PROFESSIONAL PRACTICE IN TOTAL QUALITY MANAGEMENT

Prof. L. Udayakumar* & Anil Joseph Ratnam**
* Centre for Mahayana Buddhist Studies, Acharya Nagarjuna University, Nagarjuna Nagar, Guntur, Andhra Pradesh
** Research Scholar, Centre for Mahayana Buddhist Studies, Acharya Nagarjuna University, Nagarjuna Nagar, Guntur, Andhra Pradesh

Abstract:
The key point of TQM is that everyone is responsible for quality, not just the quality assurance personnel. The benefit of TQM are numerous and include improved customer satisfaction giving the customer what they really want rather than giving them what we think they want better quality goods and services that meet the needs of the customer accurately. TQM is today no longer just a technique. It is a systematic approach to guide an organization towards excellence through superior quality products, services and processes. TQM involves new approaches for leadership changes an organizational culture and consists of unique tools, techniques and methods used by all levels of individuals in the organization to meet and surpass the quality standards set by customers. TQM means an organizational culture to satisfy totally consumers' needs and desires through an integrated system of tools, techniques and training. TQM is rather a corporate strategy. Quality as everybody's responsibility in the organization is the basic tent of TQM. Quality improvement could be leveraged primarily based on organizational culture and core values. The ISO 9000 certification is an endorsement of total quality management. Behind the TQM philosophy lays the effort, the attitude, an entire mindset of the employee's of the company. In other words, it is only a committed, dedicated and ethical workforce that makes TQM a reality in the organization.

Key Words: Quality, Management, Organization, Human Resource, Values, Ethics, Society…etc.

Introduction:

Total quality management (TQM) is an integrated approach within a management and organization that aims to achieve continuous improvement in the quality of goods and services. This is achieved by getting everyone in the organization to work together onwards producing a better quality product. The key point of TQM is that everyone is responsible for quality, not just the quality assurance personnel. The benefits of TQM are numerous and include improved customer satisfaction giving the customer what they really want rather than giving them what we think they want better quality goods and services that meet the needs of the customer accurately. Reduction of waste and stock become very important for business to become efficient and smooth running. More flexibility of the company becomes better at meeting customer demands. Reduced work in process to improve cash flow. Improved more accurate delivery times. Better use of the human resources in the Business Management. This is all achieved by the following strategies:

- The development of a customer orientation, we give the customer what they want through a rational design process and competent marketing research.
- Leadership by top management so that everyone in the organization pulls together towards the overall goal of customer satisfaction.
- Statistical analysis of quality, problem solving and improvement so that problems in production processes can be identified and resolved.
- The involvement of everyone in the business organization in the production of a quality product or service.
- The recognition that multi function work teams are the best ways of soaring out quality. Above all, everyone in the organization is responsible for learning training and education. What is often known as 'the learning organization'?

So how TQM and ethics and values are related? Both have similar objectives. Both have the overall objective of giving fairness to stakeholders and making the organizing more transparent. It is easy to argue that the modern business needs to be both a producer of quality and a maintainer of good ethics. A professional manager is primarily responsible to his organization. He is hereafter responsible to the following six stakeholders of his organization:

- Investors
- Employees
- Suppliers
- Customers
- Government
- Community

Regarding his organization, a professional manager should act both with loyalty and honesty in carrying out the lawful policy and instructions of his organization. He should not undermine its image or reputation. He should plan, establish and review objective, tasks and organization structures for himself.

His subordinates which are compatible with the codes and practice of other professionals in the enterprise and will help to meet the enterprise's overall objectives. By his own work and through leadership and coordination direct all available effort towards the success of the enterprise rather than of himself. Provide a working climate in which innovation and free exchange of ideas are encouraged. Fully respect the confidentiality of information which comes to him in the course of his duties, and not use confidential information for personal gain or in a manner which may be detrimental to the organization for which he works or has worked. In his contacts and dealings with other people demonstrate his personal integrity and humanity when called upon to give an opinion in his professional capacity. To the best of his ability and give an opinion that object should be reliable.

As regards the Investor in his organization, a professional manager should ensure that surplus generated in the operations of the company is divided fairly amongst investors, employees and for further growth opportunities. Ensure that the investors are given fairly accurate financial and other important operating information periodically.

As regards the Employees, a professional manager should set an example for his subordinates through his own work, capacity and performance, through his leadership and by taking into account of the needs and problems of his subordinates. Train people as appropriate under him to become qualified for higher duties, including his own position. Giving attention to the safety and well being of the personnel for whom he is responsible.

As regards the customers and supplier, a professional manager should ensure that the terms of all contracts and terms of business be stated clearly and unambiguously and honored. In no circumstances supply inherently unsafe goods or services. Operate an organization's policy or require one to be established, which exclude corrupt practice, with regard to the giving or receiving of gifts or benefits and not to tolerate any practice which could lead to commercial or other corruption.

