

**ADOPTION OF TQM PRACTICES AMONG EMPLOYEES WITH
REFERENCE TO MUGAN EXPORTS**

P.Nivethini

(14PBM008)

**A Major Project Submitted to
Avinashilingam Institute for Home Science and Higher Education for women
Coimbatore**

**In partial fulfillment of requirements for the degree of
MASTER OF BUSINESS ADMINISTRATION**

APRIL 2016

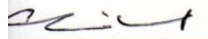
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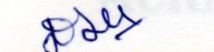
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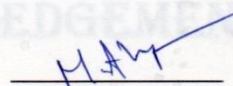
CERTIFIED AS BONAFIDE RESEARCH WORK



**Signature of the
Head of the Department**



**Signature of the
External Examiner**



**Signature of the
Supervisor**

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The success of the project depended on many people who have helped the researcher and guided in completing the project. The researcher thanks the Lord Almighty for giving the courage and wisdom to take up this project and complete it successfully.

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Miss. P.Nivethini (Reg No. 14PBM008), second year MBA-IT, student of Avinashilingam Institute for Home Science and Higher Education for women, Coimbatore – 641 043, has done project work on "ADOPTION OF TQM PRACTICES AMONG EMPLOYEES WITH REFERENCE TO MUGAN EXPORTS" in our organization during the period of 18th January 2016 to 12th March 2016.

During the above period her conduct was good.

We wish all success in her career.

SYNOPSIS

For MUGAN EXPORTS

S. 
PARTNER.

SYNOPSIS

Total quality management (TQM) consists of organization-wide efforts to install and make permanent a climate in which an organization continuously improves its ability to deliver high-quality products and services to customers. The main objective of the study is to know about the Adoption of TQM in the company and to analyse the level of acceptance of employees towards TQM in their company. For this purpose a sample of 80 was collected with employees and 20 was collected with top level management were percentage analysis, Anova, multiple regression and t-test were used as tools to analyse the data.

The focus on implementation of TQM is significant, as it has an impact on retaining the customers and enhancing the brand image. Thus effective implementation is possible only by making the employees more aware and adoptable. The TQM policy is been implemented effectively in the company, yet the management has to give more training to enhance the knowledge about TQM.

TABLE OF CONTENTS

Synopsis

List of Tables

List of Charts

S.NO.	CONTENTS	PAGE NO.
1	INTRODUCTION	
	1.1 INTRODUCTION TO THE STUDY	1
	1.1.1 Total Quality Management	1
	1.1.2 Principles of TQM	1
	1.1.3 Significance of TQM in meeting competition	3
	1.2 INTRODUCTION TO GARMENT INDUSTRY	5
	1.2.1 TQM in Garment Industry	5
	1.2.2 Preparation and implementation of TQM in organization	7
	1.2.3 Garment industry	9
	1.3 INTRODUCTION TO THE ORGANISATION	12
	1.3.1 Company profile	12
	1.3.2 Product profile	14
	1.4 SCOPE OF THE STUDY	16
	1.5 OBJECTIVES OF THE STUDY	17
	1.6 STATEMENT OF PROBLEM	18
	1.7 LIMITATION OF THE STUDY	19
2	REVIEW OF LITRETURE	20
3	RESEARCH METHODOLOGY	26

4	DATA ANALYSIS AND INTERPRETATION	30
5	FINDINGS, SUGGESTION AND CONCLUSION	71
6	BIBLIOGRAPHY	
7	ANNEXURE	

LIST OF TABLES

Table no	PARTICULARS	Page no
1	Gender wise distribution of the respondents	31
2	Age wise distribution of the respondent	32
3	Education wise distribution of the respondents	33
4	Distribution of the respondents based on marital status	34
5	Income wise distribution of the respondent	35
6	Distribution of the respondents based on experience	36
7	Distribution of the respondents based on satisfaction on monetary rewards	37
8	Distribution of the respondents based on receiving quality rewards	38
9	Age and dimensions of total quality management	39
10	Age VS Dimensions of Total Quality Management- ANOVA Results	41
11	Education VS Dimensions of Total Quality Management- ANOVA Results	44
12	Income level VS Dimensions of Total Quality Management- ANOVA Results	46
13	Experience VS Dimensions of Total Quality Management- ANOVA Results	50
14	Results of Multiple Regression Analysis relating to age and dimensions of TQM	52
15	Gender wise distribution of the respondents	56
16	Age wise distribution of the respondent	57
17	Education wise distribution of the respondents	58

18	Distribution of the respondents based on marital status	59
19	Income wise distribution of the respondent	60
20	Distribution of the respondents based on experience	61
21	Distribution of the respondents based on satisfaction on monetary rewards	62
22	Age VS Dimensions of Total Quality Management- ANOVA Results	43
23	Education VS Dimensions of Total Quality Management- ANOVA Results	65
24	Income level VS Dimensions of Total Quality Management- ANOVA Results	67
25	Experience VS Dimensions of Total Quality Management- ANOVA Results	69
26	Results of Multiple Regression Analysis relating to customer focused and dimensions of TQM for middle management	71

LIST OF CHARTS

Table no	PARTICULARS	Page no
1	Gender wise distribution of the respondents	31
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7	Distribution of the respondents based on satisfaction on monetary rewards	37
8	Distribution of the respondents based on receiving quality rewards	38
9	Gender wise distribution of the respondents	56
10	Age wise distribution of the respondent	57
11	Education wise distribution of the respondents	58
12	Distribution of the respondents based on marital status	59
13	Income wise distribution of the respondent	60
14	Distribution of the respondents based on experience	61
15	Distribution of the respondents based on satisfaction on monetary rewards	62

CHAPTER 1

1 INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

1.1.1 Total Quality Management

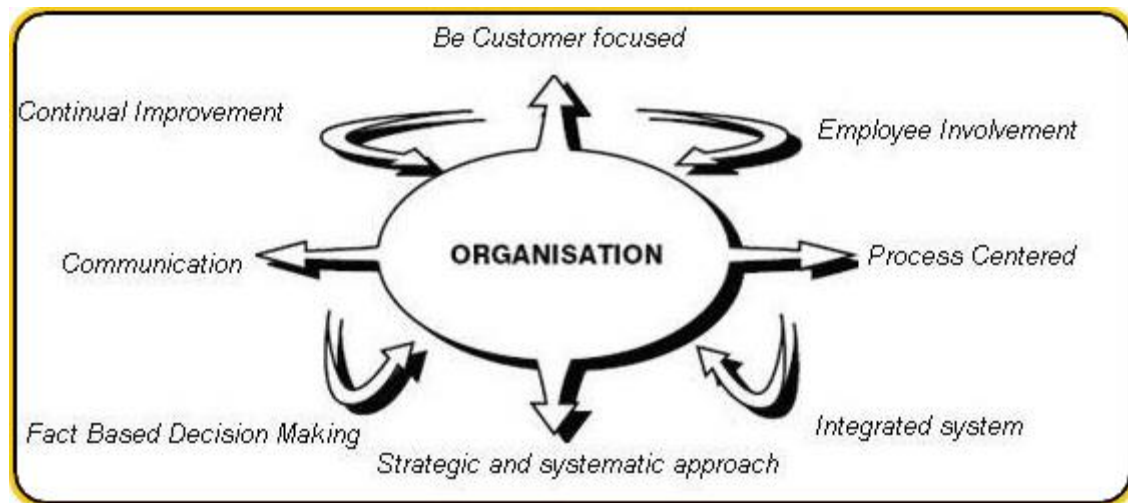
Total quality management or TQM is an integrative philosophy of management for continuously improving the quality of products and processes. It is used around the world. TQM functions on the premise that the quality of products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by an organization. In other words, TQM capitalizes on the involvement of management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. Considering the practices of TQM as discussed in six empirical studies, Cua, McKone, and Schroeder (2001) identified the nine common TQM practices as cross-functional product design, process management, supplier quality management, customer involvement, information and feedback, committed leadership, strategic planning, cross-functional training, and employee involvement.

Total Quality Management (TQM) is an approach that seeks to improve quality and performance which will meet or exceed customer expectations. This can be achieved by integrating all quality-related functions and processes throughout the company. TQM looks at the overall quality measures used by a company including managing quality design and development, quality control and maintenance, quality improvement, and quality assurance. TQM takes into account all quality measures taken at all levels and involving all company employees.

1.1.2 Principles of TQM

1. Be Customer focused: Whatever you do for quality improvement, remember that only customers determine the level of quality. Whatever you do to foster Quality Improvement, training employees, integrating quality into processes management, only customers determine whether your efforts were worthwhile.

2. Insure Total Employee Involvement: You must remove fear from work place, then empower employee.



3. Process Centered: Fundamental part of TQM is to focus on process thinking.

4. Integrated system: All employee must know the business mission and vision. An integrated business system may be modeled by MBNQA or ISO 9000

5. Strategic and systematic approach: Strategic plan must integrate quality as core component.

6. Continual Improvement: Using analytical, quality tools, and creative thinking to become more efficient and effective.

7. Fact Based Decision Making: Decision making must be only on data, not personal or situational thinking.

8. Communication: Communication strategy, method and timeliness must be well defined.

1.1.3 Significance of TQM in meeting competition

Continuous improvement is not a fad but a necessary part of management's obligation to properly run its company. Gone are the boom days when quality did not matter due to the volume of work available and the ease of obtaining work. The attitude of construction managers and contractors was simply to add it to the bill, because the owner will pay for it. In other words, in those boom days Cost plus Profit equalled Price. Now, however, the new attitude is Price minus Cost equals Profit. Owners are now demanding higher quality work, and at a lower cost. In attempting to keep pace with the new attitude, a quality management system that helps keep costs down is well worth implementing.

The characteristics that are common to companies that successfully implement TQM in their daily operations are listed here.

Strive for owner/customer satisfaction and employee satisfaction

- Strive for accident-free jobsites
- Recognize that the owner/customer provides the revenue while the employees are responsible for the profit
- Recognize the need for measurement and fact-based decision making
- Arrange for employees to become involved in helping the company improve
- Train extensively
- Work hard at improving communication inside and outside the company
- Use teams of employees to improve processes
- Place a strong emphasis on the right kind of leadership, and provide supervisors with a significant amount of leadership training
- Involve subcontractors and suppliers, requiring them to adopt TQM

Quality principles that successful TQM companies recognize

The quality principles that successful TQM companies recognize and attempt to continually incorporate into their actions are the following:

- People will produce quality goods and services when the meaning of quality is expressed daily in their relations with their work, colleagues, and organization.
- Inspection of the process is as important as inspection of the product. Quality improvement can be achieved by the workers closest to the process.
- Each system with a certain degree of complexity has a probability of variation, which can be understood by scientific methods.
- Workers work in the system to improve the system; managers work on the system to improve the system.
- Total quality management is a strategic choice made by top management, and must be consistently translated into guidelines provided to the whole organization.
- Envision what you desire to be as an organization, but start working from where you actually are.
- Studies have indicated that people like working on a quality-managed jobsite especially due to the cleaner site and safer place to work.
- Accept the responsibility for quality. Establish datum's for measurement.
- Use the principle of get it right, the first time, every time.
- Understand that quality is a journey, not a destination. It consists of steps that form a process that is continuous.

1.2 INTRODUCTION TO GARMENT INDUSTRY

1.2.1 TQM in Garment Industry

Garment manufacturing is a complex industry for many reasons. The product line is a complex array of styles, seasons, varying life cycles and multidimensional sizing. Many sewn product firms are viewing TQM as the appropriate strategy to meet the double demand of competition and quality; however, many companies are finding sustaining their TQM adoption decision very difficult. Additionally, TQM's contribution to a competitive advantage remains unexamined with the context of Management and organizational development research. It can accurately be described as a philosophy about quality that suggest for involving everyone in the organization in a quest for quality. It extends to suppliers as well as to customers. In fact, in TQM, the customer is the focal point, as the business is driven by customers.

As such, customer's satisfaction is the main driving force. Everyone in the organization, from the top most chief executive, up to the bottom most workers, has to take part in this venture. Achieving world class quality is not just another program; it is an ongoing process. An organization uses TQM as a long term approach to achieving customer satisfaction.

Total Quality Management requires all employees of the organization for improving the products, processes and services. TQM focuses on long-term success through identifying and prioritizing customer requirements, setting and aligning goals, and providing deliverables that warrant customer satisfaction (as well as customer delight).

However, the main theme of the research is how to improve quality of a garment industry by implementing TQM in practice, which is a real challenge. TQM applications vary widely with product category, organizational settings, management philosophies and practices and so on. This involves three spheres of changes in an organization- people, technology and structure.

Defining quality

The definition of quality depends on the role of the people defining it. Most consumers have a difficult time defining quality, but they know it when they see it. The difficulty in defining quality exists regardless of product and this is true for both manufacturing and service organizations. Think about how difficult it may be to define quality for services such as airline services, child day-care facilities, college classes, or even OM textbooks. Further complicating the issue is that the meaning of quality has changed over time. Today, there is no single universal definition of quality. Some people view quality as “performance to standards.” Others view it as “meeting the customer’s needs” or “satisfying the customer.” Let’s look at some of the more common definitions of quality.

Conformance to specifications measures how well the product or service meets the targets and tolerances determined by its designers.

Fitness for use focuses on how well the product performs its intended function or use. For example, a Mercedes Benz and a Jeep Cherokee both meet a fitness for use definition if one considers transportation as the intended function. However, if the definition becomes more specific and assumes that the intended use is for transportation on mountain roads and carrying fishing gear, the Jeep Cherokee has a greater fitness for use.

