CHAPTER 3

THE RENEWAL OF TQM

The countries all over the world are seriously looking into the ways of improving the economic life of their country. Economic cooperation between countries is becoming an important aspect and hence the way of doing business is also changing at a faster rate. One thing that no one can deny is that Japan’s contribution in the management aspect is spreading fast all over the world. The management philosophy and the practices of Japan are sweeping the entire management sector.

Today the management fraternity is at the crossroads with the 100 years of Scientific Management. The debate on the relevance of scientific management is still continuing with supporters as well as opponents. One thing is certain that the solid foundation it created for the management concept is like a rock and it worked well in the given situation. It has its own shortcomings also. The narrow focus it created on the job made life a mechanical one and human beings are turned into man machines. The division it has created between the management and the worker is so deep and is still continuing. The separation of thinking from the working is still dominating the management concept. Scientific Management encouraged bureaucracy. The strict rules it posted on the workers diminishes their potential to flourish and thereby restricting the organizations capability. When it comes to improving the efficiency scientific management stands tall. Taylor’s insight on what motivates a worker is still the foundation of current HR practices (Dimitrivo Nikolavo Koumparoulis and Anathalia Vlachopoulion, 2012).
But as the liberalisation is taking place all over the world and the world is shrinking into a village competition is heating up and the market dynamics are pulsating and things are keep on changing at an unimaginable speed. And management concepts are no exception to this. Management ideas just opposite to that of scientific management started emerging. Modern Quality control proposed by Dr.Shewhart brought about a total change in the way organizations are managed. According to Peter Drucker SPC brought the two warring factions together. The rigid scientific management and the Human relations groups come together through SPC and the empowerment of workers started from this point (Peter Drucker, 1990).

Things have changed a lot and things have changed for better.

As the Greek philosopher puts it Change is the only constant. And if the change is not happening then ultimately the other alternate is decay.

A sea change has happened in the way the organizations are managed today. The change is on both the sides of the organization. The task level of the lower level people has gone beyond the imagination and the responsibility bestowed on them is immaculate. The role of the management also changed. Now they need to focus more on the long term strategic planning and setting directions coupled with the creation of right environment in which all these are happening (Keith J Launchburg, 1991). This is a very big task and needs a different set of competencies. It was rightly indicated that we are at the intersection of two paradigms –one is dominated by the Scientific Management and the other by TQM philosophy (Robert Hayes and Gary Pisano, 1996).

TQM has brought so many new concepts, new practices along with it. And in fact few insisted that the bundle of these concepts and practices are called TQM. And these have changed the working practices and in turn the
workplace itself has changed to suit these changes. These new working practices when implemented can affect and create problems to employees at all levels (David Holman, Stephen Wood, Toby D Wall and Ann Howard, 2005).

Hence it is very important to understand these concepts very clearly.

We need to understand these concepts keeping in mind what Hayes said about the intersection of paradigm concept. New work places demand new working practices. It is the basic fundamental differences that are creeping into the successful TQM introduction and the perceived failures. If these aspects are not considered then failure stories will continue to grow and the tag on TQM as a management fad will continue to attach.

One of the main contributions of TQM is the reorientation of the managerial thinking from the narrow internal operational control to the customer oriented strategic focus. And the internal operational control now is with the operational team with empowerment to manage and run the day to day activities.

Many scholars have defined TQM in many ways but the researcher would like to go with the one provided by Dean & Bowen. He simply put three fundamental and basic principles for TQM and they are

1. Customer Focus
2. Team work and
3. Continuous Improvement (Dean, J.W., & Bowen, D.E., 1994)

One of the most discussed topics nowadays is flat organizations. The meaning behind this is the new work places are capable of handling new workplace practices. The work task is no longer done by one person and also the division between the thinking and doing is blurring. With the
advancement in technology new workplace practices need to be given their thrust and place so that survival is possible.

Dividing TQM concepts into hard and soft is gaining momentum among researchers. Soft side of the TQM is the driving force in maintaining and sustaining TQM into future. And team work and customer focus are the key in this. If we look into the new workplace practices these two form the driving forces or the key enablers. We can summarise the basic fundamental differences between the Old and New workplace as follows

**Table 3.1 Difference between Old and New workplace**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Old workplace</th>
<th>New workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Highly Hierarchical and Bureaucratic</td>
<td>High involvement of worker and Flexible working</td>
</tr>
<tr>
<td>2</td>
<td>Large scale operation</td>
<td>Small lot production with a lot of set up changes.</td>
</tr>
<tr>
<td>3</td>
<td>Driven by specialists</td>
<td>Teams are managing the activities</td>
</tr>
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These workplace changes give rise to the new work practices. But it will be very difficult to see the pure division of the workplaces mentioned above. We will see the combinations only. And that can be shown below as matrix form.

