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A Study on Total Quality Management Subashree Engineering Works Katpadi, Vellore, Tamilnadu

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Abstract: Total quality management in the highlights how the concept of quality control, which is identifying to achieve real objectives and improve constitution by focusing, controlling and improving process which is a approach to process and work. The sampling techniques adopted in this study was disproportionate stratified random sampling where the sampling from different strata's were unevenly collected. Here the five strata's are five division like SPA, LAE, Assembly, manufacturing service, assembly and operations. The primary data were collected using questionnaire from 200 employees of five different division as mentioned earlier. The questionnaire was reduced using factor analysis. Using the reliability test of SPSS version 22 of the items in the questionnaire that was already reduced in pilot study was validated by the determination of values of Cronbach's Apha which should be less than 1. As a next step research progressed with the collection of data from 190 employees. The data were collected analyzed using percentage analysis and cross tabulations. The research hypothesis of the study were tested using SPSS tool like correlation, one way ANNOVA, chi square test. Finally with all the findings out of the percentage analysis it was concluded that the perspective of the employees towards their organization with regards to total quality management are in confirmatory terms which shows the positive aspect of the organization and its relationship with its employees.

Keywords: Job, qualiy, employee, control, workplace.

I. INTRODUCTION

TQM is a way of Planning, organizing and understanding each activity that depends on each individual at each level. The philosophy of TQM is one of prevention rather than defect detection. Total Quality Management (TQM) is a management approach to long-term success through customer satisfaction. TQM focuses on the development of products and services that meet the needs and exceed the expectations of key customer groups. Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern Quality Management Systems, the successor to TQM. Here are the 8 principles of total quality management. The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools the customer determines whether the efforts were worthwhile. All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment. A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers and transforms them into outputs that are delivered to customers. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.

II. REVIEW OF LITERATURE

A. Al nofal, al omaim and zairi (2005)

Also share this view; they considered the soft quality element as being intangible and not easy to measure, and that they are primarily associated with leadership and employee involvement hard quality elements, on the other hand, refer to the systems, tools and techniques, which affect internal efficiency (e.g., quality system, cost of quality and statistical control process) and external effectiveness (e.g., benchmarking and customer satisfaction appraisal).

B. Stanford, (2005).

One of the major obstacles that have bedeviled the successful implementation of TQM is the non – recognition of quality teams in organizations in the quest for a successful strategy that will lift the organization above its competitors.

C. De wit and Mayers, (2005),

Holding a significant connecting role between top management and employees, HRM has many avenues to institute communication channels between top management and other members of the organization.

using these channels, HRM practitioners can ensure that employees realize that they are the organization's number one priority in implementing TQM engendering trust and confidence through an open interchange of purposeful ideas can help eliminate fears regarding the work-Role changes that TQM needs this can provide the building block for all employees to be trained to see their colleagues in other divisions as equal internal customers to the organization this is another avenue for HRM to highlight this new outlook by example through this means, that is, focusing on satisfying the needs and wants of the customer first and foremost, HRM can institute a departmental view of service throughout the entire hierarchy of an organization.

D. Temponi, (2005).

While applying TQM philosophy to their organizations, some leadership in HEIs believed that participative management programs drive educational quality, which may swerve from their core process and customer focus. Hence, it is important for HEIs to learn from the experiences and probations of these organizations and to concentrate on their core processes, especially teaching/learning process.

There must be a regular appraisal of the performance, which is to be achieved by TQM.

E. Joiner(2007)

Customer Focus: Factor Related To The Customer, Comprising Those Aspect Linked To The Cognitive Appraisal Of The Behavior of certain individuals (students), in the environment where the educational process takes place.

F. Venkatraman, (2007)

These organization factors comprise a series of intangible factors of the academic environment that are liable to affect the overall performance.

G. Davies,(2007)

Process focus: TQM implementation creates which ideal environments for educational process, which supporting the quality initiatives and proving educational partners with a series of mechanisms enables them to enhance academic achievements.