Value for price paid is a definition of quality that consumers often use for product or service usefulness. This is the only definition that combines economics with consumer criteria; it assumes that the definition of quality is price sensitive.

Support services provided are often how the quality of a product or service is judged. Quality does not apply only to the product or service itself; it also applies to the people, processes, and organizational environment associated with it.

Psychological criteria are a subjective definition that focuses on the judgmental evaluation of what constitutes product or service quality. Different factors contribute to the evaluation, such as the atmosphere of the environment or the perceived prestige of the product. For example, a hospital patient may receive average health care, but a very friendly staff may leave the impression of high quality.

1.2.2 Preparation and implementation of TQM in organization

Understanding organization culture, and utilizing that information to plan the steps for successful quality journey. The culture in any organization is formed by the beliefs, behaviors, norms, dominant values, rules and the climate cultural Bottleneck need addressed at every step of implementation, Any failure to address the culture by management will provide limited success or failing altogether. A culture change, e.g., from one of acceptance of ascertain level of errors or defects to one of right first time, every time, needs two key elements:

- Commitment from the leaders
- Involvement of all of the organization's people

Research has shown that even though middle managers want to participate in the early stages of TQM, top management has no trust in them (Vouzias, 1997). Wilkinson et al. (1993) argue that lack of commitment from middle management has been the case in nine out of ten organizations they studied. The study also suggested that the effect of TQM on middle managers was substantial; made their jobs more demanding; and emphasized teamwork, people management skills, and technical knowledge. Another study by Marchington et al. (1993) suggests that middle managers are concerned with a loss of authority or increased workload associated with TQM.

Collard (1989), on the other hand, found that in order for middle managers to be role models in a TQM environment they need to upgrade their communication and presentation skills, skills for working with groups, and group leadership skills. Furthermore, middle managers' beliefs and attitudes regarding the quality approach to organizational change seemed to be more related to organizational context rather than the type of organization or the role of the middle manager (Collard, 1989; Hill, 1991, 1995; Ishikawa, 1985) The majority of the latter studies was based on the assessment of managers' awareness towards a specific principle or practice of TQM like ISO 9000, teamwork, training, etc... However, this often resulted in missing the whole picture of TQM. Moreover, different individual perspectives make the measurement of the awareness of the two sides even more difficult. The variations of

perspectives are derived from many factors such as age, educational background, and the level of managerial experience. The above factors are related to the human side of the organizations. On the other hand, there are factors closely related to the organization itself that alter the perspective of TQM, such as the size, years of existence, and the specific domain that they operate.

Implementation practice points based of great guru's

The task of implementing TQM can be daunting. The following is a list of points that leaders should consider; they are a

- The organization needs a long-term commitment to continuous improvement.
- Adopt the philosophy of zero errors/defects to change the culture to right first time
- Train people to understand the customer/supplier relationships
- Do not buy products or services on price alone – look at the total cost
- Recognize that improvement of the systems must be managed
- Adopt modern methods of supervising and training – eliminate fear
- Eliminate barriers between departments by managing the process – improve communications and
- teamwork
- Eliminate goals without methods, standards based only on numbers, barriers to pride of workmanship and
- fiction – get the facts by studying processes
- Constantly educate and retrain – development experts in the organization
- Develop a systematic approach to manage the implementation of TQM

1.2.3 Garment industry

India Garment Industry has an advantage as it produces and exports stylish garments for men at economical prices due to cheap labour rates. Today the way of Technological advancement and use of sophisticated machinery it has enabled the manufacturers to achieve better quality and well designed garments. India's Garment Industry has been rapidly growing in last few years. Exports have been rising as there is an increase in orders from global buyers accompanied by a rise of investments in the garment sector of the country. The Garment Industry is of major importance to the Indian economy as it contributes substantially to India's export earning, it is estimated and analyzed that one out of every six households in the country depends on this sector either indirectly or directly for its livelihood. From all over the world the Retailers also increasingly come to India attracted by low production costs. The large brands among them are Wal-Mart, Tesco, and M&S.

Brief Introduction

India's Garment Industry is a well-organized enterprise and is among the best in the world. It constitutes of designers, manufacturers, exporters, suppliers, stockists, and wholesalers. Indian Garment Industry has carved out a niche in the global markets and earned a reputation for its durability, quality and beauty. Today's changing consumer preferences - buying branded apparel and fashion accessories, major boom in retail industry, people shopping at department and discount stores, shopping malls, with rising disposable incomes, government policy focused on fast-track textile export growth, and ambitious goals have created several investment opportunities in India.

Government has even made effort to include benefits for Garment Industry. The annual plan for 2007-08 formulated by Indian government to promote the textile sector, includes schemes for attracting foreign direct investments, brand promotion through public-private partnership (PPP) for global acceptance of Indian brands, trade centers for facilitating business and image building, fashion hubs as a stable marketplace for Indian fashion, common compliance code for creating apparel standards for the benefit of buyers, and training centers for developing human resources. Indian garment industry's has a decentralized production structure - subcontracting, which is low risk and low capital-has

served the industry well but has excluded Indian products from the mass market for clothing, which demands consistent quality for large volumes of a single item

Domestic and Export market Share

Indian Garment Sector earns high export revenue, it has witnessed substantial profit accruing to retailers and Indian manufacturers are reflected in garment workers' wages. In 2004, Asian trade in the Garment Industry was to the tune of 138 billion US dollars. In Bangalore itself there are large retail chains from the US and Europe - like GAP, Walmart, Tommy Hilfiger and JC Penny - have outsourced orders to large factories to the tune of 269.6 million US dollars in 2005.

In 2006, India's textile industry (including garments) contributed 14% to industrial production, 4% to GDP, and 17% to export revenues which directly employed 35 million people including women and backward classes. Apparel exports totaled Rs 50,479 crore in 2009-10 compared to Rs 50,293 crore in 2008-09. But in dollar terms, all months of 2014-15 except July, August and November showed a painful downslide.

Competition in garment industry

India's competitiveness in the cotton textile sector has improved over the last decade against six competing countries including China, Bangladesh and Thailand, helping it grab a higher global market share.

The increase in competitiveness has been in areas like technology up gradation, manufacturing costs and exports, said the study titled 'Cost benchmarking in India vis-à-vis Bangladesh, Indonesia, Egypt, China, Pakistan and Turkey'.

India's global market share has increased to four per cent in 2012 from three per cent in 2002 due to greater competitiveness, the study commissioned by the Cotton Textiles Export Promotion Council (Texprocil), a Government-sponsored body promoting textiles exports, highlighted.

It is, however, much below China's share of over 30 per cent.

India's exports in 2012-13 were worth \$32 billion. A more competitive Indian industry, with adequate Government support, could double exports within three years and create crores of jobs, the report said.

The factors that helped India improve its competitiveness included availability of cheap funds for technology up gradation under the TUFSS scheme and export incentives handed out by the Government from time to time.

1.3 INTRODUCTION TO THE ORGANISATION

1.3.1 Company profile

Mugan exports is a partnership firm promoted in 2000 by Mr.S.Selvaraj and Mr.A.Subramani. Mugan exports is situated in Tiruppur. It is registered as small scale industry. Mugan exports is leading in producing men's polo T shirt, boy's T shirt, men's underwear and ladies underwear.

Mugan exports believes in producing the best quality garments through advanced production techniques using sophisticated machinery, durable materials, latest designs, and prompt delivery schedules and above all by building excellent customer relationship throughout the country.

Mugan exports has 150 employees working towards producing best quality goods, resulting in production capacity of 10,000 pieces of basic t-shirts per day. Their products are made in 100% cotton and blended fabrics. Their products are imported and exported as per the specification of the customers. Products and styles are tailor made to suit customer requirements.

QUALITY CERTIFICATIONS

The various certifications that have been conferred on the firm testimonials to the commitment in terms of quality, the environment, our employees as well as vendors.

The Quality Management Systems are in line with the ISO 9001:2000.

We are deeply conscious of our responsibility towards the immediate environment, making us ISO 14001 certified for Environment Management.

The firm initiatives towards the health and safety of our employees have earned us the OHSAS 18001 Certification for Occupational Health and Safety. We have also been recognized by Sweden for our efforts towards consistent quality.

- ISO 9002 Quality Management System - RWTUV, Germany
- ISO 14001 Environmental Management Systems - RWTUV, Germany

1.3.2 Product profile



MEN'S T-SHIRT

They offer a broad range of Men's T-shirt in various specifications to meet the fashion preferences of the quality conscious clients. The collection that they export and supply comprises men's fashion t-shirts such as Round Neck T-shirts, Collared Half T-shirts, Embossed Designed T-shirts, in impressive color combinations.



HOODED T-SHIRT

The unique range of comfortable T-shirts combine hood with distinctive design embossed on the front for a winning look. Comfortable to wear, hooded t-shirts are made from best quality fabrics.



POLO T-SHIRT

They manufacture and supply a great variety of Polo t Shirts that are trendy, stylish and comfortable to wear. They use superior quality raw materials to fabricate them and they are durable, sophisticated and available in various colors. Their polo t shirts are great to look at and reasonably priced.



V-NECK T-SHIRT

They are indulged in manufacturing, supplying and exporting a unique array of Men's V Neck T-shirts. The designers keep themselves well versed with latest fashion trends, so that they can offer products that are in accordance with those trends. These t-shirts can be teamed with jeans and are applauded for their stylish patterns. They also offer customization solution to our clients at nominal prices.

1.4 Scope of the study

The study will help in assessing the adoption of TQM practices by the employees in the organisation. This would help in identifying the gap in the implementation process. Implementation of TQM is significant and crucial for any organisation. Therefore the study would assist in identifying the policies for better implementation.

1.5 Objectives of the study

- To know about the Adoption of TQM practices among employees in the company.
- To analyse the level of acceptance of employees towards TQM in their company.
- To suggest the company about perception of employees towards effectiveness if TQM in their company.

1.6 Statement of problem

Total quality management (TQM) is an approach to improve the competitiveness, effectiveness, and flexibility of a whole organization. It is essentially a way of planning, organizing and understanding each activity, and depends on each individual at each level. TQM is mainly concerned with continuous performance improvement. To achieve this, people need to know what to do, how to do it, have the right tools to do it, and be able to measure performance and receive feedback on current levels of achievement. The main problem of the study is to find out the quality aspects based on various dimensions used in TQM in the company.

1.7 Limitations of the study

- The study is limited to only one company.
- The sample size is limited to 100 and that may be a bias of the study.
- The study period is around 3 months and a deep analysis about the research cannot be made.
- Respondent may fail to express their opinions and beliefs.

CHAPTER 2

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge and or methodological approaches on a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work.

M. Waqas Raja (2003) in his article “Evaluating the Effect of Total Quality Management Practices on Business Performance: A Study of Manufacturing Firms of Pakistan” found out that he study had also considered organizational level variables like size of firm, year of existence, top management commitment as moderating variables, the results have shown that TQM was implemented only at the first three levels i.e. quality control ,quality assurance and continuous improvement in the selected firms and that top management commitment is the most important variable effecting on TQM implementation which then directly effect on business performance in these manufacturing firms.

MohamadReeduanMustapha (2004) in his article “A Survey of Total Quality Management in the Malaysian Small and Medium Sized Manufacturing Companies” found out that a majority of the respondents (69 percent) have heard of TQM but only a few (31 percent) of the companies surveyed have implemented TQM. The paper concludes that while further research is needed to validate and explain the findings, TQM may play a valuable role in the operations of SMEs in the manufacturing sector.

Muhammad Mubarak, PhD (2007) in his article “Application of total quality management principles in small and medium firms” found out that the application of TQM principles varies between medium to high rate and the Inferential Statistics results showed a two principles have significant statistically relationship which are focus on customer and continuous improvement.

AnisurRahman (2008) in his article “Implementation of TQM in Manufacturing Industries in the Kingdom of Saudi Arabia” pointed out some of the major difficulties of implementation of ISO 9000QMS such as increase in the amount of paperwork,

difficulties in controlling too many suppliers/subcontractors, and understanding different terminologies used in the standards and need for full time quality manager.

Therese A. Joiner (2006) in his article “Total quality management and performance” found out that Analysis of the data supports a strong positive relationship between the extent of implementation of TQM practices and organization performance. This study also found that co-worker support and organization support moderated the relationship between TQM implementation and organization performance.

Elvis Attakora-Amaniampong (2014) in his article “Total Quality Management and its Impact on the Level of Customer Focus within Construction Project Management in Ghana” found out that all construction companies should equip their project management team to understand and use knowledge and skills from at least five expertise areas of the Project Management Body of Knowledge (PMBOK); Application area knowledge, standards, and regulations; Understanding the project environment; General management knowledge and skills and Interpersonal skills. Again, they should have and always update themselves with the following project management competence: Project Management Knowledge Competency (What the Project Management Team knows about Project Management); Project Management Performance Competency (What the Project Management Team can accomplish while applying the project management knowledge); and Personal Competency (How the project management team behave while performing the Project or activities).

Phu Van Ho (2011) in his study “Total quality management approach to the information systems development processes” we must constantly learn new things to update our knowledge to ensure that we can meet the challenges of the customers” changes and satisfy their needs. From this point of view, there is no doubt in my mind that there is much to be learned from a TQM perspective and from a more sophisticated IS development processes in future technological aspects of this new information age in modern society that we live in today.

J.V. Kovach (2011) in his article “The use of continuous improvement techniques: A survey-based study of current practices” found out that guidance for practitioners about what tools are effective in a given situation and what problems they should try to anticipate/overcome when implementing continuous improvement techniques.