**Fig 3.1 Old and new workplace matrix**
The ideal one is the portion III new workplace coupled with new working practices. And II and IV are the common failure areas and it is the researcher’s conclusion that the failures attributed to TQM may be at these II and IV areas.

From the above further scope of workplace and practices are emerging

<table>
<thead>
<tr>
<th>Process Teams</th>
<th>High Performance Teams</th>
<th>High Interaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directed Contributors</td>
<td>Independent Agents</td>
<td>Low</td>
</tr>
<tr>
<td>Low</td>
<td>High</td>
<td>Autonomy</td>
</tr>
</tbody>
</table>

**Fig 3.2 Emerging workplace practices**

It is mandatory that the movement should happen towards the high performance team zone to sustain any improvement done at the organizational level (Jack Tanis & Francis Duffy, 1999)

The technology plays a major role in changing the workplace nature and thereby putting the workplace practices in a very different direction. And it triggers many responses. In this experience and education plays a major role. As the worker’s educational level improves his ability in using the technology improves and his experience will contribute to the productivity improvement with the given technology (Elhanan Helpman & Antonio Rangel, 1999).

Today’s dynamic competition is driving the organizations rapidly change themselves and rediscover themselves in order to perform well and stay in business. It is with the intent of being a successful organization; they should have the capabilities that allow them to be competitive. And being able to change rapidly is identified as one of the key characteristics for competitiveness (Edward Lawler III, 2000). Hence job based competencies are
not suited any longer and they may be applicable to the Taylor principles organization but not the new workplace practicing organizations. The other option for organizations to help them to change rapidly and to stay in the competition is the way in which the knowledge of the people working in the organization harnessed and team work is the core principle and encouraging the organizational learning (Edward Lawler III, 1994). The organizations that are consistently encouraging the workers to think and interact among themselves for a better way of working will always be strongly associated with the dramatic improvement in their performance (S. Black & L. Lynch, 1997). The design of the organization plays a very big role in the change effectiveness that is implemented in the organization. That design itself should support the organization to define and refine itself in a continuous process (Christopher G. Worley & Edward Lawler III, 2006). Hence the design should support team as the focal performing unit and encourage this concept and everything that comes as service systems to support the team effectiveness (Susan A. Mohrman, 1994)

On one side many researchers have closed the lid on TQM saying it is a failed management concept on the other side academicians are still discussing about the relevance of TQM for the future. While considering the mechanistic and organic view of TQM they still believe and hope that the mechanistic view will prevail in future and at the same time insisting that the organic view will help in large scale transformation for the organization (Rodney McAdam, Joan Henderson, 2004). While discussing the entire scope of these two-Mechanistic and Organic- views, it is clearly shown that the failures of TQM are attributed to the mechanistic view and further elaboration needed on human centred TQM (J. A. P. Hoogervorst et al, 2005). The very similar sentiments were echoed by another researcher and while raising the question of relevance of TQM into future he suggested that the link between soft TQM and Hard TQM should be rediscovered so that TQM will continue to stay with relevance (Shams-Ur-Rahman, 2004).
If TQM is understood in this way much as a theory then the discussions on TQM failure will continue to grow. But we find some interesting points also from other researchers. The difference between Japanese and Western type TQM has been highlighted as follows (C.P.M.Govers, 1996)

**Table 3.2 TQM handling differences in Japan and Western**

<table>
<thead>
<tr>
<th>Western TQM</th>
<th>Japanese CWQC/TQM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market research</td>
<td>Market research</td>
</tr>
<tr>
<td>Product definition</td>
<td>Product definition</td>
</tr>
<tr>
<td>Design</td>
<td>Establishment of QCD targets</td>
</tr>
<tr>
<td>Cost evaluation</td>
<td>Design+Engg+Purchase+Production</td>
</tr>
<tr>
<td>Corrective action</td>
<td>(the team work is emphasised)</td>
</tr>
<tr>
<td>(Efficiency Improvements)</td>
<td>Kaizen (Continuous system improvement)</td>
</tr>
</tbody>
</table>

In their study Prof U.C Jha et al (2012) noted that Wali, Deshmukh and Gupta attempted for the comprehensive study on TQM in Indian Context. And they also discuss about the 18 Critical Success Factors identified. Leadership, Customer Focus and Team working occupy 1, 2 and 10 positions respectively.