As regards the government, a professional manager should conform to the national interest as expressed in government policies.

As regards the community, a professional manager should: make the most effective use of all natural resources employed. Be ready to give professional assistance in community affairs. These examples of ethical codes of corporate bodies illustrate how companies perceive ethical business behaviour, and how they strive to incorporate these ethical aspirations into their day to day functioning. Finally, as David Murray, in his book, 'Ethics in Organizations', means fundamental principles such as honesty, fairness, trust and respect for human dignity may be phrased differently to make them relevant to individual organizations, but are essential to a sustainable human society and must be present in some form'.[23]

The Japanese companies have demonstrated that the technique of Total Quality management (TQM) propounded by Crosby, when taken as a philosophy by a company, becomes an ethical tool to usher in corporate excellence. Many organizations worldwide are today adopting the techniques of quality management in different forms. For example, in Switzerland, the government has become so quality conscious that it has made it mandatory to introduce quality management schemes by higher educational institutions.

TQM is today no longer just a technique. It is a systematic approach to guide an organization towards excellence through superior quality products, services and processes. TQM involves new approaches for leadership changes an organizational culture and consists of unique tools, techniques and methods used by all levels of individuals in the organization to meet and surpass the quality standards set by customers. TQM means an organizational culture to satisfy totally consumers' needs and desires through an integrated system of tools, techniques and training. TQM is rather a corporate strategy. Quality as everybody's responsibility in the organization is the basic tent of TQM. Quality improvement could be leveraged primarily based on organizational culture and core values. The ISO 9000 certification is an endorsement of total quality management. Behind the TQM philosophy lays the effort, the attitude, an entire mindset of the employee's of the company. In other words, it is only a committed, dedicated and ethical workforce that makes TQM a reality in the organization. That is why organizations like Modi Xerox, Eiche Tractors, etc. Equates TQM with the development of the human resource in the company. HRD and TQM are considered to be the two sides of the same coin as only by changing the attitudes of the employees towards values, can TQM result.

The term 'quality' today is no longer limited only to products and services, but is also measured in terms of value for customers. This concept of 'quality' has to be explained to workmen who physically produce the product. Quality is taken to be that standard of perfection that more than meets the customers' margin of expectation and results in customers 'delight. The expectations of the company and its customers about the standard of the product quality and how to act about achieving it, has also to be emphasized. It is in this context that HRD intervention becomes crucial. One way to do this has been the introduction of quality circles by many Indian companies. Many companies like IOC, L& T, etc, have introduced quality circles amongst their workmen, who themselves monitor the quality of the products they produce.

Many other companies try to explain the concept of quality by first emphasizing quality of life. Workers are helped to define what quality of life means to them and how to achieve it. Factors

contributing to quality of life are also identified. The quality of work life is explained how quality in work life contributes to their job satisfaction. Finally the concept of quality products and services is introduced and the need for quality produces is explained. They are then helped to understand how quality products can be made possible and how it can lead to overall corporate excellence.

Many individuals and indeed many companies, suffer from the fallacy that providing quality increases cost. They consider costly raw materials and expensive quality of work life is explained and how quality in work life contributes to their job satisfaction. Finally the concept of quality products and services is introduced and the need for quality products is explained. They are then helped to understand how quality products can be made possible and how it can lead to overall corporate excellence. TQM involves a complete overhaul of the organization's corporate culture and climate, including its management philosophy and an unweaving commitment toward continuous improvement in pursuit of excellence. A philosophy advocated by the ethics proves to be so vital in a company's adoption of TQM. A holistic value driven management and ethical value system plays a vital role in TQM.

Adoption of the kaizen method practiced by Japanese companies like Toyota provides a foundation to an organization in its quest for perfection and goodwill. Kaizen means continuous improvement, continuously taking small steps for improvement which epitomizes a never-ending search of perfection. Total Quality Management and Value based management   are complementary and if both are integrated, then the result is corporate excellence.

The TQM philosophy believes that an organization can never achieve external quality until it has assured quality internally and within the organization. Hence employees involved in each manufacturing process have to regard those working in the next process as their internal customers. Internal service quality is the pillar of TQM, because to produce a superior quality product, each process in the manufacturing line from the beginning to the end must be accurate. For TQM to survive, every employee as well as every executive and every manager has to believe that he is serving internal customers. Every activity in the organization has an internal customer. This is in accordance with the service oriented Indian ethos, wherein people are expected to believe that work is only a means of serving other people a means of purifying one's mind and soul through selfless service. Thus, the core of TQM is value based – a value for inner enlistment and ethical activates.