NANA YAA ADUSA-POKU (2014) in his article "Assessing total quality management (TQM) in the Ghanaian construction industry: an exploratory study in Kumasi" found out that the majority of firms in the Kumasi are oblivious of TQM application in the Construction Industry. The evidence is from the 14% of respondents that implemented TQM principles in their effort to improve the quality of construction works. With the current inspection method, the construction industry's developmental progress will be gradual. One tested and tried method of improving quality that places value on its products and satisfies the customer is through the implementation of TQM in the industry.

QuekEngEng (2003) in his title "A survey of TQM practices in the Malaysian electrical and electronic industry" found out that the importance of TQM adoption in SMEs to meet future challenges in realizing the vision, of world-class organizations. Engineering innovation must not be limited to 'hard technology' alone but should incorporate advanced manufacturing management techniques to sustain the improvement efforts and in meeting the long-term needs of the nation. Further studies can be made focusing on other types of industry in Malaysia, such as automotive, metal-based, and food processing, etc, to allow for a more comprehensive TQM framework to be built upon to meet the needs of SMEs in their drive towards a total quality organization.

Sasmitapalo (2003) in his article "Measuring effectiveness of TQM training: an Indian study" found out that training creates awareness, builds employees' commitment to quality policy and strategy, facilitates teamwork, enhances performance standards, and bolsters the skills and abilities of employees. However, the organization needs to focus more upon improving communication competencies, multiple skill development and customer value training. Successful TQM training in the organization needs more budgetary allocation and commitment, support and enthusiasm of the top management.

Ben Clegg, Chris Rees, Mike Titchen, (2010) in his study "A study into the effectiveness of quality management training: A focus on tools and critical success factors", found out that most of the critical success factor statements for quality management are agreed with, although not all are implemented well. The findings also show that many quality tools are not known or understood well; and that training has an important role in raising their awareness and making sure they are used correctly.

Mahmoud M. Yasin, Jafar Alavi, Murat Kunt, Thomas W. Zimmerer, (2004) in his article "TQM practices in service organizations:" found out the differences in TQM

implementation practices and benefits due to some industry-specific factors. The lack of commitment to TQM implementation on the part of high percentage of the surveyed service organizations in this study is alarming.

Kanwarpreet Singh , Inderpreet Singh Ahuja , (2014) in his article "Effectiveness of TPM implementation with and without integration with TQM in Indian manufacturing industries" found out that the effectiveness of performance parameters (dependent variables) and factors of implementation (independent variables) of companies implementing TPM alone and TQM-TPM combined approach to improve their business performance and how the support of TQM provides a synergetic effect on TPM's contribution in improving better business performance.

Stefan Lagrosen, (1999) in his article "TQM goes to school: an effective way of improving school quality" found out that a broader and more relevant view of the organisation and its stakeholders which has led to greater job satisfaction, better communication on all levels but especially with parents, increased participation, enhanced co-operation between different departments as well as on the personal level, improved leadership by the management, more effective and comprehensive evaluations and an increased ability to really implement actions. Lessons on important points when using TQM in this context are also reported.

L. David Weller, (1995) in his article "School restructuring and downsizing: using TQM to promote cost effectiveness" found out that they are used to make immediate financial savings and to keep floundering organizations solvent. Such practices seldom produce sustained results. New financial difficulties soon arise because the root of the problem is not addressed – poor management practices.

R.P. Mohanty, K. Santhi, C. Haripriya, (1996) in his article "A model for evaluating TQM effectiveness in health-care systems" found out that when implemented in HCS, requires an understanding of the particular nature of the sector, which influences the parameters of quality relating to patient care and their subsequent measurement.

Samuel K. Ho, Katrina Wearn, (1995) in his article "A TQM model for higher education and training" found out that higher educational institutions should lead the field, TQM has been insignificant until recently. Aims to determine the advantages of TQM and how TQM can be effectively and efficiently applied in higher education institutions. Develops

a TQM excellence (HETQMEX) model for higher education and training based on fundamental concepts of service quality: 5-S, marketing and education quality control, quality control circles, ISO 9000 and total preventive maintenance. Acknowledges the diversity of customers that TQM must satisfy and highlights some of the problems encountered in implementing the model, based on well-founded research and the experience of the authors.

S. Ashok, A.R. Santhakumar, (2002) in his article "NLP to promote TQM for effective implementation of ISO 9000" found out that there is always a gap in people adhering to the standards. The aim of this paper is to discuss the use of neuro linguistic programming (NLP) in aiding total quality management (TQM). 5S and kaizen are identified with lateral thinking tools, using NLP. Case studies on 5S and kaizen applications in civil engineering, with and without the use of NLP, are discussed. The concept of creative kaizen and model Kaizen is introduced for better understanding of the benefits of using NLP. Finally, for the first time, a scientific appraisal of use of NLP for three different civil engineering trades has been attempted and their effects are discussed.

Sanjay L. Ahire, Matthew A. Waller, Damodar Y. Golhar, in his article (1996) "Quality management in TQM versus non-TQM firms: an empirical investigation" found out that using a criterion of existence of a formal TQM campaign in a firm and quality of products offered by the firm, classifies firms into four groups: high performance TQM firms, low performance TQM firms, high performance non-TQM firms, and low performance non-TQM firms. Compares them along ten literature-based, empirically-validated TQM constructs and derives the following major conclusions: it is not necessary for a firm to implement a TQM campaign formally in order to practise elements of TQM philosophy and thereby manage quality well; a firm should implement a formal TQM campaign only if it plans to execute the TQM constructs to their full extent, or it is better off by not investing in the formal campaign; and the product quality of a firm improves with the extent of the rigour associated with TQM implementation. Discusses implications of these findings for TQM research and practice.

Mohamed Zairi, (1994) in his article "Leadership in TQM Implementation : Some Case Examples" found out the literature on leadership and management in the context of TQM. Discusses an American study which identifies key strengths and areas of improvement. Determines the role of senior managers in TQM implementation, with

reference to case studies of several companies which have won the Malcolm Baldrige National Quality Award. Defines key ingredients for effective quality leadership.

Samuel K. Ho, Katrina Wearn, (1996) in his article "A higher education TQM excellence model: HETQMEX" found out that in higher education management in the 1990s, a strategy utilized by increasing numbers of organizations for effective change and sustained competitive advantage is TQM. Aims to determine the advantages of TQM and how TQM can be applied effectively and efficiently in higher education institutions. Develops a higher education TQM excellence (HETQMEX) model based on fundamental concepts of service quality: five-S, marketing and education quality control, quality control circles, ISO 9000 and total preventive maintenance. Acknowledges the diversity of customers which TQM must satisfy and highlights some of the problems encountered in implementing the model, based on well-founded research and experience of the authors.

Siham El-Kafafi, (2006) in his article "TQM models and their effectiveness in New Zealand water utilities services" found out that the comparative analysis drawn between the three different cases showed that two of the case studies are applying TQM models but at different stages, while the third case study is not implementing any of the TQM models. The difference between the performances of TLAs adopting a TQM model versus the TLAs who are not is related to their organizational strategy. This in turn has an impact on the sustainability of the quality of water provided to the community of the Waikato Region.

Ladawan Krasachol, James. D.T. Tannock, (1999) in his article "A study of TQM implementation in Thailand" found out that the companies studied have adopted distinct approaches to the implementation of TQM, which are described and placed in the context of the theoretical framework. Also describes the common characteristics of the TQM company which were found in the companies investigated.

Young Sik Cho , Joo Y. Jung , (2014) in his article "The verification of effective leadership style for TQM: A comparative study between USA-based firms and China-based firms", found out that the effective leadership style for successful implementation of TQM practices could be contingent on the cultural background embedded within the firms. Therefore, the authors anticipate the findings of the study will guide future research on TQM and create a new path to find solutions not only for optimizing the successful implementation of TQM, but also for minimizing the current high level of TQM failures.

CHAPTER - III

RESEARCH METHODOLOGY

Research design

“A research design in the specification of methods and procedures for acquiring the needed information and it is the overall operational pattern of framework of the project that stipulates what information is to be collected from which sources by what procedures”.

It constitutes the blueprint for the collection, measurement and analysis of data. Thus research design is a conceptual framework within which the research is conducted.

Descriptive study

The present study attempts to assess the Total Quality Management in the company. It tries to assess the Adoption of TQM of the organizations. Hence it is a descriptive study.

Sources of data

For any research it becomes necessary to collect the data that are appropriate. Depending upon the sources of information available data can be classified as,

- Primary data
- Secondary data

Primary data

The primary data are those, which are collected for the first time by the researcher. It is the fresh data. It was collected by administering questionnaire from the employees.

Secondary data

It refers to the already existing data. This study uses the internet, books, Published articles, journals, and Newspaper articles methods to collect the data.

Data collection procedure used in the research:

Questionnaire

Questionnaire is used to collect the data for the study. Two questionnaire were formulated to collect the data respectively from Middle management and operational level employees.

The questionnaire for operational level employees consist of two parts. First part consist of demographic factors and second part consist of dimensions of TQM practices includes Awareness of TQM, Employee involvement, Focus on training, Participative decision making, Interpersonal relationship.

The questionnaire for middle level management consist of two parts. First part consist of demographic factors and second part consist of dimensions of TQM practices includes Customer focus, process centered Attitude, Integrated system management, Strategic and systematic approach.

Types of sampling used for the study

Random sampling:

Random sampling is the basic sampling technique that select a group of subjects (a sample) from a larger group (a population). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. Every possible sample of a given size has the same chance of selection.

Sample size

Using random sampling method 80 respondents were selected from operational level employees and 20 were selected from middle level management of the company.

Sno	Department	No of employees	Taken for survey
1	Design Sketch	10	9
2	Pattern design	2	5
3	Sampling	10	5
4	Production pattern	33	16
5	Marker making	5	2
6	Cutting	3	1
7	Bundle shaping	5	4
8	Sewing	25	10
9	Inspection/ QC	11	5
10	Ironing	11	8
11	Packing	35	15
	Total	150	80

Data Interpretation Tools

Following statistical tool technique were used for data collection.

Percentage analysis

Percentage analysis was used by the researcher to analyze the direction of respondents based on demographic factors.

$$\text{Percentage} = (\text{No of respondents} / \text{Total no of respondents}) * 100$$

Mean score

Mean scores are calculated to find the level of adoption regarding various components of TQM.

$$\text{Mean Score value} = \text{Score value} / \text{No. of respondents}$$

Analysis of variance

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences among group means and their associated procedures such as "variation" among and between groups.

$$F'' = \frac{\frac{\sum w_k (\bar{X}_k - \bar{X})^2}{k-1}}{1 + \frac{2(k-2)}{k^2-1} \sum \left(\frac{1}{n_k-1} \right) \left(1 - \frac{w_k}{\sum w_k} \right)^2}$$

Regression

In statistics, linear regression is an approach for modelling the relationship between a scalar dependent variable y and one or more explanatory variables (or independent variables) denoted X . The case of one explanatory variable is called multiple linear regression.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

CHAPTER – IV

ANALYSIS AND INTERPRETATION

Analysis means the computation of certain indices or measures along with searching for patterns of relationship that exist among the data groups. Analysis, particularly in case of survey or experimental data, involves estimating the values of unknown parameters of the population.

The data collected has been processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. This is essential for a study and for ensuring that we have all the relevant data for making comparisons and analysis. The real value of this research lies in its ability to arrive at central generalization. So the data collected for measuring the “Adoption of TQM practices among employess with reference to MUGAN EXPORTS” has been tabulated, analyzed, interpreted and pessedented in this chapter.

ANALYSIS ON ADOPTION OF TQM PRACTICES FOR EMPLOYEES

TABLE 4.1

PERCENTAGE ANALYSIS

GENDER WISE DISTRIBUTION OF THE RESPONDENTS

Gender	No. of respondents	Percent
Male	56	70.0
Female	24	30.0
Total	80	100.0

The table 4.1 depicts genderwise distribution of the respondents. It is found that 56% of the respondents belong to male and 24% of the respondents belong to female.

CHART 4.1

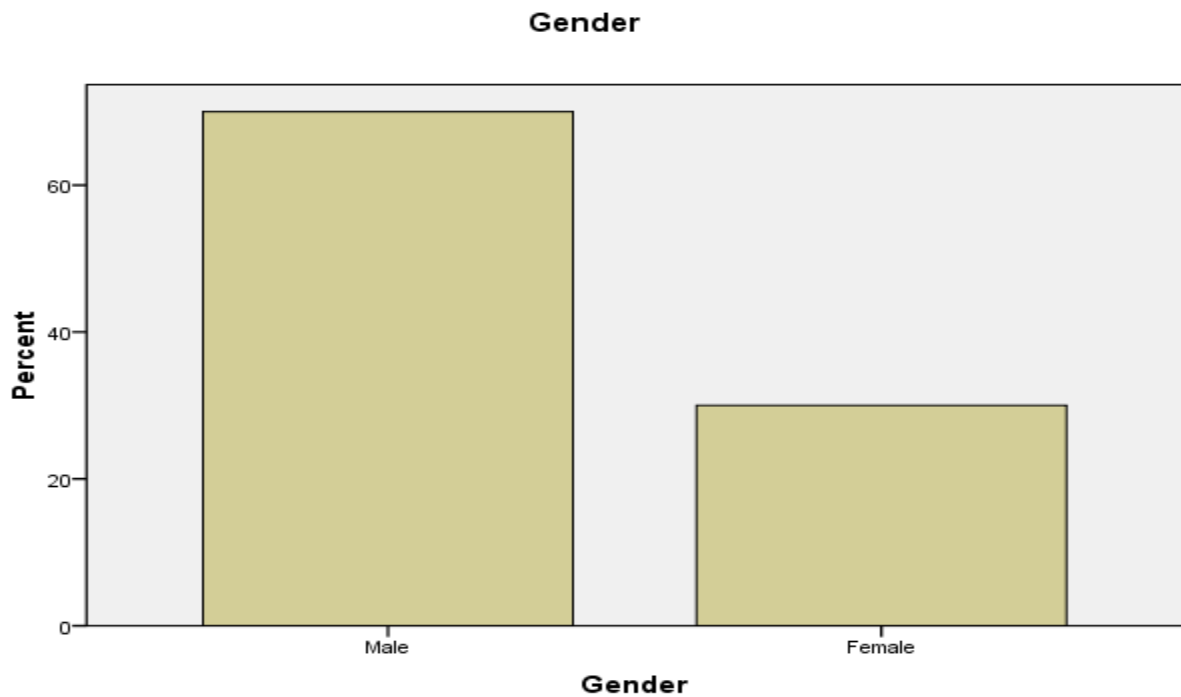


TABLE 4.2

AGE WISE DISTRIBUTION OF THE RESPONDENT

Age	No. of respondents	Percent
18 - 25 yrs	3	3.8
26 - 35 yrs	29	36.2
36 - 45 yrs	24	30.0
above 45yrs	24	30.0
Total	80	100.0

The table 4.2 depicts agewise distribution of the respondents. It is found that 3% of the respondent belongs to the age group of 18-25 yrs, 29% of the respondent belong to the age group of 26-35 years, 24% belongs to the age group of 36-45 years and 24% belongs to the age group of above 45 years.

