

Journal of Pharmaceutical Advanced Research**(An International Multidisciplinary Peer Review Open Access monthly Journal)**Available online at: www.jpardonline.comR
E
V
I
E
W

A
R
T
I
C
L
E

J
P
A
R
2
0
2
4**The Study of TQM in to Practice**

Aditya Singh

Buddha Institute of Pharmacy, Gida, Gorakhpur, Uttar Pradesh-273209, India.

Received: 10.02.2023

Revised: 02.06.2024

Accepted: 16.06.2024

Published: 30.06.2024

ABSTRACT: The purpose of this paper is to analyse the characteristic elements of total quality management (TQM). TQM represents an integrated effort meant to improve the quality of each level of the organization. The historical evolution of the total quality management comprises four steps: quality inspections, quality control, quality assurance and, finally, the TQM process itself. After a short overview of the theoretical literature of total quality management, here we discussed Total Quality Management, steps in implementing TQM, principles involved in these systems and the importance of implementing these modern systems in the pharmaceutical industry. Total Quality Management (TQM) techniques significantly impact the competitive priority in terms of cost, quality, time, and innovation of Lebanese businesses. Changing an organization's operational strategy is highly dependent on top management commitment as changing employees' behaviour is challenging without the cooperation of the business's senior management. The findings indicate that TQM has two organisational performances, either its TQM practices affect the organisational performance, or it hinders organisations to achieve their goals in which this will negatively affect the organizational performance.

Corresponding author:

Mr. Aditya Singh

Scholar

Buddha Institute of Pharmacy, Gida

Gorakhpur, Uttar Pradesh-273209, India.

Tel: +91- 8423525598

E. Mail ID: adityasingh94394@gmail.com**INTRODUCTION:**

Total Quality Management is an organization approach that began in the 1950s^[1] and has consistently turned out to be better known following the mid-1980s. Generally, the term 'Quality' is connected with customer satisfaction. Customers want the best return for the money they pay to buy something. Customers would examine products to see if they met their standards prior to purchasing those^[2]. Mohrman, *et al.*, defined TQM is an approach to managing organisations which emphasizes the continuous improvement of quality and customer satisfaction, entails the application of systematic tools and approaches for managing organizational processes with these ends in mind, and involves the establishment of structures such as quality improvement teams and councils for maintaining focus

Keywords: Total Quality management, Organisational Performance, Quality Control, Quality Assurance, Quality Performance, Customer Satisfaction.

on these ends and enacting organisational improvement processes^[3]. Basically, Total Quality Management is a sum up of three words which are shown in Fig 1.

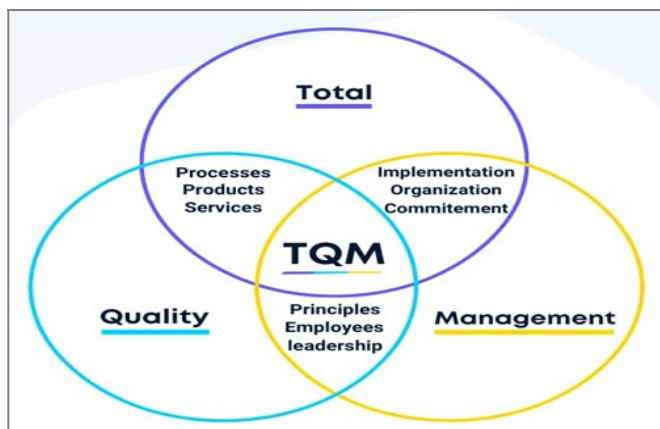


Fig 1.Total Quality Management.

It was mentioned by Talib^[4] that TQM has been more prevalent as one of the ways to assure improved goods and service quality, encourage continuous improvement, and ensure customer happiness. Sigei^[5] concluded that Total Quality Management is the primary strategy for top management to obtain and retain competitive priority, which ultimately leads to sustained competitive advantage. A. V. Faigenbaum is acknowledged in the U.S.A. for the increase of quality awareness. The ‘total quality management’ phrase stems from his book, ‘Total Quality Control’^[6-8]. According to Faigenbaum, the impact of the total quality control on the organization involves the application of technical activities meant to implement a customer-oriented quality as a primary responsibility of general management and of the main marketing operations, engineering, production, industrial relations, finance and services, as well as of the quality control function itself. Thus, quality becomes a strategic instrument in business. Armand Feirenbaum defines total quality management as “an organization system which allows the coordination of the efforts of quality development, maintenance and improvement made by different groups from the company, so as to assure that the customer-oriented studies, commerce, production and service are the least expensive, allowing, at the same time, the achievement of total customer satisfaction.

Total Quality Management:

Total quality management (TQM) is one of the quality-oriented approaches that many organizations imply. TQM has attracted scholars because of the growing diffusion and acceptance in the business world. Especially over the two decades, TQM is one of the

most popular and durable management concepts. Due to the absence of a uniform definition of TQM, defining TQM is quite problematic^[9].



Fig 2.Principles of TQM.