Professional Team Work and Team Spirit:

Professional manager will play a very important role in establishing the TQM philosophy in an organization. Only togetherness and unity of direction will help to create and sustain an environment, where everyone in the organization is self-motivated to achieve total satisfaction of customer's needs and expectations, leading to consumer delight, each employee contributing his or her own special talents, skills and abilities to the process. Mutual trust, mutual respect, personal pride and above all genuine team work, will lead to perfection and excellence.

TQM relies on professional team work; in fact, total quality management does not result without the cooperation of everyone in the organization. Only through the efforts of all concerned, can a perfect product or a zero-defect product result. Hence, TQM to be implemented, a matrix organization is useful. Cross-functional teams made up form the different functional areas working together are essential for TQM. Such a small work group where self-interest is subordinate to the larger interest of the group where everyone is self motivated where unity of direction and goal exists it becomes an example of efficiency and productivity in the organization and the TQM can be sustained. Such a team creates the synergy effect which proves helpful for TQM.

The most important aspect of TQM is to create and maintain a favorable quality environment within the organization. The organization culture itself should be quality oriented. The mission of such an organization should be to produce and offer in the marketplace products services of excellent quality and reliability and also to uphold high quality in its ethical conduct and in discharging its social responsibilities. Its endeavors should be to conduct itself, within and outside, with high standards of quality. Only then TQM in the true sense of the word will be honestly implemented in the organization. And when TQM in the true sense is implemented within the organization, it achieves high standards of corporate excellence and becomes a visionary company in the process. We can achieve the TQM through the following methods:

Mission:

To offer products and services of excellent quality resulting in consumer delight, at a fair price consummate with quality, and to behave as a responsible corporate citizen.

Vision:

To synonymies the organization's identity with high quality, within and outside the organization.

Values:

The organization's stated values that the individual shall be the focus of all our activities can be elaborately saying that for without quality human being no quality produces can be produced. Professional Team work and team spirit shall be encouraged, for only through cooperation, goodwill and a spirit of one for all and all for one can bring harmony, industrial peace, efficiency and productivity. They are so indispensable for producing quality products achieved. Quality of professional life shall be maintained at a very high level. For poor quality of work, life cannot result in high quality products.

Commitment of employees, executives and managers shall be created towards designing and sustaining a quality oriented corporate culture, so that all activities of the organization, however small or insignificant, shall be of a high quality. That production of quality products is the natural result of the high quality which is conscious environment of the organization. Qualities like integrity, honesty, truthfulness, courage, openness are valued in the day-to-day operations of the business.

Quality Focus:

The quality focus of the organization shall be on quality products. But its not to be taken as the end, but only means towards corporate excellence and business ethics. Constant improvements in quality, in accordance with the concept of 'kaizen', shall be the endeavors of the organization. Both within the organizational climate and in the organization's products, no stone shall be left unturned in providing efforts not only to meet, but also to surpass, the needs and expectations of consumers as far as quality is concerned. Utmost importance will be given to the growth and development of our human resource, not only as a skillful workforce, but also as ethical, value-oriented human beings, so that they are assured of both personal and organizational benefits simultaneously. TQM shall be so implemented within the rank and file, at all levels and in all activities of the organization which the organization can usher in prosperity, happiness, harmony and quality to all concerned.

Framing Total Quality Mind for Total Quality Management:

We shall try to briefly explore a theoretical approach to the current TQM philosophically. To strengthen this statement, the professionals should have the perfect ethical and value oriented mind only. The management should follow the following ethical concept in matured manner. The professional's mind should be evident towards the following values:

- Value oriented management
- Truthfulness and cooperation
- Transparency and honesty
- Compassion and Charity
- Sacrifices and Dignity
- Friendliness and fraternity
- Gratitude and respectfulness
- Harmony with self, society and nature.

There are professional needs to dedicate and invest all these ethical quality for human values. With this, the human being will be strong and wholesome; the effect will be also durable and authentic. What then are some of the major characteristics of 'total quality mind? The answer has to be offered in subjective, non-quantifiable terms. It is necessary, therefore, at the very outset to dispel fairly common notions that are not measurable and cannot be improved. The major variables of human existence-beauty, love, kindness, greed, anger, vindictiveness, contentment, humility, deceit, and many others-are immeasurable, yet their reality needs no vindication. We all continually experience them. It may be convincingly argued that it is because of our neglect of them in human development. The false notion of immeasurability which the intrinsic quality of social existence is beginning to consumption of standards. Having said this much for the time being, let us list some of the ingredients of TQM. These key elements are derived from the subjective 'deep structure' of the total quality civilization that India has been.