CHART 4.2

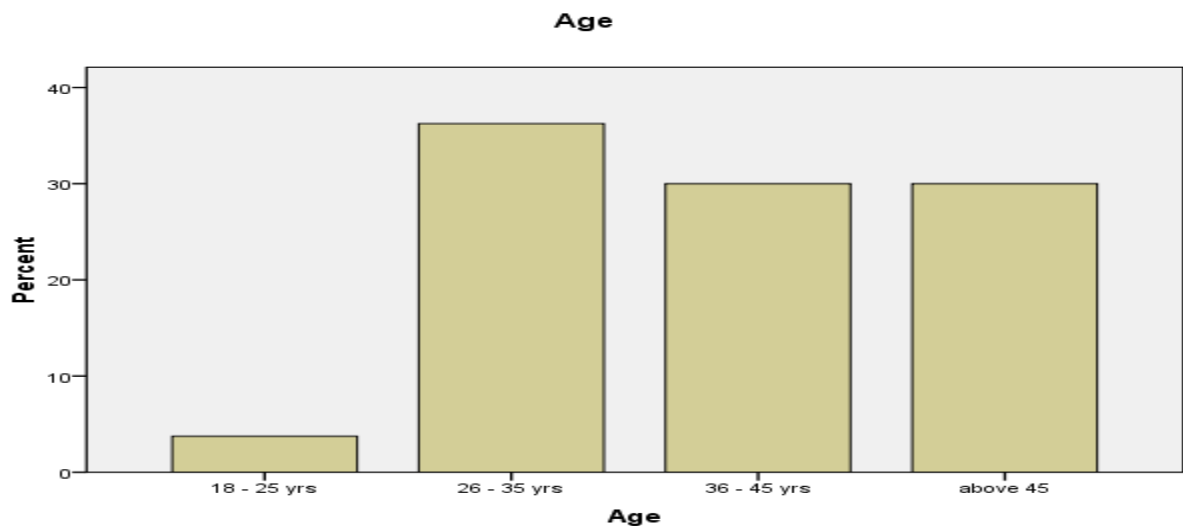


TABLE 4.3

EDUCATION WISE DISTRIBUTION OF THE RESPONDENTS

Educational Qualification	No. of respondents	Percent
Primary	2	2.5
Secondary	3	3.8
UG	44	55.0
PG	31	38.8
Total	80	100.0

The table 4.3 depicts educational wise distribution of the respondents. It is found that 2% of the respondent had primary school education, 3% of the respondents had completed secondary school education, and 44% of the respondent have qualified under graduation, and 31% of the respondent have qualified post graduation.

CHART 4.3

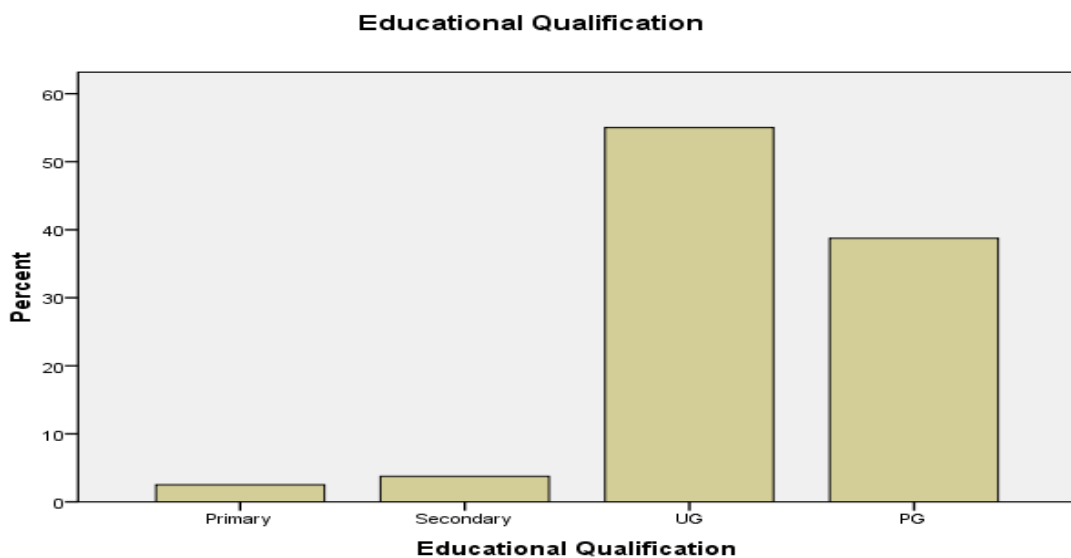


TABLE 4.4

DISTRIBUTION OF THE RESPONDENTS BASED ON MARITAL STATUS

Marital status	No. of respondents	Percent
Married	29	36.2
Unmarried	51	63.8
Total	80	100.0

The table 4.4 depicts distribution of the respondents based on marital status. It is found that 36.2% of the respondents are married and 63.8% are unmarried.

CHART 4.4

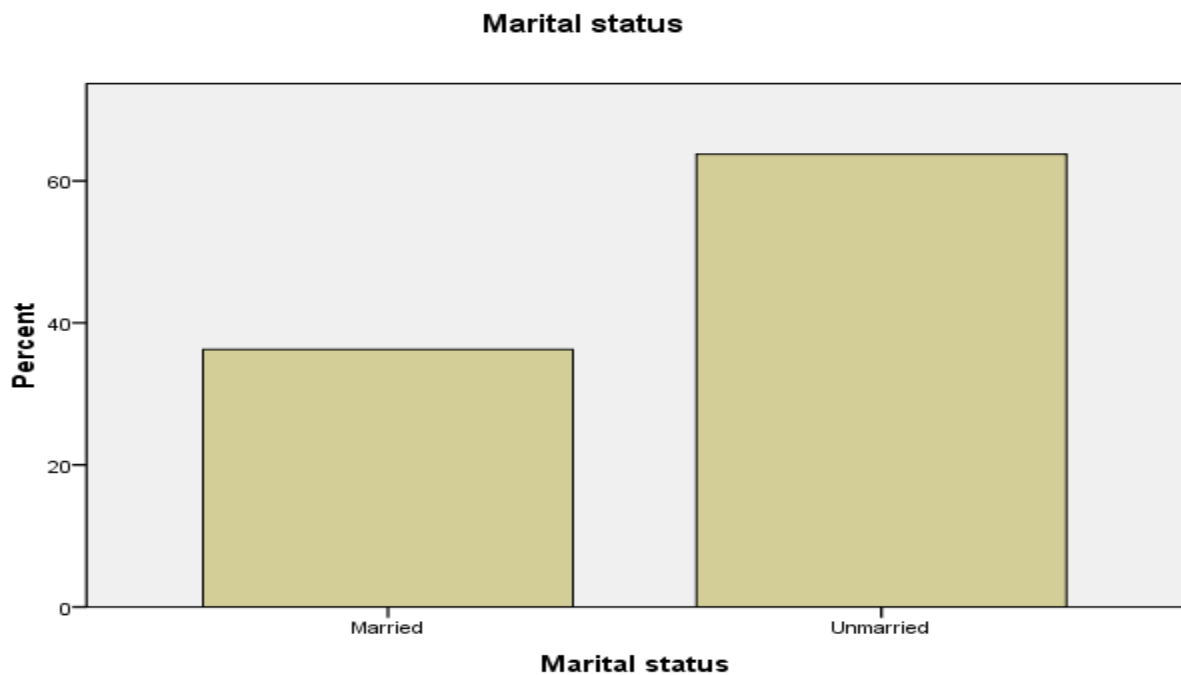


TABLE 4.5

INCOME WISE DISTRIBUTION OF THE RESPONDENT

Income level(rs)	No. of respondents	Percent
Below 4000	2	2.5
4000-6000	2	2.5
6001-8000	46	57.5
8001-10000	30	37.5
Total	80	100.0

The table 4.5 depicts income level wise distribution of the respondents. It is found that 2% of the respondents belong to the income group below Rs.4000, 2% of respondents belong to the income group of Rs.4000 – 6000, 46% and 30% of the respondent belongs to the income group of Rs. 6001-8000 and Rs.8001-10000 respectively.

CHART 4.5

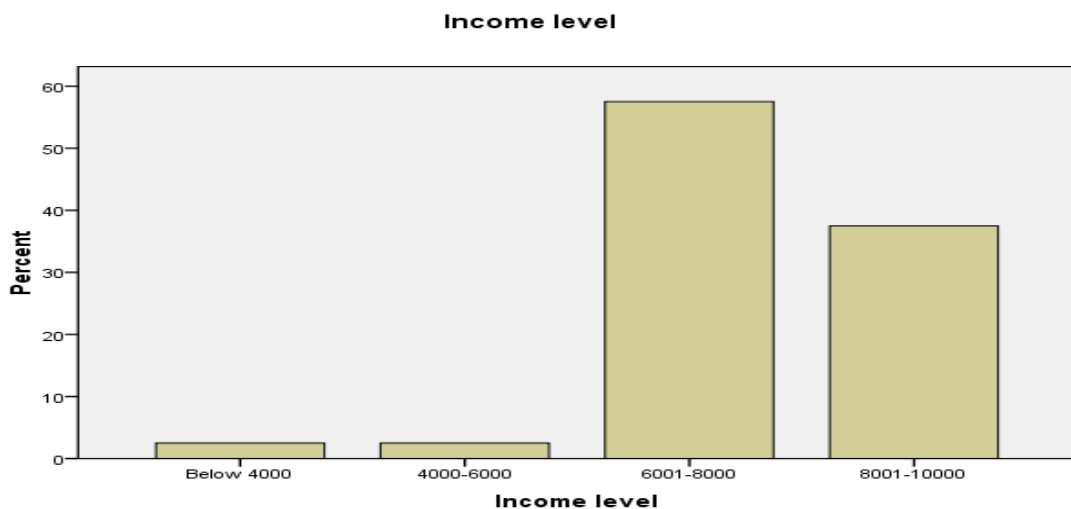


TABLE 4.6

DISTRIBUTION OF THE RESPONDENTS BASED ON EXPERIENCE

Experience	No. of respondents	Percent
less than 1 year	2	2.5
1-3 yrs	28	35.0
3-5 yrs	25	31.2
above 5 yrs	25	31.2
Total	80	100.0

The table 4.6 depicts distribution of the respondents based on experience. It is found that 2% of the respondent have less than 1 year of experience, 28% of the respondent have 1-3 years of experience, 25% of the respondent have 3-5 years of experience, 25% of the respondent have more than 5years of experience.

CHART 4.6

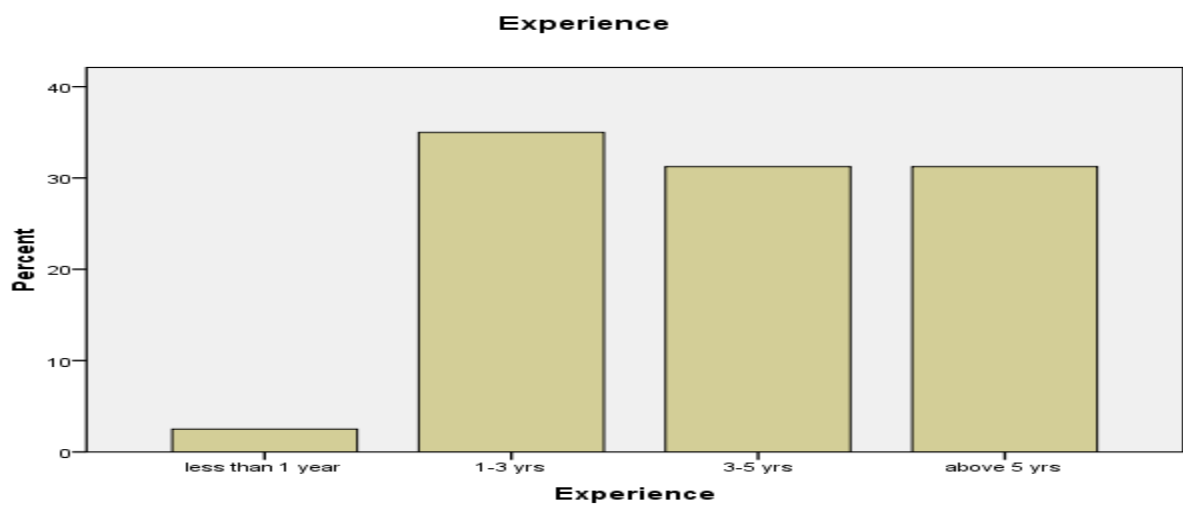


TABLE 4.7

**DISTRIBUTION OF THE RESPONDENTS BASED ON SATISFICATION ON
MONETARY REWARDS**

Monetary rewards	No. of respondents	Percent
Highly dissatisfied	2	2.5
Not satisfied	24	30.0
Satisfied	23	28.8
Highly satisfied	31	38.8
Total	80	100.0

The table 4.7 depicts distribution of the respondents based on satisfaction of respondent. It is found that 2% of the respondent are highly dissatisfied on monetary rewards, 24% of the respondent are not satisfied with monetary rewards provided, 23% of the respondent are satisfied on monetary rewards and 31% of the respondent are highly satisfied on monetary rewards.