These activities are management leadership, role of the quality department, training, employee relations, quality data and reporting, supplier quality management, product service design, process management, strategic planning, customer focus, information technology and analysis, people management^[10].

Steps in implementing TQM:

The various steps which are useful in implementing Total quality management are given below.



Fig 3. Implementing TQM.

Research aims and objectives:

This research paper came to find out the following key objectives which are^[11];

- To explore the TQM practices and technologies.
- To identify the impact of TQM implementation on organisational performance.
- To generate a guideline for effective implementation of TQM practices at organisations.

Elements of TQM^[12,13]:

Ethics:

Ethics means differentiating what is morally good or bad. It is a double faced subject represented by

individual and organizational ethics. Organizational ethics gives a business code of conduct which provides guidelines that all the employees have to adhere to in the work performance and individual ethics shows what is right or wrong in person.

Integrity:

Integrity simply means value, fairness, honesty and adherence to the facts. It must be made sure that adherence is a part of good conduct. TQM cannot thrive in an organization where there is backstabbing, spreading rumours, etc. as TQM needs honesty, organization wide pattern and collaboration among team members.

Trust:

Trust means how freely you can depend upon others. Trust is a by-product of ethical behaviour and integrity. It is essential to ensure customer satisfaction.

Training:

Training helps in increasing employees' productivity. They will do quality work with efficiency, less material wastage. Therefore, training employees is necessary to implement TQM effectively.

Teamwork:

With the help of teamwork the organization receives quicker & easier solutions to the problem. Broadly, there are three categories of team viz. quality improvement teams (QITs), problem solving teams (PSTs), natural work teams (NWTs). Training helps in using everyone's talent in one pool.

Leadership:

In TQM, the role of leader is knowledgeable. The manager should provide a vision to inspire and make strategic directions that are accepted to all and lead subordinates.

Communication:

As TQM requires teamwork, there has to be communication. It provides a link between all the elements. If an organization wants an effective implementation of TQM, it needs communication with and among all the suppliers, customers and organization's members. There are three kinds of communications: upward, downward and sideways communication.

Recognition: It is the last element of the TQM system. It means employees get appreciated for their unique

contribution in business. Employees want to receive recognition for them as well as their teams.

Pillars of TQM

Product, process, organization, leadership, and commitment--those are the five pillars of TQM. Build on them. "Product is the focal point for organization purpose and achievement," explains Creech. "Quality in the product is impossible without quality in the process.

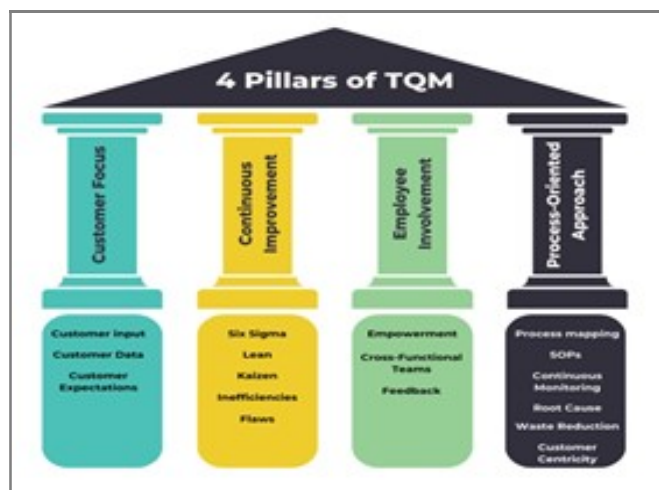


Fig 4. Pillars of TQM.

Research Problem:

Creating competitive priorities is one of the functions of TQM. Kline ^[14] argued that organizations that don't follow TQM lose their competitive priorities. To determine competitive priorities and performance stated that Total Quality Management must be re-evaluated, and more studies should be done on the four competitive prioritization aspects: commitment, employee training; employee engagement; and continuous improvement.

Benefits Of TQM:

Total quality management (TQM) is the continual process of detecting and reducing or eliminating errors in manufacturing. It streamlines supply chain management, improves the customer experience, and ensures that employees are up to speed with training ^[15].

Methodology ^[16]:

Research Instruments:

This part demonstrates the kind of data collection technique employed. Self-administered questionnaires collected most of the primary data from both respondents. Researchers gathered data and information on the participants' ages and their educational and professional backgrounds on long-term data and information.



Fig 5. Benefits of TQM.

Validity and Reliability:

The validity and reliability analysis were conducted to test whether the collected data are valid and reliable based on an indicator called Cronbach Alpha. According to the rule of thumb, it can be noted that:

- If the Cronbach Alpha is lower than 0.5, then the collected data are not valid and reliable, and the data should be collected again.
- If the Cronbach Alpha is between 0.5 and 0.7, the collected data are valid and reliable but contain some bias.
- If the Cronbach Alpha is higher than 0.7, the collected data is valid, reliable, and ready for statistical analysis.

Data Collection Procedures:

Employees, managers, and vice presidents were given surveys by the researcher in person rather than by mail. The surveys were self-contained, and the participants had enough time to consider all the offerings^[19].