Hence it is the researcher’s belief that, as defined by Dean and Bowen, Customer Focus and Team working plays major role in the implementation and a sustainable performance.

**3.1 TQM AND SUSTAINABLE PERFORMANCE**

When Deming said about Constancy of purpose was he indirectly talking about the sustainability?
Sustainable performance is a critical component for any organization. And value based TQM which is built on the Vision Mission statements intends to provide a sustainable performance. It is quite natural that the management function is a continuous one and not an intermittent one like old method of managing.

Zairi & Liburd (2001) defines sustainability as the ability of an organization to adapt to change in the business environment to capture contemporary best practice methods and to achieve and maintain competitive performance.

An interesting analogy of comparison done on the survival of the social insects three characteristics observed to be contributing were

1. Flexibility – the ability to adapt to changing environment
2. Robustness – team wins even if individual fails
3. Self organization- activities neither centrally controlled nor supervised (Eric Bonabeau and Christoper Meyer, 2001)

Sustainable performance is linked to the organizational culture where everyone is willing to adapt change and learn continuously (Fiol & Lyles, 1985). And to put it simply sustainable performance means prolonged benefit on a long term basis. And this is what Deming told his Japanese management team with his chain reaction principle.

In another research on the key elements of TQM that have a say on the sustainable performance customer focus and team work were found to be heading the agenda (Adrienne Curry & Nasser Kadasah, 2002). If TQM is to be a successful one and not just a managerial activity that soon becomes a fad, the real sustainability factor is the people who are the real asset of an organization. And self managed team is the answer (Jeffry Pfeffer, 1995).
The measure of sustainable performance can be compared with the business growth, continuously improving the operational performance. When these are happening in the positive way it can be concluded that the TQM implementation program is an effective and sustainable one (Andrew Robson, Vas B. Prabhu & Ed Mitchell, 2002).

Drivers for sustainability can be grouped into two, 1) Exogenous drivers and 2) Endogenous Drivers. While the exogenous drivers items can be grouped into a simple Customer Focus concept, the endogenous drivers come under the group called Culture of the organization (Schrettle, S. et al, 2013). And Jeffries et al, 1996, define the culture of an organization as “all the interactions which take place between people, their relationships and the feeling engendered by their behaviour”. And hence it shows the free flow of interactions happening among people is an indicator of the empowerment.

3.2 TEAM WORK- THE FUNDAMENTAL IN TQM

Team and working as a team has become the central focus of organizations. This study will not take time here to describe and define what a team is and will discuss more into action side of teams.

It is the basic foundation that working as a team provides empowerment to the workers by providing enough opportunity to control their work by themselves (Bill Harley, 1998). The idea is to provide the alternate way of working from the earlier old way of managing organizations.

Work teams are distinguishable set of two or more people who interact dynamically, interdependently, and adaptively towards a common goal and who have been assigned specific role to perform (Gilad Chen & Ruth Kanfer, 2006). This is very important in the team forming, working together. It is very important that the members are to be united not only physically but also
psychologically. And also the interaction among team members is critical to the working of the team. Communication and cooperation between the teams are considered to be the most important characteristics (Michael A. Campion et al, 1996). When the employees are given more opportunity to speak in the meetings, ask for their opinions and share their experience a lot of difference could be brought about.

There are five important elements that make up a team to be a vibrant one

1. Team leadership
2. Adaptability
3. Team Orientation
4. Back up behaviour and
5. Mutual performance monitoring (Judy Kay et al, 2006)

It is to be noted that the performance monitoring also comes under team and hence the control or centralised control are no longer required. And more than the need it is imperative to ensure that the team not only performs but also it evaluates its own performance. This is a break from the conventional wisdom of performance measurement by the superiors. And also the idea of using team is that the decisions made by the team with many different diversified knowledgeable employees will be a better one than made by one manager. This notion of Thinking-Doing division line should be eliminated in the organization and ensuring that the power is entrusted with the team (Terri L. Griffith & Margaret A. Neale 2001). It is a socio technical system. The more the team is spending time together and the level of technology used in their workplace determines the success of the team.