CHART 4.7



TABLE 4.8

**DISTRIBUTION OF THE RESPONDENTS BASED ON RECEIVING
QUALITY REWARDS**

Quality rewards to employees	No. of respondents	Percent
Yes	39	48.8
No	41	51.2
Total	80	100.0

The table 4.8 depicts distribution of the respondent based on receiving quality rewards. It is found that 48.85% of the respondent are receiving quality rewards and 51.2% of the respondent are not receiving quality rewards.

CHART 4.8



T-TEST

GENDER AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho1= There is no significant difference between gender and awareness of TQM.

Ho2= There is no significant difference between gender and employee involvement.

Ho3= There is no significant difference between gender and focus on training.

Ho4= There is no significant difference between gender and participative decision making.

Ho5= There is no significant difference between gender and interpersonal relationship.

The Table-4.9 depicts the significant difference between gender and dimensions of total quality management.

Table 4.9

Gender and dimensions of Total Quality Management – T Test Results

Independent Samples Test

Dimensions of TQM	Gender	N	Mean	Std. Deviation	T	Sig at 5% level
Awareness of TQM	Male	56	2.6393	.72103	-1.847	0.486
	Female	24	2.9833	.85652		
Employee involvement	Male	56	2.7679	.60876	-1.640	0.000
	Female	24	3.0500	.89491		
Focus on training	Male	56	2.7821	.62117	-0.124	0.446
	Female	24	2.8000	.51415		
Participative decision making	Male	56	2.8821	.61114	-2.230	0.328
	Female	24	3.2000	.51415		
Interpersonal Relationship	Male	56	2.9929	.65612	-0.821	0.018
	Female	24	3.1167	.51724		

The results for gender and awareness shows P value as 0.486 which is greater than 0.05 with t value -1.847. Therefore the hypothesis Ho1 is accepted and it can be concluded that there is no significant difference between males and females with reference to level of awareness.

The results for gender and employee involvement shows P value as 0.000 which is lesser than 0.05 with t value -1.640. Therefore the hypothesis Ho2 is rejected and it can be concluded that there is no significant difference between males and females with reference to level of employee involvement.

The results for gender and focus on training shows P value as 0.446 which is greater than 0.05 with t value -0.446. Therefore the hypothesis Ho3 is accepted and it can be concluded that there is a significant difference between males and females with reference to level of focus on training.

The results for gender and participative decision making shows P value as 0.328 which is greater than 0.05 with t value -2.230. Therefore the hypothesis Ho4 is accepted and it can be concluded that there is a significant difference between males and females with reference to level of participative decision making.

The results for gender and interpersonal relationship shows P value as 0.018 which is lesser than 0.05 with t value -0.821. Therefore the hypothesis Ho5 is rejected and it can be concluded that there is no significant difference between males and females with reference to level of interpersonal relationship.

ANOVA RESULTS

COMPARISON BETWEEN AGE AND DIMENSIONS OF TQM

Ho6= There is no significant difference between age and awareness of TQM.

Ho7= There is no significant difference between age and employee involvement.

Ho8= There is no significant difference between age and focus on training.

Ho9= There is no significant difference between age and participative decision making.

Ho10= There is no significant difference between age and interpersonal relationship.

Table 4.10 shows that with reference to Awareness of TQM, Employee involvement, Focus on training, Participative decision making and Interpersonal Relationship there is significant difference in the mean scores with different age group as the significance value is less than 0.05. Further it also depicts that, there is significant difference among different age group with reference to Awareness of TQM, Employee involvement, Focus on training, Participative decision making and Interpersonal Relationship. Therefore hypothesis Ho is rejected.

TABLE 4.10 Age VS Dimensions of Total Quality Management- ANOVA Results

Age (in years)	N	Dimensions of TQM									
		Awareness of TQM		Employee involvement		Focus on training		Participative decision making		Interpersonal Relationship	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
18-25	3	2.40	0.00	3.80	0.00	3.20	0.00	3.20	0.00	3.60	0.00
26-35	29	2.39	0.86	2.42	0.52	2.57	0.44	2.81	0.36	2.73	0.60
36-45	24	3.26	0.55	3.53	0.48	3.33	0.46	3.42	0.52	3.30	0.51
Above 45	24	2.68	0.62	2.56	0.51	2.45	0.47	2.70	0.68	3.03	0.61
Total	80	2.74	0.77	2.85	0.71	2.78	0.58	2.97	0.59	3.03	0.61
F		7.260		27.837		19.094		9.259		5.427	
Sig at 5% level		0.000*		0.000*		0.000*		0.000*		0.002*	

The mean scores of different age group imply that Awareness of TQM, Focus on training, and Interpersonal Relationship is high with the age group 36-45.

The mean scores of different age group imply that Employee involvement and Participative decision making is high with the age group 18-25.

The results for age and awareness of TQM shows level of significance as 0.000 which is less than 0.05 with f value 7.260. Therefore the hypothesis Ho6 is rejected and it can be concluded that there is no significant difference between age and awareness of TQM.

The results for age and employee involvement shows level of significance as 0.000 which is less than 0.05 with f value 27.837. Therefore the hypothesis Ho7 is rejected and it can be concluded that there is no significant difference between age and Employee involvement.

The results for age and focus on training shows level of significance as 0.000 which is less than 0.05 with f value 19.904. Therefore the hypothesis Ho8 is rejected and it can be concluded that there is no significant difference between age and focus on training.

The results for age and participative decision making shows level of significance as 0.000 which is less than 0.05 with f value 9.259. Therefore the hypothesis Ho9 is rejected and it can be concluded that there is no significant difference between age and Participative decision making.

The results for age and interpersonal relationship shows level of significance as 0.002 which is less than 0.05 with f value 5.247. Therefore the hypothesis Ho10 is rejected and it can be concluded that there is no significant difference between age and interpersonal relationship.

COMPARISON BETWEEN EDUCATION QUALIFICATION AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho11= There is no significant difference between education qualification and awareness of TQM.

Ho12= There is no significant difference between education qualification and employee involvement.

Ho13= There is no significant difference between education qualification and focus on training.

Ho14= There is no significant difference between education qualification and participative decision making.

Ho15= There is no significant difference between education qualification and interpersonal relationship.

Table 4.11 shows that with reference to education qualification viz., Awareness of TQM, Employee involvement, focus on training, Participative decision making and Interpersonal Relationship there is significant difference in the mean scores with different education qualification as the significance value is less than 0.05. Further it also depicts that, there is no significant difference among education qualification with reference to Awareness of TQM, Employee involvement, Focus on training, Participative decision making and Interpersonal Relationship. Therefore hypothesis Ho is rejected.

The mean scores of different educational qualification imply that Awareness of TQM is high with the educational qualification PG.

The mean scores of different educational qualification imply that Focus on training, Interpersonal Relationship, Employee involvement and Participative decision making is high with secondary school.

TABLE 4.11**Education VS Dimensions of Total Quality Management- ANOVA Results**

Educational Qualification	N	Dimensions of TQM									
		Awareness of TQM		Employee involvement		Focus on training		Participative decision making		Interpersonal Relationship	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Primary	2	2.40	0.00	2.80	0.00	3.20	0.00	3.00	0.00	3.20	0.00
Secondary	3	2.40	0.00	3.80	0.00	3.20	0.00	3.20	0.00	3.60	0.00
UG	44	2.63	0.74	2.83	0.66	2.81	0.58	2.96	0.51	3.09	0.64
PG	31	2.95	0.83	2.79	0.77	2.68	0.61	2.97	0.74	2.87	0.59
Total	80	2.74	0.77	2.85	0.71	2.78	0.58	2.97	0.59	3.03	0.61
F		1.423		1.918		1.178		0.142		1.809	
Sig at 5% level		0.243		0.134		0.324		0.934		0.153	

The results for educational qualification and awareness of TQM shows level of significance as 0.243 which is less than 0.05 with f value 1.423. Therefore the hypothesis Ho11 is rejected and it can be concluded that there is no significant difference between age and awareness of TQM.

The results for educational qualification and employee involvement shows level of significance as 0.134 which is less than 0.05 with f value 1.918. Therefore the hypothesis Ho12 is rejected and it can be concluded that there is a significant difference between age and Employee involvement.

The results for educational qualification and focus on training shows level of significance as 0.324 which is less than 0.05 with f value 1.178. Therefore the hypothesis Ho13 is rejected and it can be concluded that there is a significant difference between age and focus on training.

The results for educational qualification and participative decision making shows level of significance as 0.934 which is less than 0.05 with f value 0.124. Therefore the hypothesis Ho14 is rejected and it can be concluded that there is a significant difference between age and Participative decision making.

The results for educational qualification and interpersonal relationship shows level of significance as 0.153 which is less than 0.05 with f value 1.809. Therefore the hypothesis Ho15 is rejected and it can be concluded that there is a significant difference between age and interpersonal relationship.

COMPARISON BETWEEN INCOME LEVEL AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho16= There is no significant difference between income level and awareness of TQM.

Ho17= There is no significant difference between income level and employee involvement.

Ho18= There is no significant difference between income level and focus on training.

Ho19= There is no significant difference between income level and participative decision making.

Ho20= There is no significant difference between income level and interpersonal relationship.

Table 4.12 shows that with reference to income level viz., Awareness of TQM, Employee involvement, focus on training, Participative decision making and Interpersonal Relationship there is significant difference in the mean scores with different income level as the significance value is less than 0.05. Further it also depicts that, there is no significant difference among income level with reference to Awareness of TQM, Employee involvement, Focus on training, Participative decision making and Interpersonal Relationship. Therefore hypothesis Ho is rejected.

TABLE 4.12**Income levelVS Dimensions of Total Quality Management- ANOVA Results**

Income level(in years)	N	Dimensions of TQM									
		Awareness of TQM		Employee involvement		Focus on training		Participative decision making		Interpersonal Relationship	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Below 4000	2	3.60	0.00	3.20	0.00	2.80	0.00	3.40	0.00	3.80	0.00
4000-6000	2	3.60	0.00	2.00	0.00	2.00	0.00	3.00	0.00	2.40	0.00
6001-8000	46	2.74	2.74	2.85	0.69	2.83	0.57	3.03	0.57	3.02	0.59
8001-10000	30	2.62	2.62	2.88	0.75	2.76	0.62	2.86	0.66	3.02	0.64
Total	80	2.74	2.74	2.85	0.71	2.78	0.58	2.97	0.59	3.03	0.61
F		1.920		1.141		1.354		0.789		1.785	
Sig at 5% level		0.133		0.338		0.263		0.504		0.157	

The mean scores of different income level imply that Awareness of TQM Focus on training, Interpersonal Relationship, Employee involvement and Participative decision making is high with below 4000 of income level.

The results for income level and awareness of TQM shows level of significance as 0.133 which is greater than 0.05 with f value 1.920. Therefore the hypothesis Ho16 is accepted and it can be concluded that there is a significant difference between income level and awareness of TQM.

The results for income level and employee involvement shows level of significance as 0.338 which is greater than 0.05 with f value 1.141. Therefore the hypothesis Ho17 is accepted and it can be concluded that there is a significant difference between income level and Employee involvement.

The results for income level and focus on training shows level of significance as 0.263 which is greater than 0.05 with f value 1.354. Therefore the hypothesis Ho18 is accepted and it can be concluded that there is a significant difference between income level and focus on training.

The results for income level and participative decision making shows level of significance as 0.504 which is greater than 0.05 with f value 0.789. Therefore the hypothesis Ho19 is accepted and it can be concluded that there is a significant difference between income level and Participative decision making.

The results for income level and interpersonal relationship shows level of significance as 0.157 which is less than 0.05 with f value 1.785. Therefore the hypothesis Ho20 is accepted and it can be concluded that there is a significant difference between income level and interpersonal relationship.

COMPARISON BETWEEN EXPERIENCE AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho21= There is no significant difference between income level and awareness of TQM.

Ho22= There is no significant difference between income level and employee involvement.

Ho23= There is no significant difference between income level and focus on training.

Ho24= There is no significant difference between income level and participative decision making.

Ho25= There is no significant difference between income level and interpersonal relationship.

Table 4.13 shows that with reference to experience viz., Awareness of TQM, Employee involvement, focus on training, Participative decision making and Interpersonal Relationship there is significant difference in the mean scores with different experience as the significance value is less than 0.05. Further it also depicts that, there is no significant difference among experience with reference to Awareness of TQM, Employee involvement, Focus on training, Participative decision making and Interpersonal Relationship. Therefore hypothesis Ho is rejected.