H. Vouzas & Psychogios, (2007)

TQM implementation, educational organization can be build systematic procedures of benchmarking and performance appraisal based on reliable data to make sure educational-quality improvement.

I. Druker, (2008)

The psychological contract is the bond existing between the employer and the employees; it says much about the trust and cordiality that exist between both parties i.e. the employer on one hand and the employee at the other side.

J. Tarek Elghamrawy and Tomoya Shibayama (2008)

Total quality management (TQM) has been recognized as a successful management philosophy that can successfully implemented in the construction industry, the paper presents some features of the Japanese construction industry that could be implemented in the Egyptian field in addition to a new model for TQM implementation that appropriates the Egyptian construction.

K. Vyas (2009)

Defined best practices as an application of procedure to yield superior result which means way of doing things in particular organization as guidelines for good practices and quality management.

L. Chuang and Liao, (2010)

A strategic HR management system which consists of those unique and valuable HR practices that enhance organizational performance.

III. OBJECTIVES OF STUDY

A. To find impact of level of satisfaction on productivity.
B. To analyze the relationship between total quality management and customer satisfaction of the company.
C. To purpose guidelines for effective implementation of TQM in an organization.
D.   To analyze the constraints and benefits of TQM in manufacturing organization.
E. To study of level of commitment of employees towards their work.
F.   To find out importance of TQM principles

IV. RESEARCH METHODOLOGY

The researcher used questionnaire as a research instrument for collection of primary data and the secondary data were collected from research papers and through online articles. The researcher prefers descriptive research design method for this study. In this research, probability sampling was adopted and under which simple random sampling method was used. The data were collected from a sample of 190 participants of SUBASHREE ENGENEERING WORKS whose responses were usable for statistical analysis. The data analysis tools used were Correlation analysis, Chi-square analysis, Analysis of Variance (ANOVA) for revealing the relationship among variables.

V. DATA ANALYSIS & INTERPRETATION

Table No: 1

Age of the respondents

Age	No of Respondent	Percentage%
Below 20 years	39	20.52%
21-30 years	119	62.23%
46& Above	32	16.84%
Total	190	100

Age of the respondents
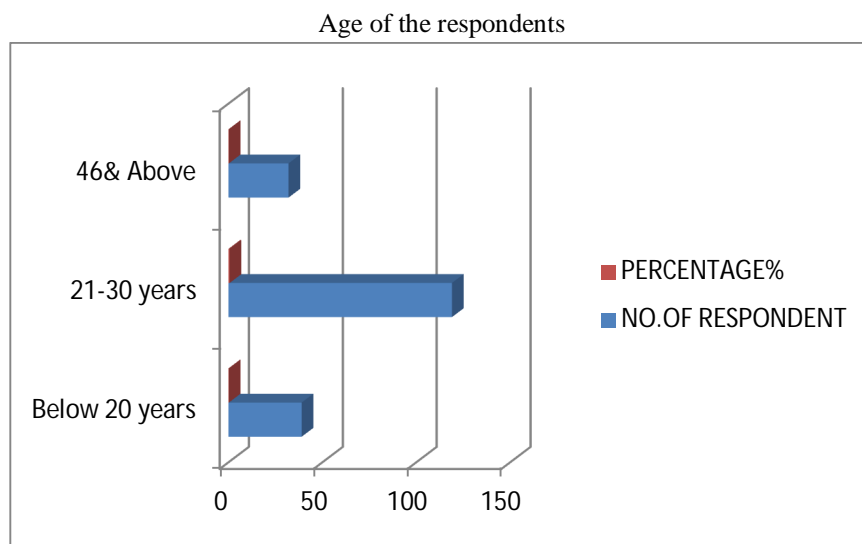
1) *Interpretation:* From the above table to analyze 20.52% of the respondent are belongs to the age group of below 20 years, 62.63% of the respondents are falling under the age group of 21-30 years, 16.84% of the age groups are under above 46 years.