The teams are empowered to influence the organizational change and this will boost morale of the team to take up further managerial issues (Richard A. Guzzo & Marcus W. Dickson, 1996).
The transformation is required from the narrow job based responsibilities to the team working. When this transformation happens in organizations then the team response will be termed as bottom up action.

In the initial stages the team itself will find it difficult to work as a team. They have to break through the barriers of various fundamental cultural differences, values and then perform jointly.

It is the responsibility of the management to ensure and provide time to team to get settled and start moving in the right direction to perform.

The behaviour of self managing teams is quite interesting to note. Like the swarm insects they manage themselves, ensure that the team is winning even though few individuals fail and monitor their own performance (George B. Graen & Mary Uhl-Bien, 1991).

In the team setting the team leader is also a team member and it is not the team leader’s job to control because the word control itself is allergic to team function. Team leader’s role will be to help the members work together in such a way that it enhances their level of working by utilizing their knowledge and skill (J. Richard Hackman & Ruth Wageman, 2005). Emotional competencies are very important for all the members including the team leader. It is the affective emotional behaviour that unites the members to form a team and perform.

The amount of research done on TQM always calls for using teams in TQM set up whereas the researcher strongly believes that it is only with working through teams TQM can be made a success.

In this thesis the researcher decided to define team working in line with the grid suggested by Blake and Mouton (Blake, R.R. & Mouton, J.S., 1978). The concept of leadership is basically of either task oriented or people oriented. When it is task oriented a person would like to focus only the task available in
hand and will be concentrating on completing it with the highest efficiency and effectiveness. If it is people oriented then they focus more on developing people, their skill and treating the fair and in total they focus more on the Human relations and in doing the task and its completion will take the back seat.

The important aspect using this grid method is one of the fundamental organizational development methodologies. This grid is a very useful tool in assessing and analysing the level of individuals in the organizations and how they are oriented towards the organization. Hence this assessment is the basic step in organizational development.

This grid is a very important tool in the individual learning which guides further into organizational learning. And that too it demands this learning to be done in a continuous way. The idea behind this grid is how it helps in understanding one’s own orientation towards the organizational goals and thereby integrating it. The idea behind using the grid is to leverage the learning for team working where the synergy is happening inside the organization.

This is one of the easiest educational guide aims at changing the mindset of the people.

![Managerial Grid](image)

**Fig 3.3 Managerial Grid**
In his monumental work, Out Of the Crisis, Dr. Deming often says that the word supervisor is to be replaced with leadership. And in fact one of the important principles he developed was Institute Leadership. He further stresses that the aim of the leader is to help people to do a better job by providing a better system to work with better machinery.

Quality improvement needs the top management support. And Dr. Deming went on to add that not only support but also participate in the improvement program. Transformational leadership is suited for the TQM program (Paul D. Hirtz et al, 2007)

While so many theories are available, as far as manufacturing organizations are concerned Blake and Mouton grid is more useful. Here we can identify people with two opposing orientations—production orientation and people orientation. Hence the Blake and Mouton grid is used in this study. The more valid reason is that he clearly describes in that grid that to be at Team level both people orientation and task orientation are to be at the maximum level. This is really a very big problem from the practice point of view.
The leadership role is almost determined by the culture prevailing in the organization. When the team leaders’ authority is restricted then their work level also goes down along with the commitment. Work teams will be more successful in achieving their goal if teams are empowered. (Polychroniou Panagiotis, 2008)

Hence the researcher strongly believes that TQM calls for institutionalising leadership. Each and every one in the organization is supposed to possess leadership qualities. It is not the one man leadership. And if we say again this we are going back to Taylor method of Scientific Management concept which is not compatible with TQM.