TABLE 4.13**Experience VS Dimensions of Total Quality Management- ANOVA Results**

Experience (in years)	N	Dimensions of TQM									
		Awareness of TQM		Employee involvement		Focus on training		Participative decision making		Interpersonal Relationship	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Less than 1 year	2	3.60	0.00	2.00	0.00	2.00	0.00	3.00	0.00	2.40	0.00
1-3 years	28	2.63	0.80	2.77	0.66	2.79	0.55	2.85	0.67	2.85	0.65
3-5 years	25	2.57	0.79	2.69	0.72	2.73	0.59	2.92	0.54	3.00	0.60
Above 5 years	25	2.96	0.69	3.16	0.67	2.89	0.60	3.17	0.54	3.29	0.52
Total	80	2.74	0.77	2.85	0.71	2.78	0.58	2.97	0.59	3.03	0.61
F		2.121		3.391		1.579		1.441		3.240	
Sig at 5% level		0.105		0.022		0.202		0.238		0.027	

The mean scores of different experience imply that Awareness of TQM, is high with less than 1 year.

The mean scores of different experience imply that Focus on training, Interpersonal Relationship, Employee involvement and Participative decision making is high with more than 5 years of experience.

The results for experience and awareness of TQM shows level of significance as 0.105 which is greater than 0.05 with f value 2.121. Therefore the hypothesis Ho1 is accepted and it can be concluded that there is a significant difference between experience and awareness of TQM.

The results for experience and employee involvement shows level of significance as 0.022 which is less than 0.05 with f value 3.391. Therefore the hypothesis Ho2 is accepted and it can be concluded that there is no significant difference between experience and Employee involvement.

The results for experience and focus on training shows level of significance as 0.202 which is greater than 0.05 with f value 1.579. Therefore the hypothesis Ho23 is accepted and it can be concluded that there is a significant difference between experience and focus on training.

The results for experience and participative decision making shows level of significance as 0.238 which is greater than 0.05 with f value 1.441. Therefore the hypothesis Ho24 is accepted and it can be concluded that there is a significant difference between experience and Participative decision making.

The results for experience and interpersonal relationship shows level of significance as 0.027 which is less than 0.05 with f value 3.240. Therefore the hypothesis Ho25 is rejected and it can be concluded that there is no significant difference between experience and interpersonal relationship.

MUTIPLE REGRESSION

COMPARISION BETWEEN THE DIMENSION AWARENESS OF TQM AND OTHER DIMENSIONS OF TOTAL QUALITY MANAGEMENT

The table 4.14 reveals that other dimensions of total quality management account for 69.7% of variance in Employeeinvolvement, Focusontraining, Participativedecisionmaking and InterpersonalRelationship. It could be found that the variable ‘Employeeinvolvement’ explaining 56.5%, followed by ‘Focusontraining’ explaining -89.2%, ‘Participativedecisionmaking’ explaining 81.8%, and ‘InterpersonalRelationship’ explaining 16%, of variance in dimensions of total quality management

TABLE 4.14

Results of Multiple Regression Analysis relating to the dimension awareness of TQM and other dimensions of total quality management

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.697	.344		2.027	.046
	Employeeinvolvement	.565	.128	.519	4.426	.000
	Focusontraining	-.892	.178	-.676	-5.014	.000
	Participativedecisionmaking	.818	.157	.632	5.198	.000
	InterpersonalRelationship	.160	.174	.127	.918	.361
a. Dependent Variable: AwarenessofTQM						
R Square				0.517		
Adjusted R ²				0.491		
F Value				20.066		
Sig at 5% level				0.000		

The factors 'InterpersonalRelationship' was found to be insignificant in explaining the dependant variable. The result of the regression model has been tested using ANOVA and the F value (20.066) was found to be significant at 5% level of significance. Therefore, the regression model is found to be moderately fit. Further, it can be seen that adjusted R² is equal to 0.491 which means that any time another independent variable is added to this model, the R² would change marginally only. Hence the factor Interpersonal Relationship is rejected explaining there is significant impact by AwarenessofTQM on other dimensions of total quality management.

ANALYSIS FOR MIDDLE MANAGEMENT

TABLE 4.15

PERCENTAGE ANALYSIS

GENDER WISE DISTRIBUTION OF THE RESPONDENTS

Gender	No. of respondents	Percent
Male	20	100.0
Total	20	100.0

The table 4.15 depicts genderwise distribution of the respondents. All the respondents at the top management level are males.

TABLE 4.16

AGE WISE DISTRIBUTION OF THE RESPONDENT

Age(years)	No. of respondents	Percent
26-35	8	40.0
36-35	5	25.0
Above 45	7	35.0
Total	20	100.0

The table 4.16 depicts agewise distribution of the respondents. It is found that 40% of the respondent belong to the age group of 26-35 years, 25% belongs to the age group of 36-45 years and 35% belongs to the age group of above 45 years.

CHART 4.9

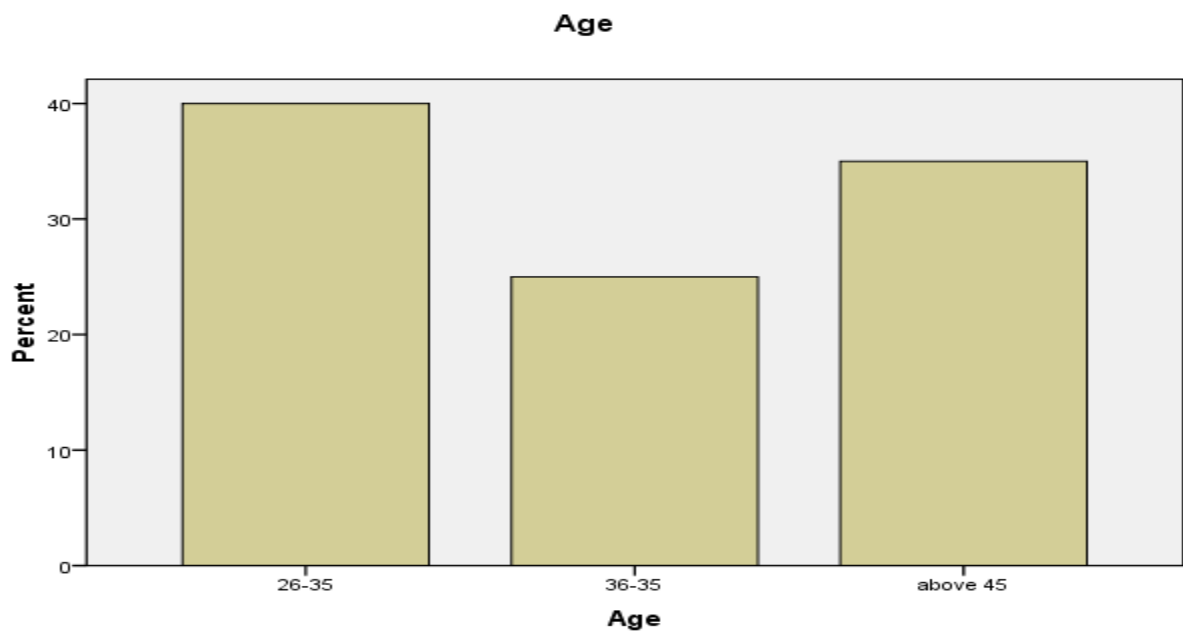


TABLE 4.17

EDUCATIONAL WISE DISTRIBUTION OF THE RESPONDENT

Educational Qualification	No. of respondents	Percent
UG	11	55.0
PG	9	45.0
Total	20	100.0

The table 4.17 depicts educational wise distribution of the respondents. It is found that 55% of the respondent have qualified under graduation, and 45% of the respondent have qualified post graduation.

CHART 4.10

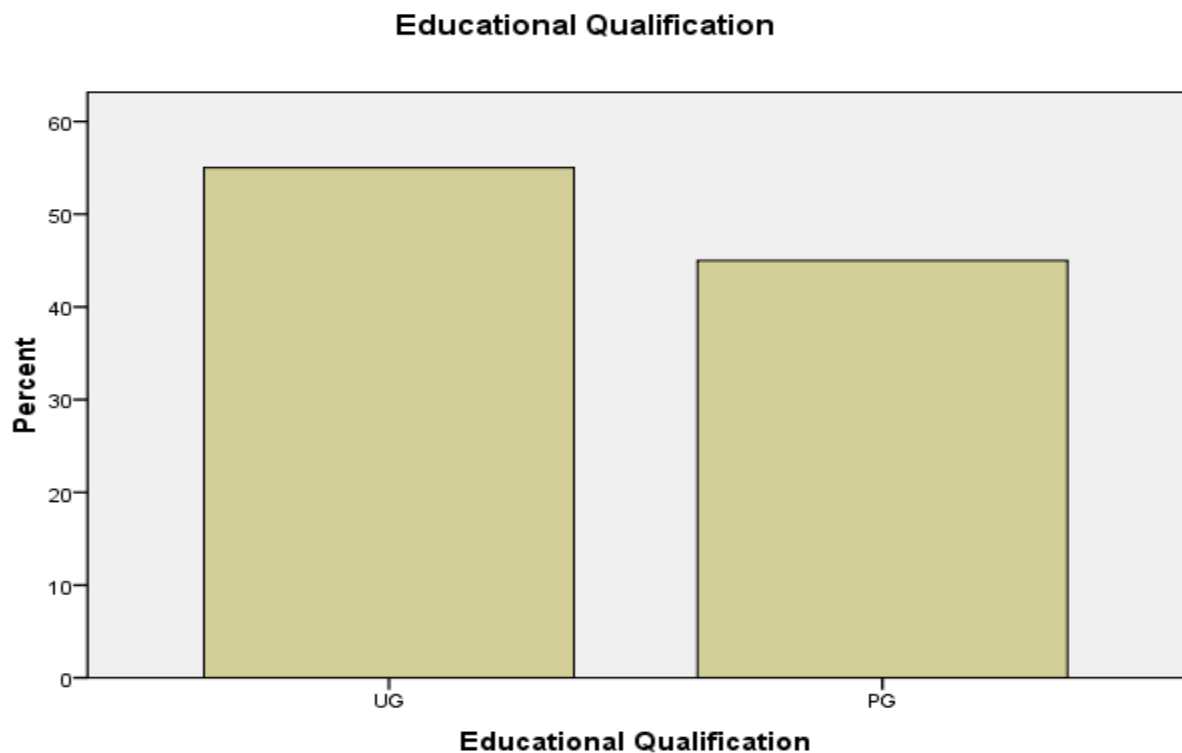


TABLE 4.18

DISTRIBUTION OF THE RESPONDENT BASED ON MARITAL STATUS

Marital status	No. of respondents	Percent
Married	29	36.2
Unmarried	51	63.8
Total	80	100.0

The table 4.18 depicts distribution of the respondents based on marital status. It is found that 36.2% of the respondents are married and 63.8% are unmarried.

CHART 4.11

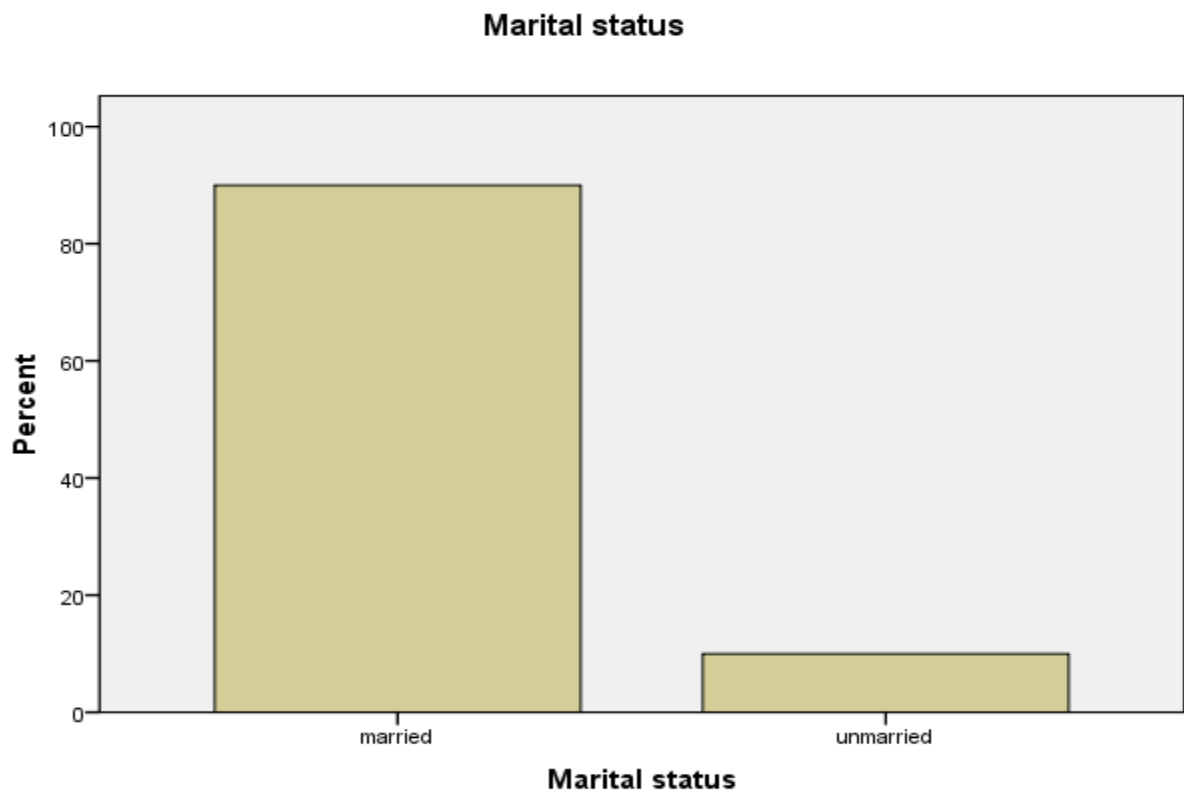


TABLE 4.19

INCOME LEVEL WISE DISTRIBUTION OF THE RESPONDENT

Income level(Rs)	No. of respondents	Percent
Below 4000	1	5.0
4000 – 6000	5	25.0
6001 – 8000	12	60.0
8001- 10000	2	10.0
Total	20	100.0

The table 4.19 depicts income level wise distribution of the respondents. It is found that 5% of the respondents belong to the income group below Rs.4000, 25% of respondents belong to the income group of Rs.4000 – 6000, 60% and 10% of the respondent belongs to the income group of Rs. 6001-8000 and Rs.8001-10000 respectively.

