A STUDY ON EFFECTIVE IMPLEMENTATION OF TQM AMONG THE EMPLOYEES AT ARINGAR ANNA SUGAR MILLS, KURUNGULAM

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ABSTRACT
Quality of product/services has become probably the most important element to keep the customers happy on a continuous basis customer’s needs and wants to keep changing. To keep pace with the changing demands of customer’s organizations have to develop a quality culture. Further, product/service quality directly depends on the human resource quality in any organization. Large number of organization world over embrace TQM to become competitive in the ever changing business environment TQM efforts bring about changes not only in product and process quality but also in human quality.

Key words: Customer's, Quality, Product, Human.

http://www.iaeme.com/ijm/index.asp

1. INTRODUCTION
Indian economy was opened up and with this new policy; the process of competition and globalization has been initiated. There drastic changes is external environment started forcing Indian organization to have a paradigm shift in the way they manage organizations. The economic liberalization in India has made available in the market global quality goods and services and this has shaken many an industry which has neither to been complacently existed with poor/shoddy quality products and services.

Total Quality Management is an accepted way of managing a business to gain competitive advantage and ensuring long term success in meeting the needs and expectation of all stakeholders. In simple terms, Total Quality Management involves everyone in an organization and all associated business processes. The quality improvement as a critical management process began to converge on the concept and title, of Total Quality Management (TQM) during the late 1980’s and early 1990’s.
There are two key philosophies in this approach. One is a never-ending push improvement, which is referred to as continuous improvement and the other is referred to as customer satisfaction. Many organizations are now suggesting that the goal is to delight and surprise customers to make them so satisfied that they would become loyal long term customers.

The second goal of TQM include the ability to “do it right the first time”, that is ensure that the product or service is delivered correctly at the first attempt. The TQM approach is increasingly used by organizations to improve their operation and the processes used in all functional areas of their organizations. TQM has become popular because it attempts to improve product/service quality, productivity and competitiveness by improving communication with customers and suppliers and within organizations.

2. STATEMENT OF THE PROBLEM
Total Quality Management argues that the whole is greater than the sum of the parts as regards quality of working life, and therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clear understanding of the inter relationship of the various facts of quality of working life offers the opportunity for improved analysis of cause and effect in the work place.

The consideration of quality of working life as the greater context for various factors in the work place such as job satisfaction and stress may offer opportunity for more cost-effective interventions in the work place. The effective targeting of stress reduction for example, may otherwise prove a hopeless task for employers pressured to take action meet government requirements. In the context, an attempt has been made to make an in depth of the TQM and examine the extend by which the employees are being associated with Arignar Anna Sugar Mill, Kurungulam.

3. OBJECTIVES OF THE STUDY
- To analyse the effectiveness of training in the organization.
- To find out the emerging modernization methods in the organization.
- To study the impact of quality work life on individual and organizational effectiveness.
- To suggest ideas to develop the quality of work life.

4. IMPORTANCE OF THE STUDY
Total Quality Management is a comprehensive and structured approach to organizational management that seeks to improve the quality of product and services through on going refinements in response to continuous feedback. TQM requirements may be refined separately for a particular organization or may be in adherence to established standard, such as the international organization, it originated for standardization’s ISO 9000 series. TQM can be applied to any type of organization; it originated in the manufacturing sector and has since been adopted for use in almost every type of organization imaginable, including schools, highway maintenance, hotel management and churches. As a current focus is e-business. TQM is based on quality management from the customer’s point of view.

5. RESEARCH DESIGN
The research design is the blue print of the entire research. The descriptive research design used in this study.

6. SOURCES OF DATA
The data was collected from primary and secondary data.

6.1. Primary Data
Primary sources are original source from which the researcher directly collected the data. The tool used for collecting the primary data is set prepared questionnaire.
6.2. Secondary Data
The researcher collected the secondary data from various text books, magazines, journals, internet and periodicals.

6.3. Universe of the study
The universe for this study consisted of the total workforce of Arignar Anna Sugar Mill, Kurungulam. The whole population is 486 members.

6.4. Sample size
The researcher used simple random sampling techniques i.e., table method and selected 75 samples from the universe.

6.5. Statistical Tools
The researcher converted the data into tables. To analyze the data using percentage analysis and chi-square test.

7. HYPOTHESIS
The following hypothesis were formulated based on the objectives of the study.

7.1. Null of Hypothesis (HO)
There is no significant association between individual training in the areas of TQM and business excellence.

7.2. Alternative Hypothesis
There is a significant association between individual training in the areas of TQM and business excellence.

8. SCOPE OF THE STUDY
TQM aims at measuring changes in organizational cultural quality of work life and employee satisfaction consequence upon the efforts of TQM. Instrument developed has also been used to assess the variation HRQ due to the impact of TQM practices.

TQM provides a historical unique approach to improving organization effectiveness that has a solid conceptual foundation and that the same time offer a strategy for improving organizational purposes that taken into account how people and organization actually operate.