In a way embracing TQM itself is a huge change management program any organization can experience. Charismatic leadership is closely associated with social change. Organizations are called social entity and surely changing an organization is changing a social system (Charlotta Levay, 2010). The leaders are also having high level of affective trust that has the potential to the affective commitment towards organization (Jixia Yang, Kevin Mossholder, 2010). Leader’s behaviour alignment must happen with the organizational strategic one so that implementation and sustenance are possible (Charles A.O’Reilly et al, 2010). Team and team leadership can make all the differences. Employees can feel that they are at equal with their supervisors in the same way as with their peer level. If this aspect is continued fear factor will be eliminated from the organization (Wu Liu et al, 2010)

Leadership is expected in multi level talents and leader is a colourful personality. In fact Mary Jo Hatch et al (2006) revealed three faces of a leader through their research namely-Manager, Artist, Priest and suggested that all these three are available at any point of time.
TQM leadership is expected to be strategic one. In strategic leadership a leader is defined as a person who is capable of anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will have a positive impact on the organization and also in the well being of the organization (R.Duane Ireland & Michael A.Hitt, 2005). TQM environment calls for combining thinking and doing and that too by the teams. The transparency and the organizational interactivity is triggered by commitment, cooperation and collected creativity- all these are the hallmark of TQM (Willy A.Sussland, 2002)

Leaders with strong ethical dimension can steer their TQM journey more successfully. They do this by influencing the people’s behaviour strongly thereby a complete, deep and sustainable TQM program is in place. The ethical dimension is emanated from the soft skills of the leader and is a living role model for all his employees (Tomas F.Gonzalez & Manuel Guillen, 2002)

3.3 CUSTOMER FOCUS - THE OXYGEN OF TQM

The Total Quality Movement started from the customer view point only.

When the productivity improvement and efficiency improvement theories were going high many stages of mass manufacturing concepts took place.

1. Production stage of mass production era
2. Mass marketing stage of mass production era
3. The supply chain Logistics of mass production era.

During this era marketing wanted to increase the segmentation but supply chain aimed at reducing the stock keeping units. At this particular
point of time customer started looking for organizations that were concerned with their needs and this ushered into the TQM era. It was the change at the competition that triggered TQM era (F W Davis & K B Mandrodt, 2002)

Customer focus emerges from the organization’s adoption and implementing programs that enhances the satisfaction of the customer and this implies the success of the organization more than anything else. The central point of any activity happening inside the organization is focused on customer and his needs.

Customers are becoming increasingly intelligent and few of their traits are summarised below:

1. Customers have the ability to interact and discuss with the organization in real time and demand what they want when they want, how that will be delivered and finally at what cost.
2. They demand the full attention from the organization throughout the customer support cycle.
3. They are capable of responding to market very fast (Madhav N Sinha, 2001)

Customer focus does not necessarily mean the external customer. Ishikawa said that next process is a customer. Internal customer orientation is also an important aspect in TQM. Internal customer focus can happen only when the organization encourages and cultivates the ways and means of integrating knowledge sharing concept (Mohr-Jackson, 1991). If the internal customer satisfaction is not met it is not possible to meet and exceed the needs of the external customer and this will create a dent on the satisfaction level. This internal customer satisfaction will enhance the organizational learning which will become a source of competitive advantage (G Thomas et al, 2001)
Like team and team working customer focus concept is also thought provoking and that brings into a lot of new working practices which were never heard in the past.

Identifying the customer needs is of prime importance and for this many engagements are happening with customers. When it comes to serve the customers the decision making power is vested with the person who directly interacts with the customer. This is a major change in the organization (R.L. Cardy et al, 2000)

The most important question nowadays asked is “Have the voice of Customer been captured?”

An organization that captures the customer requirements and satisfying them is called a customer focused organization. Because the business cycle starts and ends with customer and how it can be possible without focusing customer (Steve Hoisington and Eral Naumann, 2003).

Total Quality Management not only implies the quality but a very big picture encompassing the entire organizational transformation process. In fact any decisions that affect the customer focus will be given importance. The existing management structure and culture can hinder the customer focus and thereby weaken the performance of the organization (Robert B. Woodruff, 1997)

Achieving customer satisfaction is the goal of TQM and TQM itself is customer centric. Implementing TQM strengthens the company’s customer satisfaction and financial performance is also improved (Agus et al, 2000). Naumann et al (2001) stresses that in the coming years customer satisfaction will form the major strategic planning.
When implemented with the customer first concept, TQM program will enhance the competitive positioning of the organization (Sathish Mehra & Sampath Ranganathan, 2008).

Withdrawing TQM practices may lead to dissatisfied customers and eventually customer satisfaction will take a nose dive and in turn this will severely affect the organizations performance and ultimately survivals will be a question mark (Voon- Hsien Lee et al, 2010)

The following are the basic fundamental TQM practices incorporated in any manufacturing organizations in order to hope for the sustainable performance.