FUTURE TREND:

According to the research, organizations that put their workers' needs first and emphasized their satisfaction reaped the most benefits from a customer-focused strategy. Researchers found a substantial correlation between TQM and competitive priorities. Research has revealed that TQM is strongly and positively associated with competing priorities. Management generated a culture of curiosity and participation. At the same time as they were encouraging teamwork and focusing on product quality, Participation by employees improves performance, as shown by the regression analysis^[17].

RESULTS:

TQM variables and each sub-variable of total quality management are highly implemented in Lebanese firms. According to this survey, employees in Lebanon's businesses are aware of the need to incorporate overall quality management components.

According to multiple regression analysis, comprehensive quality management impacts competitive priorities. According to the research, competitive goals in Lebanese companies were positively affected by employee empowerment, commitment, engagement, and training & development. More TQM factors have a substantial impact in addition to the results of employee empowerment, reward and recognition, and customer focus.

CONCLUSION:

This study is directly focusing on examining the relation between the total quality management and organisational performance. The strategy of TQM that concentrates on enhancing the customer satisfaction levels will directly improve the organisational performances and that Leadership commitment is considered a key element for guaranteeing a successful implementation of TQM practices at organisations. Dimensions of TQM such as management leadership, process management, employee involvement and customer focus are commonly accepted activities to improve quality performance of firms. Like any empirical research effort, this study contains some methodological strengths and limitations. First, the results obtained from a local area.

Continuous improvement has been one of the important factors of organization development, as total quality management supports the development of good actions and results within organizations. In light of this, scholars and researchers are urged to implement TQM aspects like strategy planning and focus more on a specific sector in Lebanon. If the findings of this study can apply to other industries, further research is needed. According to the conclusions of this study, firms should adopt whole quality management to obtain and preserve competitive advantages. TQM's most crucial feature is employee empowerment, yet the survey finds that it is the least practiced in Lebanese firms. As a result, similar studies should be carried out in other countries, especially in Arab ones.

REFERENCES:

1. Zink K, Vob B. The new EFQM excellence model and its impact on higher education institutions. In: Proceedings of the TQM for Higher Education Institutions Conference: Higher Education Institutions and the Issue of Total Quality. Verona, 1999; 30(31):241-255.
2. SIMS SJ, SIMS RR. Total Quality Management in Higher Education: is it working? Why or why not? London: Praegar eds; 1995.
3. Mohrman SA, Tenkasi RV, Lawler EE, Ledford GE. Total quality management: practices and outcomes in the largest US firms. *Employee Relations*, 1995; 17(3): 26-41.
4. Talib F. An Overview of Total Quality Management: Understanding the fundamentals in Service Organization. *Int J Adv Qual Manag*, 2013; 1(3): 357-390.
5. Basu R. Implementing Quality, A Practical Guide to Tools and Techniques. EMEA: Cengage Learning; 2004.
6. Feigenbaum. Total Quality Control. New York: McGraw-Hill Education; 1991.
7. Prajogo DI, Sohal AS. TQM and innovation: a literature review and research framework. *Tec Novation*, 2001; 21: 539-558.
8. Sarap JV, Benson PG, Schroeder RG. An instrument for measuring the critical factors of quality management. *Decis Sci*, 1989; 20(4): 810-829.
9. Prajogo DI, Sohal AS. The relationship between TQM practices, quality performance, and innovation performance. *Int J Qual Reliab Manag*, 2003; 20(8): 901-918.
10. Baidoun S, Zairi M. A Proposed Model of TQM Implementation in the Palestinian Context. *Total Qual Manag Bus Excel*, 2003; 14: 1193-1211.
11. Kline R. Principles and practice of structural equation modelling. 3rd ed. New York: The Guilford press; 2011.
12. Sarkees MA. Innovation and efficiency: It is possible to have it all. *Business Horizons*, 2009; 52(1): 45-55.
13. Mielgo NP, Poen-Monters JM, Ordas-Vazquez CJ. Are quality and innovation management conflicting activities? *Technovation*, 2009; 29(8): 537-545.
14. Wilkinson A, Redman T, Snape E, Marchington M. Managing with Total Quality Management-Theory and Practice. UK: Macmillan Education; 1998.
15. Sadıkoğlu E, Zehir C. Investigating the effects of innovation and employee performance on the relationship between total quality management practices and firm performance: An empirical study of Turkish firms. *Int J Prod Econ*, 2010; 127(1): 13-26.
16. Cho HJ, Pucik V. Relationship between innovativeness, quality, growth, profitability, and market value. *Strateg Manag J*, 2005; 26: 555-575.
17. Prajogo DI, Brown A. The Relationship between TQM practices and quality performance and the role of formal TQM programs: an Australian empirical study. *Qual Manag J*, 2004; 11(4): 31-42.

Conflict of Interest: None**Source of Funding:** Nil**Paper Citation:** Singh A. The Study of TQM in to Practice. *J Pharm Adv Res*, 2024; 7(6): 2232-2236.