CHART 4.12

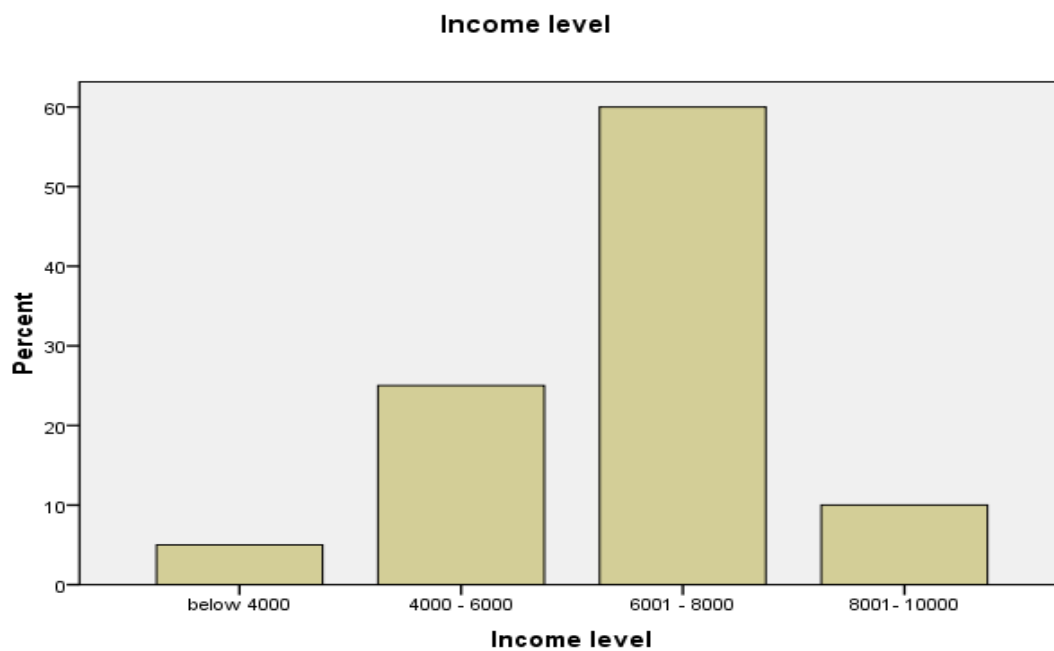


TABLE 4.20

DISTRIBUTION OF THE RESPONDENT BASED ON EXPERIENCE

Experience	No. of respondents	Percent
Less than 1 year	3	15.0
1 - 3 years	5	25.0
3 - 5 years	10	50.0
Above 5 years	2	10.0
Total	20	100.0

The table 4.20 depicts distribution of the respondents based on experience. It is found that 15% of the respondent have less than 1 year of experience, 25% of the respondent have 1-3 years of experience, 50% of the respondent have 3-5 years of experience, 10% of the respondent have more than 5 years of experience.

CHART – 4.13



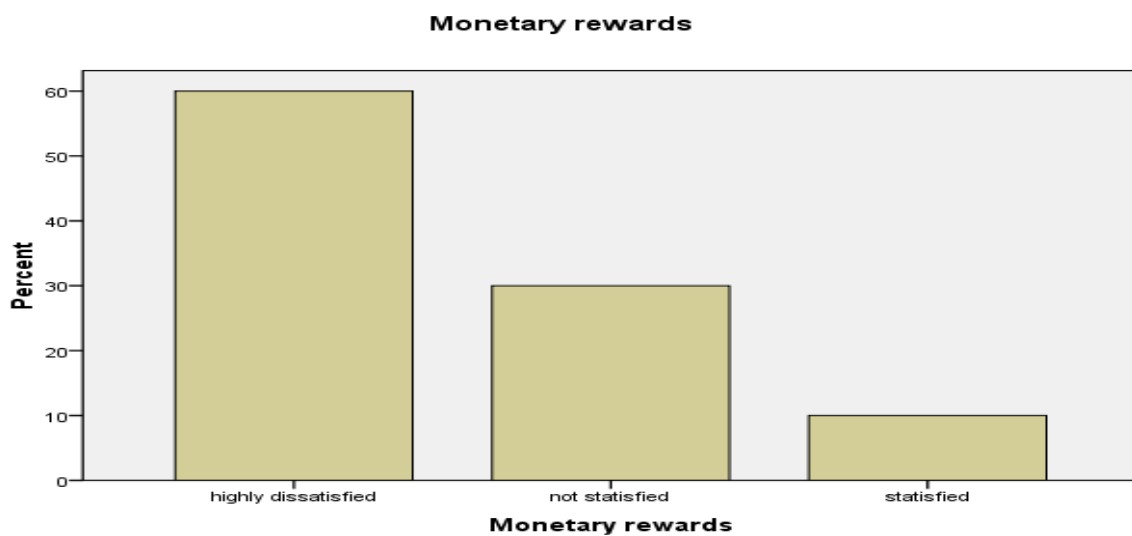
TABLE 4.21

**DISTRIBUTION OF THE RESPONDENTS BASED ON SATISFICATION ON
MONETARY REWARDS**

Monetary rewards	Frequency	Percent
Highly dissatisfied	12	60.0
Not satisfied	6	30.0
Satisfied	2	10.0
Total	20	100.0

The table 4.21 depicts distribution of the respondents based on satisfaction of respondent. It is found that 60% of the respondent are highly dissatisfied on monetary rewards, 30% of the respondent are not satisfied with monetary rewards provided, 10% of the respondent are satisfied on monetary rewards..

CHART 4.14



ANOVA RESULTS

COMPARISON BETWEEN AGE AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho26= There is no significant difference between age and customer focus.

Ho27= There is no significant difference between age and process centered attitude.

Ho28= There is no significant difference between age and integrated system management.

Ho29= There is no significant difference between age and strategic and system approach .

Table 4.22 shows that with reference to customer focus, process centered attitude, integrated system management, and strategic and systematic approach there is significant difference in the mean scores with different age groups as the significance value is less than 0.05. Further it also depicts that, there is no significant difference among age with reference to process centered attitude. Therefore hypothesis Ho is rejected.

TABLE 4.22

Age VS Dimensions of Total Quality Management- ANOVA Results

		Dimensions of TQM							
Age (in years)	N	Customer focus		Process centered Attitude		Integrated system Management		Strategic and Systematic Approach	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
26-35	8	2.57	0.55	2.97	0.71	2.80	0.64	2.65	0.79
36-35	5	2.68	0.62	3.12	0.54	2.80	0.69	2.84	1.04
Above 45	7	3.17	0.77	3.91	0.45	3.00	0.54	3.00	0.75
Total	20	2.81	0.75	3.34	0.71	2.87	0.59	2.82	0.81
F		1.303		5.130		0.236		0.321	
Sig at 5% level		0.297		0.018		0.792		0.730	

The mean scores of different age group imply that customer focus, process centered attitude, integrated system management, and strategic and systematic approach is high with the age group above 45 years and it is low with the age group of 26-35 years.

The results for age and customer focus shows level of significance as 0.297 which is greater than 0.05 with f value 1.303. Therefore the hypothesis Ho26 is accepted and it can be concluded that there is a significant difference between age and customer focus.

The results for age and process centered attitude shows level of significance as 0.018 which is less than 0.05 with f value 5.130. Therefore the hypothesis Ho27 is accepted and it can be concluded that there is no significant difference between age and process centered attitude.

The results for age and integrated system management shows level of significance as 0.792 which is greater than 0.05 with f value 0.236. Therefore the hypothesis Ho28 is accepted and it can be concluded that there is a significant difference between age and integrated system management.

The results for age and strategic and systematic approach shows level of significance as 0.730 which is greater than 0.05 with f value 0.321. Therefore the hypothesis Ho29 is accepted and it can be concluded that there is a significant difference between age and strategic and systematic approach.

COMPARISON BETWEEN EDUCATION QUALIFICATION AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho30= There is no significant difference between education qualification and customer focus.

Ho31= There is no significant difference between education qualification and process centered attitude.

Ho32= There is no significant difference between education qualification and integrated system management.

Ho33= There is no significant difference between education qualification and strategic and system approach .

Table 4.23 shows that with reference to customer focused, process centered, integrated system, and strategic and systematic approach and there is no significant difference in the mean scores with different educational qualification as the significance value is greater than 0.05. Further it also depicts that, there is no significant difference among educational qualification with reference to other dimensions in middle management. Therefore hypothesis is rejected.

TABLE 4.23

Education VS Dimensions of Total Quality Management- ANOVA Results

		Dimensions of TQM							
Educational qualification	N	Customer focus		Process centered Attitude		Integrated system Management		Strategic and Systematic Approach	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
UG	11	2.76	0.75	3.29	0.83	2.81	0.59	2.78	0.88
PG	9	2.86	0.79	3.40	0.57	2.93	0.62	2.86	0.76
Total	20	2.81	0.75	3.34	0.71	2.87	0.59	2.82	0.81
F		0.088		0.111		0.177		0.051	
Sig at 5% level		0.771		0.743		0.679		0.824	

The mean scores of different educational qualification group imply that customer focused, process centered, integrated system, and strategic and systematic approach is high with the educational qualification with PG.

The results for education qualification and customer focus shows level of significance as 0.771 which is greater than 0.05 with f value 0.088. Therefore the hypothesis Ho30 is accepted and it can be concluded that there is a significant difference between education qualification and customer focus.

The results for education qualification and process centered attitude shows level of significance as 0.743 which is less than 0.05 with f value 0.111. Therefore the hypothesis Ho31 is accepted and it can be concluded that there is no significant difference between education qualification and process centered attitude.

The results for education qualification and integrated system management shows level of significance as 0.679 which is greater than 0.05 with f value 0.177. Therefore the hypothesis Ho32 is accepted and it can be concluded that there is a significant difference between education qualification and integrated system management.

The results for education qualification and strategic and systematic approach shows level of significance as 0.824 which is greater than 0.05 with f value 0.051. Therefore the hypothesis Ho33 is accepted and it can be concluded that there is a significant difference between education qualification and strategic and systematic approach.

COMPARISION BETWEENINCOME LEVEL AND DIMENSIONS OF TOTAL QUALITY MANAGEMENT

Ho34= There is no significant difference between income level and customer focus.

Ho35= There is no significant difference between income level and process centered attitude.

Ho36= There is no significant difference between income level and integrated system management.

Ho37= There is no significant difference between income level and strategic and system approach .

Table 4.24 shows that with reference to income level viz., customer focused, process centered, integrated system, and strategic and systematic approach there is significant difference in the mean scores with different income level as the significance value is less than 0.05. Further it also depicts that, there is no significant difference among income level with reference to process centered. Therefore hypothesis Ho is rejected.

TABLE 4.24

Income levelVS Dimensions of Total Quality Management- ANOVA Results

		Dimensions of TQM							
Income level (Rs)	N	Customer focus		Process centered Attitude		Integrated system Management		Strategic and Systematic Approach	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
Below 4000	1	2.80	0.40	4.00	0.50	3.40	0.35	4.00	0.68
4000 – 6000	5	2.76	1.04	3.32	0.57	3.00	0.61	3.00	0.97
6001 – 8000	12	2.65	0.50	3.18	0.76	2.66	0.55	2.48	0.49
8001- 10000	2	3.90	0.98	4.00	0.56	3.50	0.42	3.80	1.13
Total	20	2.81	0.75	3.34	0.71	2.87	0.59	2.82	0.81
F		1.766		1.068		1.736		3.308	
Sig at 5% level		0.194		0.390		0.200		0.047	

The mean scores of different income level group imply that customer focused, process centered, and integrated system is high with income level from 8001-10000.

The mean scores of different income level group imply that strategic and systematic approach is high with income level below 4000.

The results for income and customer focus shows level of significance as 0.194 which is greater than 0.05 with f value 1.766. Therefore the hypothesis Ho34 is accepted and it can be concluded that there is a significant difference between income level and customer focus.

The results for income and process centered attitude shows level of significance as 0.390 which is less than 0.05 with f value 1.068. Therefore the hypothesis Ho35 is accepted and it can be concluded that there is no significant difference between income level and process centered attitude.

The results for income and integrated system management shows level of significance as 0.200 which is greater than 0.05 with f value 0.236. Therefore the hypothesis Ho36 is accepted and it can be concluded that there is a significant difference between income level and integrated system management.

The results for age and strategic and systematic approach shows level of significance as 3.308 which is greater than 0.05 with f value 0.047. Therefore the hypothesis Ho37 is rejected and it can be concluded that there is no significant difference between income level and strategic and systematic approach.