Table No: 2

Gender of the respondents

S.NO	Gender	No. of respondents	Percentage (%)
1	Male	140	74%
2	Female	50	26%
	Total	190	100

Gender of the Respondents
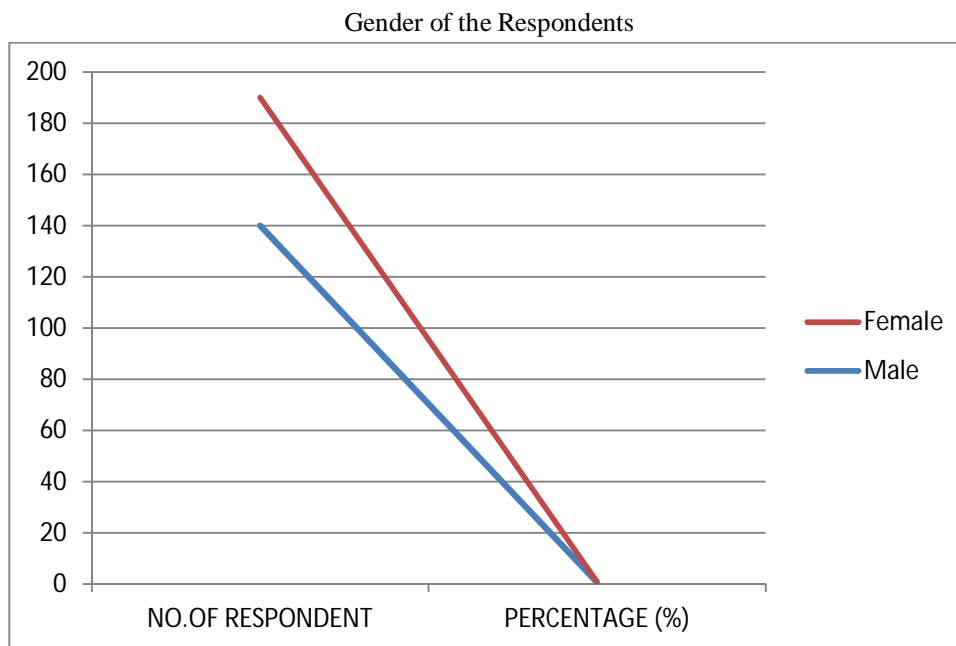
2) *Interpretation:* From the above table it is interpreted that 74% are male respondent and rest of 26% of the   respondents are female.

TABLE NO: 3

Marital Status

Marital status	No of Respondents	Percentage (%)
Married	109	57
Unmarried	81	43
Total	190	100