9. LIMITATIONS OF THE STUDY
- As the study is carried out for academic purpose, due to constrain of time and cost, a comprehensive study was not possible.
- The sample size was restricted to only Aringar Anna Sugar Mills, Kurungulam. If it were increased many more varied answers and suggestions would have been expected.
- Fear of expressing the true facts among the respondents could be a limitation.

10. REVIEW OF LITERATURE
Total Quality Management has been realized that the traditional methods of motivation have become ineffective, technology and technological advancement have their negative impact on work place environment, and workers see their jobs disappearing and becoming dehumanized. This has resulted in alienation and frustration of workers in order to maintain the balance. The organization should start looking after the human, emotional and social needs of the workers at work place.

Conditions prevalent at work area major factor that if influence the behavior of an individual at work. Hence the various kinds of working conditions available at work. Hence, the various kinds of working conditions available at work place determine the quality or otherwise of working life which in turn, influence human behavior work.
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10.1. Danna & Griffin (1999)

Quality of working life is not a unitary concept. It has been such as incorporating a hierarchy of perspectives that not only include work based factors such as job satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of will – being.


Regard and compensation systems must also be aligned to satisfy, motivate and retain employees and emphasis on team work helps to harness intelligence and energies thus creating potential for success and quality results. This is achieved through giving knowledge and competencies to handle high performance work through team work, team briefings, interpersonal skills, appraisal and information sharing.

11. COMPANY PROFILE

11.1. Arignar Anna Sugar Mill

Tamilnadu Sugar Corporation Ltd, an undertaking of the Govt. of Tamilnadu was incorporated on 07.10.1974 with a view to commission sugar factories in the state of Tamilnadu. The first mill to be commissioned by Tamilnadu Sugar Corporation Ltd was “Aringnar Anna Sugar Mill”.

12. DATA ANALYSIS AND INTERPRETATION

Distribution of the respondent to achieve the business excellence in the way of TQM

<table>
<thead>
<tr>
<th>S. No</th>
<th>Opinion</th>
<th>No. of respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>71</td>
<td>95</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>04</td>
<td>05</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

- Majority (95%) of the respondents are satisfied to achieve the business excellence in the way of TQM.

<table>
<thead>
<tr>
<th>S. No</th>
<th>Factors</th>
<th>Opinion (n=75)</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Opinion regarding communication to develop the mode of communication in the organization</td>
<td></td>
<td>38</td>
<td>27</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Opinion based on the individuals trained in the areas of TQM</td>
<td></td>
<td>42</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>Opinion based on team help in developing a good working environment</td>
<td></td>
<td>48</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Opinion based on recognized employee's bring a successful implementation of TQM</td>
<td></td>
<td>45</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Opinion based on organization is involved quality revolution</td>
<td></td>
<td>36</td>
<td>29</td>
<td>10</td>
</tr>
</tbody>
</table>

- 51% of the respondents agree that communication method to develop the method of communication in the organization.
- 56% of the respondents agree that the individuals trained in the area of TQM.

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56% of the respondents agree that their team work help in developing a good working environment

60% of the respondents agree that recognized employee's bring successful implementation of TQM

Less than half (48%) of the respondents agree that their organization is involved quality revolution.

To test the respondents training in the areas of TQM and business excellence

<table>
<thead>
<tr>
<th>Business Excellence</th>
<th>Industrial Training in the area of TQM</th>
<th>Total</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
</tr>
<tr>
<td>Yes</td>
<td>40</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td>No</td>
<td>02</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>58</td>
<td>11</td>
</tr>
</tbody>
</table>

\[ X^2 = 0.3542 \]

\[ D.f = 2 \]

\[ CV < TV \]

\[ P > 0.05 \]

Not significant

13. CONCLUSION
Since, calculated value of \( X^2 \) is less than the table value. Hence, Null hypothesis is accepted. So, it concludes that there is no significant association between individual training in the areas of TQM and business excellence.

14. SUGGESTIONS

- The training given to individuals in the area of TQM is not sufficient enough. The employees should be allotted to undergo training. They are aware of the programmes that they conducted but they are unable to benefit out of these programmes. Therefore sufficient amount of shall be given for them to undergo the training..

- It is suggested that in caring out work life for communication skill, practical exercise would be more effective than theoretical exercise.

- Experimental studies could be undertaken to study that quality of work life before and after the training programme.

- The majority of the respondents are unaware of the TQM in the organization. The employees should be given adequate information by the way of journals or magazines or through the internet functioning in the organization.

- The middle management involves the TQM then they will succeed in the TQM

15. CONCLUSION
From this study, it is concluded that quality of work life of employees in Aringar Anna Sugar Mills, Kurungulam is good. This research highlight some of the small gaps in employee satisfaction towards the company. Quality machine of an organization not only includes the quality of the product but it also includes the qualities of work life. Aringar Anna Sugar Mills, aims at promoting a peaceful industrial relation and good organizational culture which is highlighted by the management and the employees, since employees are the backbone of the company. So, the company should take utmost care to improve the quality of work life of the employees.

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All employees contribute effectively to improvement and the managers should provide all employees the opportunity to contribute. This requires provision for time, training and access to information and team work.

For TQM to succeed a cultural shift in the organization is called for with fundamental changes in values.

REFERENCE