**COMPARISON BETWEEN EXPERIENCE AND DIMENSIONS OF
TOTAL QUALITY MANAGEMENT**

Ho38= There is no significant difference between experience and customer focus.

Ho39= There is no significant difference between experience and process centered attitude.

Ho40= There is no significant difference between experience and integrated system management.

Ho41= There is no significant difference between experience and strategic and system approach .

Table 4.25 shows that with reference to customer focused, process centered, integrated system, and strategic and systematic approach there is significant difference in the mean scores with different experience as the significance value is less than 0.05. Further it also depicts that, there is no significant difference among experience with reference to process centered. Therefore hypothesis Ho is rejected.

TABLE 4.25

Experience VS Dimensions of Total Quality Management- ANOVA Results

		Dimensions of TQM							
Experience	N	Customer focus		Process Centered Attitude		Integrated System Management		Strategic and Systematic Approach	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
less than 1 year	8	2.57	0.55	2.97	0.71	2.80	0.64	2.65	0.79
1 - 3 years	5	2.68	0.62	3.12	0.54	2.80	0.69	2.84	1.04
3 - 5 years	7	3.17	0.77	3.91	0.45	3.00	0.54	3.00	0.75
above 5 years									
Total	20	2.81	0.75	3.34	0.71	2.87	0.59	2.82	0.81
F		1.303		5.130		0.236		0.321	
Sig at 5% level		0.297		0.018		0.792		0.730	

The mean scores of different experience group imply that customer focus, process centered attitude, integrated system management, and strategic and systematic approach is high with the experience from 3-5 years.

The results for experience and customer focus shows level of significance as 0.297 which is greater than 0.05 with f value 1.303. Therefore the hypothesis Ho38 is accepted and it can be concluded that there is a significant difference between experience and customer focus.

The results for experience and process centered attitude shows level of significance as 0.0182 which is less than 0.05 with f value 5.130. Therefore the hypothesis Ho39 is accepted and it can be concluded that there is no significant difference between experience and process centered attitude.

The results for experience and integrated system management shows level of significance as 0.792 which is greater than 0.05 with f value 0.236. Therefore the hypothesis Ho40 is accepted and it can be concluded that there is a significant difference between experience and integrated system management.

The results for experience and strategic and systematic approach shows level of significance as 0.730 which is greater than 0.05 with f value 0.321. Therefore the hypothesis Ho41 is accepted and it can be concluded that there is a significant difference between experience and strategic and systematic approach.

MULTIPLE REGRESSION

CUSTOMER FOCUSED AND DIMENSIONS OF TQM FOR MIDDLE MANAGEMENT

The table 4.26 reveals that customer focused account for 75.2% of variance in Processcentered, Integratesystem, and strategicandsystematicapproach. It could be found that the variable 'Customerfocused explains 40.8% of the dependent variable followed by the variable 'Processcentered' explaining -2.7%, 'Integratesystem' explaining 17.5%, and 'Strategicandsystematicapproach' explaining 70.6%, of variance in dimensions of total quality management with middle level management.

TABLE 4.26

Results of Multiple Regression Analysis relating to customer focused and dimensions of TQM for middle management

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.408	.519		.787	.443
	Processcentered attitude	-.027	.166	-.026	-.165	.871
	Integratesystem management	.175	.310	.138	.564	.580
	Strategicandsystematicapproach	.706	.211	.762	3.345	.004
a. Dependent Variable: Customerfocused						
R Square		0.752				
Adjusted R ²		0.706				

The factor Strategic and systematic approach was found to be insignificant in explaining the dependant variable. The result of the regression model has been tested using ANOVA and the F value (16.209) was found to be significant at 5% level of significance. Therefore, the regression model is found to be moderately fit. Further, it can be seen that adjusted R^2 is equal to 0.706 which means that any time another independent variable is added to this model, the R^2 would change highly. Hence the factors process centered and Integrated system is rejected explaining there is significant impact by age on dimensions of total quality management.

CHAPTER -V

SUMMARY

5.1 FINDINGS

EMPLOYEE

- Majority of the respondents have completed their under graduate education.
- Majority of the respondents are having 7-9 members in their family.
- Most of the respondents are earning from Rs.6001-8000 as a income.
- Majority of the respondents are having 1-3 years of experience.
- Age and components of TQM

In comparing age and dimensions of TQM the analysis of variance it is found that there is no significant difference between age and awareness of TQM, awareness of TQM, employee involvement, focus on training, participative decision making, interpersonal relationship.

The mean scores of different age group imply that Awareness of TQM, Focus on training, and Interpersonal Relationship is high with the age group 36-45 years and the mean scores of different age group imply that Employee involvement and Participative decision making is high with the age group of 18-25 years.

- Experience and components of TQM

In comparing experience and dimensions of TQM the analysis of variance shows that there is no significant difference between experience and awareness of TQM, awareness of TQM, employee involvement, focus on training, participative decision making, interpersonal relationship.

The mean scores of different educational qualification imply that Awareness of TQM is high with the post graduates and the mean scores of different educational qualification imply that Focus on training, Interpersonal Relationship, Employee involvement and Participative decision making are high among the respondents with secondary school education.

- Income level and components of TQM

In comparing income level and dimensions of TQM the analysis of variance it is found that there is significant difference between income level and awareness of TQM, employee involvement, focus on training, participative decision making, interpersonal relationship.

The mean scores of different income level imply that Awareness of TQM, is high with below Rs.4000 of income level and the mean scores of different income level imply that Focus on training, Interpersonal Relationship, Employee involvement and Participative decision making are high with the income group below Rs.4000.

- Experience and components of TQM

In comparing experience and dimensions of TQM the analysis of variance shows that there is a significant difference between income level and awareness of TQM, focus on training, participative decision making, interpersonal relationship.

In comparing experience and dimensions of TQM the analysis of variance shows that there is no significant difference between experience and employee involvement.

The mean scores of different experience imply that Awareness of TQM, is high with employees less than 1 year of experience and the mean scores of different experience imply that Focus on training, interpersonal relationship, employee involvement and participative decision making are high among the respondents with more than 5 years of experience.

TOP LEVEL MANAGEMENT

- Majority of the respondents are from the age group of 26-35 years and have completed under graduation.
- Most of the respondents are unmarried .
- Majority of the respondents are earning Rs. 6001-8000.
- Most of the respondents are with 3-5 years of experience.
- Age and components of TQM

In comparing age and dimensions of TQM, the analysis of variance shows that there is a significant difference between age and customer focus, integrated system management, strategic and system approach.

In comparing age and dimensions of TQM the analysis of variance shows that there is no significant difference between age and process centered attitude.

The mean scores of different age group imply that customer focus, process centered attitude, integrated system management, and strategic and systematic approach is high with the age group above 45 years and it is low with the age group of 26-35 years.

- Education qualification and components of TQM

In comparing education qualification and dimensions of TQM the analysis of variance infers that there is a significant difference between educational qualification and customer focus, integrated system management, strategic and system approach

In comparing educational qualification and dimensions of TQM the analysis of variance infers that there is no significant difference between age and process centered attitude.

The mean scores of different educational qualification group imply that customer focus, process centered attitude, integrated system management, and strategic and systematic approach is high among post graduates.

- Income level and components of TQM

In comparing income level and dimensions of TQM the analysis of variance is infer that there is a significant difference between age and customer focus, integrated system management, strategic and system approach.

In comparing income level and dimensions of TQM the analysis of variance is infers that there is no significant difference between age and process centered attitude.

The mean scores of different income level group imply that customer focus, process centered attitude, integrated system management are high with the respondent with the income level from Rs.8001-10000 and the mean scores of different income level group imply that strategic and systematic approach is high with income level below Rs. 4000.

5.2 SUGGESTIONS

The top level management can educate about the quality policies of the company so that the employees will be aware about that in future period of time.

Female employees are found to be more adoptive to TQM principles. The management should focus in creating involvement among the male employees also.

The management should focus on the age group between 26-30 years since they score minimum in all dimensions of TQM components.

The management should focus more on education level with under graduates as the mean value score was low when compared to other educational qualification.

The management should focus more on income level with Rs.8001-10000 as the mean value score was low when compared to other employees.

The management should focus more on employee with experience of 3-5 years as the mean value score was low when compared to employees

5.3 CONCLUSION

Total quality management or TQM is an integrative philosophy of management for continuously improving the quality of products and processes. TQM functions on the premise that the quality of products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by an organization. The main objective of the study is to know about the adoption of TQM in the company and to analyse the level of acceptance of employees towards TQM in their company. For this purpose a sample of 80 was collected with employees and 20 was collected with top level management and percentage analysis, ANOVA, multiple regression and t-test were used as tools to analyse the data.

The focus on implementation of TQM is significant, as it has an impact on retaining the customers and enhancing the brand image. Thus effective implementation is possible only by making the employees more aware and adoptable. The TQM policy is been implemented effectively in the company, yet the management has to give more training to enhance the knowledge about TQM.

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ADOPTION OF TQM PRACTICES AMONG EMPLOYEES IN MUGAN EXPORTS

1. Name:

2. Gender: Male female

3. Age: 18 to 25 26 to 35 36 to 45 above 45

4. Educational Qualification:

Primary school education Secondary school education
 Under graduation Post graduation

5. Marital status: Married Unmarried

6. Number of members in family: 1-3 4-6 7-9 above 9

7. Income level: Below 4000 4001-6000 6001-8000

8001-10000 Above 10000

8. Experience : 1 year 1-3 years
 3-5 years above 5 year

9. Opinion on your monetary rewards:

Highly Dissatisfied
 Not satisfied
 Satisfied
 Highly satisfied

10.Does organization provides quality rewards to employees?

Yes No

Give your opinion on the following statements

SA- Strongly Agree A-Agree N- Neutral D- Disagree

SD- Strongly Disagree

Sno		SA	A	N	D	SD
Awareness of TQM policy in the company						
11	I am aware of the objectives of TQM policy followed by the company.					
12	I am clear with the quality policies of the company.					
13	I have adequate knowledge in quality procedures.					
14	I am taught about the responsibility in implementing TQM in the company.					
15	I am personally committed to the changes (TQM) being implemented in the company.					
Employee involvement:-						
16	The working environment is good toget involved in the work.					
17	I am personally committed to my work in the company.					
18	I involve in providing suggestions to my co-workers for quality work.					
19	I do reasonable amount of work to meet the quality standards.					
20	I see positive result due to my involvement in the work.					

Focus on Training:-						
21	The TQM training is well planned.					
22	The training is of sufficient duration.					
23	The training program is helpful in long run.					
24	The instructor responded to trainees doubts					
25	The training provided sufficient knowledge in work place					
Participative decision Making						
26	Proper two-way communication between the management and the employees are maintained by the company.					
27	I am motivated to give suggestion for quality improvement.					
28	I suggest my superior for necessary changes in the work related aspects to improve the quality and avoid defects.					
29	My suggestion on problems is considered by my superior.					
30	I feel myself confident in giving suggestion for improvement.					
Interpersonal Relationship:-						
31	Management take effort to encourage team work.					
32	I can clear my doubts at any working time with my supervisor.					
33	My superior is cordial and empathetic.					
34	I am committed to work in a team, to complete my work.					
35	Questionnaires and complaint forms are available to collect employee suggestion.					
36	I maintain cordial relationship with my co worker.					

ADOPTION OF TQM PRACTICES AMONG MIDDLE MANAGEMENT IN MUGAN EXPORTS

1. Name:

2. Gender: Male Female

3. Age: 18 to 25 26 to 35 36 to 45 above 45

4. Educational Qualification:

Primary school education Secondary school education

Under graduation Post graduate n

5. Marital status: married Un married

6. Number of members in family: 1-3 4-6 at e 9

7. Income level: below 4000 00-6000 60 8000

8001-10000 above 10000

8. Experience :less than year 1-3 years

3- 5 years above 5 year

9. Nature of work: _____

10. Opinion on your monetary rewards:

Highly dissatisfied

Not satisfied

Satisfied

Highly satisfied

Give your opinion on the following statements

SA- Strongly Agree A-Agree N- Neutral D- Disagree

SD- Strongly Disagree

Sno		SA	A	N	D	SD
I.Customer focus:-						
11	The customer ultimately determines the level of quality.					
12	The end product meets its customer requirements.					
13	Customer complaints are not frequent in this company.					
14	Enough consideration is done in production process to reduce product and service cost to the customer.					
15	The top management involves all employees in the planning process to improve the quality of services to the customer.					
II.Process CenteredAttitude						
16	Focus on process improvement is adequate.					
17	Management is committed to ensure the success of the quality policy					
18	Management empowers all employees to have adequate knowledge in quality procedures					
19	Top management communicates its commitment to ensure quality to employees.					
20	TQM is incorporated in the strategic planning of this Company					

III.Integrated SystemManagement						
21	Quality issues are regularly discussed in the meetings of this firm.					
22	The company is strongly committed in applying the concept of TQM at all administrative level.					
23	Company gives full attention to Client Needs.					
24	Company maintains regular suppliers to ensure consistency.					
25	The top management illustrates the advantages of applying TQM for the employees.					
IV. Strategic and Systematic Approach.						
26	Continuous improvement is emphasized in the value chain.					
27	I seek out root cause for every problems and take part in solving problems.					
28	Process or system improvement is given focus.					
29	Quality improvements are implemented based on improvement experiences.					
30	Management resists a practice for reporting quality results in soft term.					
31	Executives are strictly answerable for quality encounters to top management.					
32	There is a challenge for the middle managers on the application of mathematical ideas by the top management.					