Marital status of the Employees
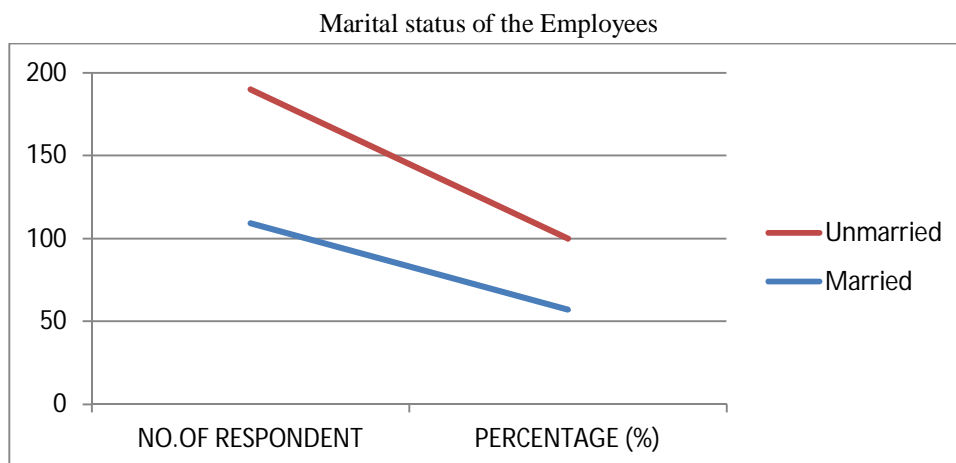
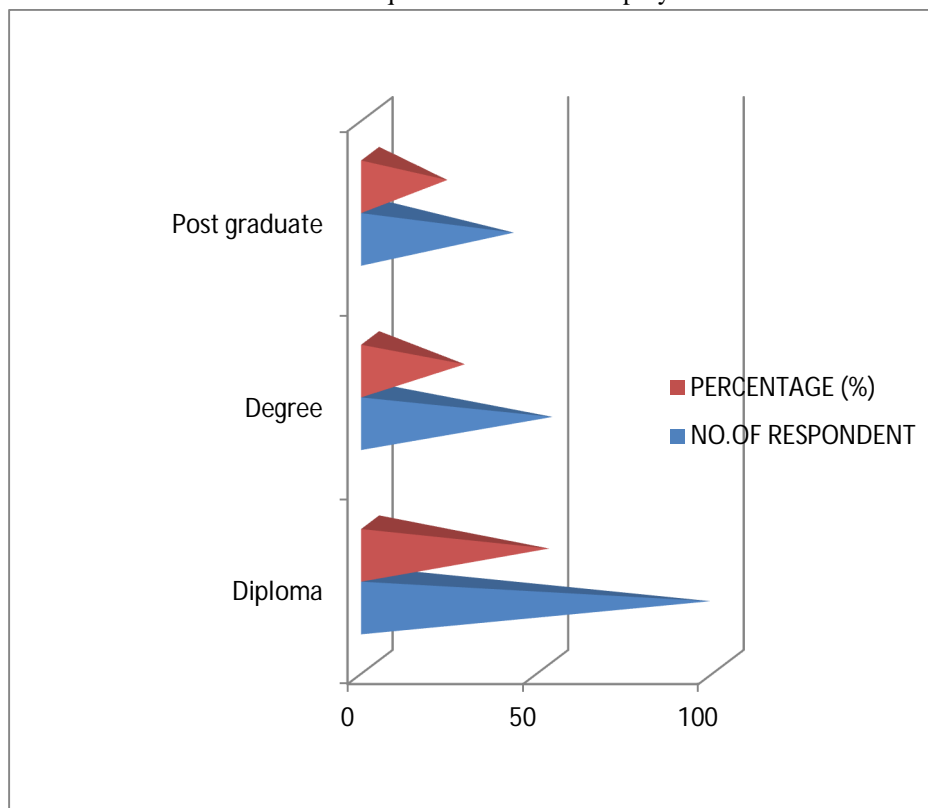3) *Interpretation:* From the above table to analyze 57% of the respondents are married and 43% of the respondents are unmarried people.

Table No: 4

Education qualification of the employees

Educational Qualification	No of Respondents	Percentage(%)
Diploma	97	51
Degree	52	27
Postgraduate	41	22
Total	190	100

Educational qualification of the employees

4) *Interpretation:* From the above table to analyze 51% of the respondents are diploma, and 27% of the respondents are degree holder, 22% of the respondents are postgraduate .

Table No: 5

Identify customer's needs and expectations

S.NO	Dimensions	No of Respondents	Percentage(%)
1	Strongly agree	64	34
2	Agree	89	47
3	Partially Agree	21	11
4	Disagree	8	4
5.	Strongly Disagree	8	4
	Total	190	100

