

Role of Human Factors in Successful Implementation of Total Quality Management in Indian Manufacturing Industries : A Review

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ABSTRACT

Adopting Total Quality Management has become the need of each and every organization. Industries are taking so many initiatives to enhance the quality of product which can results in increased customer satisfaction, increased sales and increased profitability of firm. In this paper, role of human factors in successful implementation of TQM have been analyzed so that managers can successfully implement it with relative ease.

Keywords : Quality, Total Quality Management (TQM).

I. INTRODUCTION

TQM consists of three words total, quality and management. The word total means everybody i.e. customers, suppliers, employer and employee help in improving the quality. The second word quality has been defined by various authors. Management means getting the things done in proper and systematic manner.

The word quality has been defined differently by different researchers. Joseph Juran defined quality as “fitness for purpose”. According to Philip Crosby quality can be defined as “Conformance to requirements”. ISO defined quality as “totality of features and characteristic of product that bear on its ability to satisfy stated and implied needs”. Garvin have given eight critical dimensions of quality: performance, features, reliability, conformance, durability, serviceability, aesthetics and perceived quality. Ebrahimpour and Schonberger (1984), have analyzed the significance of quality control and just in time. TQM is viewed as an organization-wide philosophy requiring all employees at every level of an organization to focus his or her efforts to help improve each business activity of the organization (Mehra et al. 2001). Saad and Siha (2000) have viewed TQM as a revolutionary concept in different phases of quality evolution from inspection to quality control to quality assurance to TQM.

II. LITERATURE REVIEW

Taylor and Wright (2003), have indicated market share and profitability as the indices for successful implementation of TQM.

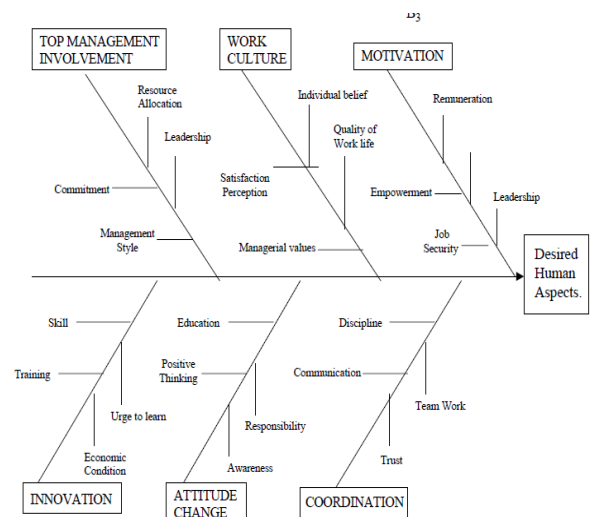


Figure 1. Role of human aspects in TQM
(Grover et. al., 2006)

Badiru (1990) have identified role of human is essential in applying the concept of 3C i.e. communication, cooperation and coordination. Taveira et. al. (2003), have analyzed the most significant elements related to implantation of TQM as supervisor support, task orientation, task clarity and innovation.

III. HUMAN FACTORS CONTRIBUTING TO SUCCESSFUL IMPLEMENTATION OF TQM

Grover et. al. (2006), the human factors involved are recognition and rewards, job enrichment, leadership, group incentive, Motivation and training programs, coordination, interpersonal skills, knowledge sharing, proper communication, teamwork capabilities, proper and timely remuneration, increments and incentive policies. Legge (1995), Taylor (1997) and Axelsson et. al. (1999), have covered various human dimensions of quality. The human factors can result in an exponential improvement in results. The employees should take part collectively so that a better solution can be obtained for any given problem.

IV. CONCLUSION

It has been seen that human factors play a crucial role in successful implementation of TQM in Indian manufacturing industries. Implementation of TQM results in increased quality of products, better customer satisfaction, better return on investment, increased employee morale etc.

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