM. These are important in research field over the last two decades. TQM system has been widely studied as a strategy which is able to provide companies with the competitive advantage. TQM that seeks to improve the quality and performance which will meet the expectations of every customer. The methodology is based on research hypothesis, questionnaires and statistics of pie graph and it is done in form of tables. The study is concluded by examining the TQM and practices of SMEs in Ghana. The study encourages innovative ideas and product development for both domestic and export market. In another study contributed by Rajesh K Singh mentions about present scenario the TQM in organization is very much relevant. This paper is tried to explore different issues which affecting the TQM, and effects on performance. The organizational challenges its increasing the competitive market place with a strong continuous improvement culture and external focus are more likely to survive. The primary focus of TQM is on customer satisfaction in every organization. The methodology followed in the particular study is explorative research on every part of organization. The paper concluded by stating that all organizations has to prioritize the demand changes and globalization effect.

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The aspiration of the study Jamal Daud, (2007) is to get the influence of MRH on TQM and also the MRH and TQM process impact on the conduct of the organization. The research involved estimation with use of questionnaires. The study presents that the organization targets at selecting the right employee who will adapt to the excellence environment that exists in the organization. The assistance from higher management is so helpful, when it comes to implementing overall excellence in the process is significant. The organizations also require a whole new set of attitudes, skill set and practical knowledge to successfully start and maintain the excellence program. The study has shown that winning the engagement of the workforce is a helpful step in applying the excellence programs. Motivating work force to involve in designing TQM methodologies is of high importance for the progress of TQM in any company.

OBJECTIVES

To ascertain the relationship between Total quality management in HR and the work culture of the company.

To ascertain the relationship between Total quality management in HR and the quality work life.

RESEARCH METHODOLOGY

The study falls under the category of descriptive and exploratory research as its central point is on concept of TQM practices which helps to identify the various engagement practices followed by the sector. The foundation of the study is completely relying on the primary data. The primary data is collected through the help of structured questionnaire

Sampling: Sample size of the study is 153. Sampling technique adopted for research is convenience sampling.

Sampling area: The data collection was done across Bengaluru and especially employees working in telecom sector.

Tools used: The data was provided for analysis into IBM SPSS 22 software package.

Simple Percentage Analysis, ANOVA, step wise Regressions and Chi-square tests were used in analysing the data.

HYPOTHESIS

H₁₁: There is significant impact of TQM practices on training.

H₁₂: There is significant impact of TQM practices on Continuous improvement.

H₁₃: There is significant impact of TQM practices on work culture.

H₁₄: There is significant impact of TQM practices on quality standards.

H₁₅: There is significant impact of TQM practices on challenges.

DATA ANALYSIS AND INTERPRETATION:

Table 1 (insert) and 2

Reliability statistics: The reliability co-efficient is 0.966 the number is close to 1. Typically, the alpha should be greater than 0.7 which has consider as having good internal consistency. So, the result of the above table (Table 2) indicates 0.96 which considered that data is perfect.

Table 3: Profile of Respondents

The above table specifies the demographic details of the respondents where the majority is female with 50.4% and the rest are male according to age maximum respondents age was 46-50 with 26.7% and least age is 31-35 with 19%. The next variable is the respondent education where the highest of them belonged others with 60%, the second and third was equal. The subsequent variable of the table is experience where the highest of them belonged 6-10 years with 47.5%, the least experience is 20 years and above with 5.2%. The next variable is the respondents Income where the highest of them belonged to 50000-70000 categories with 40.5%, the second highest income is in between 31000-50000

with 20.9% and lowest income was 100000& above with 18.3%. The last variable of the above table is marital status wherein the maximum of the respondents was married with holding the percentage of is 94.7.6% and rest where unmarried. This an overview of profile of respondents which is shown in the above table.

Insert table 4

Correlation: Table:5

- Correlation is significant at the 0.01 level (2-tailed).
- The above table shows that the TQM Practices has a positive moderate correlation with continuous improvement and challenge. It as well shows low degree positive correlation with the work culture, Quality standards and challenges.
- Continuous improvement has a positive moderate correlation with, work culture, challenge, Quality standards and challenges.
- work culture in the table show positive moderate correlation in continuous improvement whereas it shows low positive correlation for the other variables which are TQM Practices, Continuous improvement, work culture, Quality standards, challenges.
- Quality standards here explain that only has a strong positive correlation whereas variables like TQM Practices, work culture, challenges show low correlation. But only content shows moderate positive correlation.
- Challenges in the table shows that Quality Standards has strong positive correlation and all other variables show moderate positive correlation.
- Challenges has positive correlation in Quality standards and Challenges whereas Continuous improvement and work culture have moderate positive correlation. TQM Practices has low positive correlation.

Regression: Table: 6

- a. Predictors: (constant), continuous improvement, work culture, Quality standards challenges.
- b. Dependent variable: TQM practices.

An R Square of 9.5% was obtained this implies that the simple liner model with TQM Practices as the dependent variable explained 9.5% of the variations. This means that TQM Practices are impacting on the predictors by 9.5%.

Table – 7

- a. Dependent variable: TQM practices.

b. Predictors: Continuous improvement, Work culture, Quality standards, Challenges.

A p- value of less than .05 (p –value = 0. 000) was obtained. This implies that the simple linear model with TQM Practices as dependent variable is significant.

Table - 8

a. Dependent Variable: TQM Practices.

b. Predictors: Continuous improvement, work culture, Quality standards, Challenges.

In the above regression table TQM Practices, Continuous improvement, work culture, Quality standards are significant. Challenges are not significant. From the above table coefficient show that TQM Practices as dependent variable was significant (p – 0 .183) and the predictors was fitted in the model, regression analysis revealed that there is positive and statistically significant relationship between dependent and predictors of the employees.

POST ANALYSIS DISCUSSION:

The data analysis shows that, collected data was appropriate to carry out further treatment. As far as demographic variable is concerned, 94.7 percent of the employees are married and most of them are women. Nearly 40.5 percent of the employee's income more than 50,000-70000 per month. In the case of hypothesis, all the null hypothesis was rejected and alternates were accepted. It is also well understood that almost all TQM Practices are well utilized by the employees. Variables like TQM Practices, Continuous improvement, work Culture, Quality standards, Challenges are highly positively correlated with the TQM Practices. Correlation is significant at 1 percent level single tailed. The Anova table shows significance. So ultimately the paper identifies the linkages to TQM driven performance with its internal components.

CONCLUSION:

Total quality management plays a vital role in today's organizations. Human resources are the key assets to any company and ensuring there is total quality in managing the human resources the factors such as commitment from top management, effective training, employee empowerment, good TQM initiatives, good recognition system, work culture and quality work life will impact the practical application of TQM in Human resource.

However, there are challenges to effectively implement TQM in HR, for example reduced focus on training initiatives, lack of feedback to the employees, lack of commitment from top management etc. In order to make sure that the TQM practices in HR are effective, and the management should overcome these challenges and strive for continuous improvement. During the phase of data collection, awareness of TQM in HR with the employees of the company around 40% gave a neutral response, to overcome this the company

should take more initiatives in TQM and spread awareness. When asked top management commitment for enabling TQM in HR, many responses where can't say. There need to be more efforts from top management and constant communication with the employees about TQM practices in order to overcome issues in the organisation.

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