Identify customer's needs and expectations
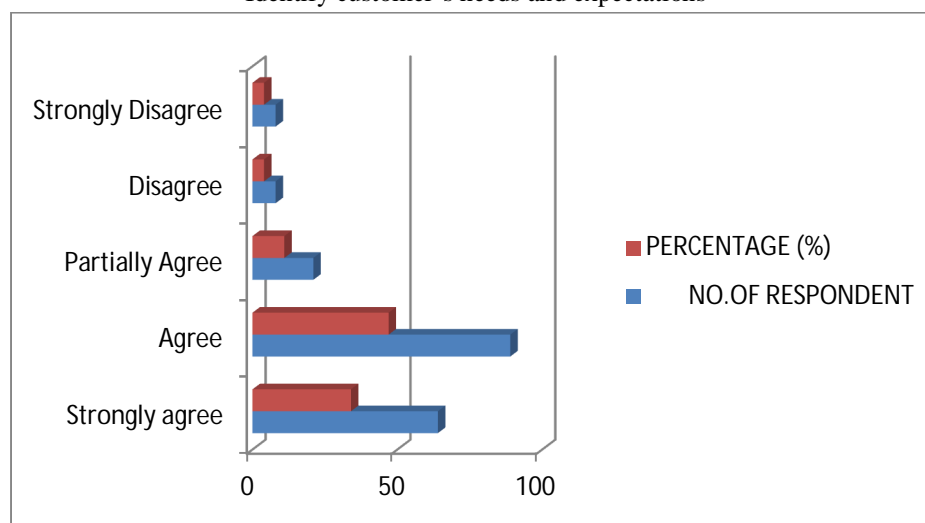
5) *Interpretation:* From the above table 34% of the respondents are strongly agree, 47% of the respondents are agree, 11% of the respondents partially agree, and 4% of the respondents are disagree, and 4% of the respondents are strongly disagree on identify customers needs and expectation.

VI.   RESEARCH HYPOTHESES OF THE STUDY:-

H1= There is a significant relation between age of the employees with the product has fair price.

H2= There is a significant relation between age of the employees with the product quality was good

H3= There is a significant relation between the gender of the employees and organization have quality circle in the management

H4= There is a significant relation between the gender of the employees and Organization providing quality assurance system & operation

H5= There is a significant relation between the e status of the employees and the number of customer complaints has decreased

H6= There is a significant relation between the employees status of respondents with the formal career planning process exist in the organization

H7= There is a significant relation between the age of respondents with Employee involvement in the development of product or services of an organization determine the quality

H8= There is a significant relation between the age of respondents with age of respondents with Success in realizing long-term strategic plans of the company

H9= There is a significant relation between the employees age of respondents with Organization have quality circle in the management

H10= There is a significant relation between the employees gender with Employees not afraid of what might happen if they quit job without having another lined up

H11= There is a significant relation between the age of employees and Jumping from organization to organization does not seem at all unethical to employees

H12= There is a significant relation between the experience with employees thought to believe in the value of remaining loyal to one organization

H13= There is a significant relation between the gender of respondents and market share are increased

H13= There is a significant relation between the age of the employees and Continuous improvement of product quality and services

H14= There is a significant relation between the experience of the employees with the market share is increased.

H15= There is a significant relation between the experience of the employees and success in

realizing long-term strategic plans of the company.

H16= There is a significant relation between the experience of the employees with the experience with Improve employee job satisfaction of the company.

H17= There is a significant relation between the experience of the employees with Need for employing skilled workforce

VII. HYPOTHESIS TESTING

A. *Chi Square*

Table No-6

Age of respondents with the regularly measure customer satisfaction

	Value	Df	Asymp. Sig.(2.Sided)
Pearson Chi-Square	27.585[a]	8	0.001
Likelihood Ratio	36.903	8	0.000
Linear-by-Linear Association	0.875	1	0.350
N of Valid Cases	190		

1) *Inference:* From the above table p value is 0.001 which is greater than 0.05(0.001>0.05). Hence null hypothesis is accepted rejecting alternate hypothesis. Therefore, it is concluded that there is a no significant relationship between the e age of the employees and the regularly measure customer satisfaction