1. Managerial Leadership
2. Resource Management
3. Measurement and feedback
4. Continuous Improvement
5. Supplier Quality Management
6. Systems and Processes
7. Education and Training
8. Work environment and Culture

Leadership especially managerial leadership is very vital for the implementation and the sustenance of TQM. Total Quality Management requires a special type of leadership. In the context of TQM what is expected from leaders is more of doing than being and surely leadership in the context of TQM is not about Power, authority and control but empowerment, coaching and developing people. Being the change agent and doing the walk the talk is the corner stone of leadership as espoused by TQM.(Zairi.M, 1994)
Gonzalez and Guillen (2002) in their study entitled “Leadership ethical dimension: a requirement in TQM implementation” deals with theoretical arguments that justify why the leadership of managers and its ethical dimension is a powerful enabler for TQM efforts to sustain, together with a systematic management. Starts by setting out a multidimensional conception of leadership in which the ethical sphere is explicitly considered. The principles articulating TQM are then analyzed, studying the role of leadership and its ethical dimension, in their implementation. Concludes that the explicit consideration of leadership’s ethical dimension is required in order to achieve a complete, deep and sustained deployment of TQM principles.

McDonald et al. (2002) in their study entitled “Sustaining and transferring excellence: A framework of best practice of TQM transformation based on winners of Baldrige and European Quality Awards” reveals that the Excellence is the product of a complex mixture of strategic components, which often exist in different paradigm curves, which need to be smoothed while the organization transforms one quality era to the next. The framework incorporates critical factors of each phase of quality evolution, and hence implied sustainability of TQM implementation.

Team Working is called a new culture in TQM practicing organizations. The implementation process and the change agent for the implementation must bring in the culture of working together. The word Total in TQM means everyone contributing and hence the new culture should bloom and evolve inside the organization to make it a successful and sustainable performing organization. The important and only task of the leader is to create the customer focused team so that they perform to satisfy the customers.
Ehigie and Akpan (2004) in their study entitled “Roles of perceived leadership styles and rewards in the practice of total quality management” shows that Total quality management (TQM) as an emergent management technique from dissatisfaction with other existing techniques with some difficulties. Leadership styles and reward are therefore considered as psychological variables that could enhance TQM practice. It was suggested for implementers of TQM to consider these in to getting employees to practice TQM.

McAdam and Henderson (2004) in their study entitled “Influencing the future of TQM: internal and external driving factors” shows that the aim is to investigate the future of total quality management (TQM) by determining the scope and depth of the influencing or driving factors that will shape the body of knowledge, known as TQM, into the future. The rapid rate of change in global and niche markets has increased pressure on organizations to become more competitive. TQM is not immune from such changes. Rather, TQM theory and practice must continually adapt to be in the vanguard of such change and potential future changes. Furthermore, the TQM discourse will remain a challenging research area for both academics and practitioners.

Tari (2005) in his study entitled “Components of successful total quality management” identifying the components of total quality management (TQM), in order to make them known to managers and thus facilitate successful quality management implementation. The results reflect that certified firms must develop their people orientation and use techniques and tools to a higher extent in order to progress towards total quality.

Prajogo (2006) in his study entitled “Progress of quality management practices in Australian manufacturing firms” reported that this paper aims to identify changes in quality management practices. Australian manufacturing firms were investing less in training and development of employees, and saw
themselves as needing to provide greater levels of leadership in pursuing best practice than in 1994. In addition, maintaining a high-quality of working environment and managing customer relationships were considered far more important in 2001 than previously, and less emphasis was placed on the standardising and documenting of internal procedures. Finally, suppliers were increasingly involved in product development, suggesting a shift of competitive advantage from an internal focus into a supply-chain orientation.

Rahman and Siddiqui (2006) in their study entitled “Exploring total quality management for information systems in Indian firms: Application and benefits” widely reported that considering IS as an integral part of the Indian firms under the purview of this study the paper seeks to investigate the TQM-IS relationship. Describing total quality management (TQM) on the basis of five principles: top management commitment, customer-centric advancements, benchmarking, relentless improvement and strengthening the employee base, it aims to analyze the realization of pragmatic goals by Indian firms through TQM for IS. Best implementation success was received in the principles of customer-centric advancements and employee enrichment by strengthening the employee base.

Chileshe (2007) in his study entitled “Quality management concepts, principles, tools and philosophies, classified the broad areas of where SMEs can align their TQM applications, into one of the following areas: customer-oriented TQM, supplier-oriented TQM, HRM-oriented TQM, or process-oriented. These four dimensions were deemed to be interrelated and mutually support each other.