- A mind that understands and pursues purification of the heart.
- A mind that seeks to learn and praise all wok and duty as homage to the cosmic worker.
- A mind that strives to maintain inner poise through recognition and denial, praise and blame, success and failure, etc.
- A mind that recognizes and cultivates the synthesis of self-respect with obedience.
- A mind that adopts the discipline of stilling thoughts and regulating breath.
- A mind that commits itself to the task of learning to earn joy from cooperation and sharing, rather than from competition and grabbing.
- A mind that is willing to foster the natural inner affluence and contain the artificial outer attachments.
- A mind that starts convincing itself that giving is far more worthy and dignified than grabbing.
- A mind that is learning to accept that honesty, truthfulness, compassion, and the like are their own reward rather than instruments for some other mundane gains.
- A mind that is learning to face the only certain fact of living, physical death, and preparing quietly and daily for this culminating as a noble finale, whenever and however it might come.

Conclusion:

If these are ingredients of TQM which are scarce or absent from the contemporary milieu, as I believe is the case, than they should not go unchallenged. We owe debts to the ancients and are accountable to posterity.How might subjective TQM, as outlined above, affect objective TQM? A mind that sets itself on the TQM track will deplete less and less from psychological entropy. It will be capable of nurturing a consciousness that can gradually align itself with and empower itself from the Cosmic Connection. This is no mere figure of speech. From the hoary past to our own times it is such 'total quality minds' that have sustained Indian civilization, whether from the front or back stage. These have of

course been the ultimate human examples of TQM. Nonetheless, even in our own organizational industrial context the grass root frame work of TQM presented above remains a valid model, a necessary ideal. It is both culturally and universally congruent.

References:

1. John John, (1988). The Ethical Dimension of National Security, In Bureaucratic Politics and National Security: Theory and Practice, Edited by David C. Kozac and James M. Keagle. Boulder, Co. Lynne Rienner Publisher, Pp18-58.
2. Ibid.Pp.45-70.
3. Chakraborthy,S. k.(1987) Management by Values, Oxford University Press, New Delhi,1987,115.
4. John John, (1988).The Ethical Dimension of National Security, In Bureaucratic Politics and National Security: Theory and Practice, Edited by David C. Kozac and James M.Keagle. Boulder, Co. Lynne Rienner Publisher, Pp66-90.
5. Ibid.Pp.83-110
6. York Willbern, (1986).Values: The Bedrock of our Profession, USA,56.
7. Ibid.Pp.23-29.
8. Ibid.Pp.44-67.
9. Ibid.Pp.78-90
10. York Wellbern, (1987). Types and Levels of Publi Morality, USA, Pp22-98.
11. Beeby,M. Brousine, M. Y. (1986).Ethical Dilemma in Organisation and Management Development, Management Education and Development, New Jersey,Pp12-17.
12. Ibid.Pp.20-25.
13. Ibid.P.29.
14. Ibid.P.31.
15. Baberjee R.P., (2001) Ethics in Business and Management: Concepts on Western and Indian) Cases (National and International), Himalaya Publishing House, Mumbai, p.172.
16. Ibid.P.20.
17. Ibid.P.22.
18. Ibid.P.33.
19. Ibid.35.
20. Sherlakar, S. A 2004). Ethics in Management, Himalaya Publisher, Mumbai, Pp.30-50.
21. Ibid.Pp.20-30.
22. Ibid.Pp.30-39.
23. Chakraborthy, S. K. (1998).Ethics and Values for Organisations, Oxford University Press, New Delhi, Pp.30-60.
24. Beckhard, R (1969) Organization development: Strategies and models. Wesley, 1969, P p. 9-30.
25. Ibid.Pp.32-45.
26. Cummings,t.G., and Worley, C.G (1993) & Organization Development and Change & Sixth Edition, Western Publishing, St. Paul, p.26-29.
27. Ibid.Pp.32-39.
28. Ibid.Pp.43-56.
29. Burke, W.,(1982) Organization development: Principles and practices. Boston: Little, Brown & Co., Boston, Pp.200-.231.
30. Ibid.Pp.222-233.
31. Beauchomp and Bowie, (1979) Ethical Theory and Business, Printice Hall, New Jersey, Pp.189-201.
32. Bhide, Amar, and Horward H. Stevenson. (1990). Why be Honesty if Honesty Doesn't, Pay Harward Business Review (Sept-oct):10-162
33. Ibid.Pp.39-49.
34. Ibid.Pp.40-55.
35. Ibid.Pp.130-157.
36. Caloupka,Mel G.(1987). Ethical Response: How to Influence One's Organization, Naval War College Review, (Wnter), Pp.20-100.
37. Ibid.Pp.30-100.
38. Ibid.Pp.40-100.
39. Ibid.Pp.50-100.
40. Ibid. Pp60-100.
41. Neilsen, (1984) "Becoming an Organization Development Practitioner", Englewood Cliffs, CA: Prentice-Hall, pp. 2-34
42. Ibid. Pp.21-33.
43. Ibid. Pp.34-50.
44. Ibid. Pp.56-70.
45. Ibid.Pp.60-78.