Vijande and Gonzalez (2007) in their study entitled “TQM and Firms Performance : An EFQM Excellence Model Research Based Survey” reveals the article that to develop an instrument for measuring TQM implementation following the European Foundation for Quality Management Excellence
Model and to provide empirical evidence on the relationship between management practices and measures of business performance in the model. The findings of the research indicate that the adoption of the TQM practices suggested in the EFQM Excellence Model allows firms to outperform their competitors in the results criteria included in the Model. Therefore, this paper provides a valuable benchmarking data for firms as it substantiates the EFQM Enabler’s contribution to the attainment of competitive advantage.

**Sharma and Kodali (2008)** in their study entitled “TQM implementation elements for manufacturing excellence” attempts to present a list of TQM implementation elements for manufacturing excellence. These elements can be undertaken by any manufacturing organization striving for excellence. The outcome of this research is a framework of TQM implementation elements for sustaining manufacturing excellence obtained from the comparative analysis of various TQM models and national/international quality awards.

**Fotopoulos and Psomas (2009)** in their study entitled “The impact of “soft” and “hard” TQM elements on quality management results” states that the purpose of this paper is to explore the relationships between “soft” and “hard” TQM elements and quality management results. The study proved that quality improvement and the consolidation of the company's market position are influenced mainly by adopting “soft” TQM elements and secondarily “hard” TQM elements.

**Idris (2011)** in his study entitled “Total Quality Management (TQM) And Sustainable Company Performances: Examining the Relationship in Malaysian Firms” investigates the relationship between Total Quality management (TQM) elements and sustainable company performances. TQM models prescribe several important factors: starting with effective leadership that executes brilliant strategies, emphasizing best practices in quality
improvements while recognizing the stakeholders’ needs. Using exploratory factor analysis, it is found that the items clearly fall into six factors: leadership, best practices, customer focus, employee focus, community focus and productivity focus. Another factor analysis on measures of company sustainable performance has resulted in a single factor. It is therefore argued that the leadership within the TQM constructs is the most influencing factor; while to impact on company performance, best practices and stakeholder focus must be implemented.

Khanna et al. (2011) in their study entitled “Identifying and ranking critical success factors for implementation of total quality management in the Indian manufacturing industry using TOPSIS” states that the purpose of this paper is to review critical success factors (CSFs) of total quality management (TQM), and to rank these in the Indian manufacturing industry. The data were collected using questionnaires as the research instrument. Process management, top management leadership and customer focus are the top three factors for implementation of TQM in the manufacturing industry in India.

Wickramasinghe (2012) in her study entitled “Influence of total quality management on human resource management practices: An exploratory study” explored changes occurring in the human resource (HR) function and human resource management (HRM) practices due to the implementation of total quality management (TQM) in Sri Lanka. It was found that firms introduce process improvement initiatives within the HR department by upgrading the role of the HR function, and by redesigning HRM practices of performance management, competence development and career planning, rewards and recognition, recruitment and selection, HR planning, and satisfaction and well-being to bring those in line with TQM requirements.
Irani et al. (2002) in their study entitled “Sustaining TQM through self-directed work teams” describes a reflective case experience of a small to medium enterprise that developed a team-based organization, where all employees were empowered to challenge the status quo, implement continuous improvement strategies and, thus, strive towards TQM. The paper describes how the formation of self-directed work teams (SDWTs) is used as a strategy for motivating a diverse group of people with different attitudes, skills and personalities, to work together towards common business goals. Particularly, emphasis is placed on the role of the team facilitator within dynamic teams, and the necessary attributes of such a facilitator are identified. This identification also assists in providing an understanding of how a facilitator can assist in curtailing conflict. The benefits experienced by the case study as it sustains its TQM efforts through flexible SDWTs are also identified.

3.4 CONCLUDING REMARKS OF CHAPTER 3

Customer focus is the first and foremost important concept in the TQM implementation. And Team working is the way the customer focus can be met. Customer Focus consists of a lot of hard part of TQM and Team working is exemplifying the soft part of TQM.

TQM implementation and its maintenance have called for many research requirements. And the response so far on this topic was very good. The contributions of academicians and the practicing managers are thought provoking. The researcher believes that team work and customer focus are vital in this aspect and this study will never underestimate the importance of the process focus.