Table No- 7

Age with the product has fair price

	Value	Df	Asymp.Sig.(2.Sided)
Pearson Chi-Square	17.608[a]	8	0.024
Likelihood Ratio	16.836	8	0.032
Linear-by-Linear Association	1.384	1	0.239
N of Valid Cases	190		

2) *Inference:* From the above table p value is 0.024 which is the less than 0.05(0.024<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between age of the employees and the product has fair price

Table No- 8

Age of respondents (in years) with Product quality was good

	Value	Df	Asymp.Sig.(2.Sided)
Pearson Chi-Square	19.237[a]	8	.014
Likelihood Ratio	21.826	8	.005
Linear-by-Linear Association	5.749	1	.017
N of Valid Cases	190		

3) *Inference:* From the above table p value is 0.024 which is the less than 0.05(0.014<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between age of the employees and the product quality was good.

Table No-9

Gender of respondents with organization have quality circle in the management

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.514[a]	3	.916
Likelihood Ratio	.517	3	.915
Linear-by-Linear Association	.081	1	.776
N of Valid Cases			

4) *Inference:* From the above table p value is 0.915 which is the less than 0.05(0.915<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between gender of the employees and organization have quality circle in the management.

Table No-10

Gender with organization providing quality assurance system & operation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.597[a]	4	.963
Likelihood Ratio	.589	4	.964
Linear-by-Linear Association	.070	1	.791
N of Valid Cases	190		

5) *Inference:* From the above table p value is 0.964 which is the less than 0.05(0.964<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between gender of the employees and Organization providing quality assurance system & operation

Table No-11

Marital status of respondents with the number of customer complaints has decreases

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.215[a]	3	.102
Likelihood Ratio	6.109	3	.106
Linear-by-Linear Association	.344	1	.557
N of Valid Cases	190		

6) *Inference:* From the above table p value is 0.106 which is the less than 0.05(0.106<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between the status of the employees and the number of customer complaints has decreased

Table No-12

Experience of respondents with our company has developed a culture that emphasizes quality

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.063[a]	16	.005
Likelihood Ratio	35.075	16	.004
Linear-by-Linear Association	.007	1	.934
N of Valid Cases	190		

7) *Inference:* From the above table p value is 0.004 which is greater than 0.05(0.004>0.05). Hence null hypothesis is accepted rejecting alternate hypothesis. Therefore, it is concluded that there is a no significant relationship between the company has developed a culture that emphasizes quality

Table No-13

Marital status of respondents with formal career planning process exist in the organization

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.684[a]	3	.298
Likelihood Ratio	3.629	3	.304
Linear-by-Linear Association	.022	1	.881
N of Valid Cases	190		

8) *Inference:* From the above table p value is 0.304 which is the less than 0.05(0.304<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between gender of the employees and status of respondents with the formal career planning process exist in the organization.

Table No-14

Age of respondents with Employee involvement in the development of product or services of an organization determine the quality

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.158[a]	8	.078
Likelihood Ratio	14.269	8	.075
Linear-by-Linear Association	6.672	1	.010
N of Valid Cases	190		

9) *Inference:* From the above table p value is 0.75 which is the less than 0.05(0.75<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between age of respondents with Employee involvement in the development of product or services of an organization determine the quality

Table No 15

Age of respondents with Success in realizing long-term strategic plans of the company.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.550[a]	8	.017
Likelihood Ratio	21.289	8	.006
Linear-by-Linear Association	.016	1	.901
N of Valid Cases	190		

10) *Inference:* From the above table p value is 0.006 which is the less than 0.05(0.006<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between age of respondents with Success in realizing long-term strategic plans of the company

B. *Correlation*

Table No – 16

Age of respondents with organization have quality circle in the management.

Correlations			
Descriptive		Age of respondents	Organization have quality circle in the management
Age of respondents	Pearson Correlation	1	0.184
	Sig. (2-tailed)		0.011
	N	190	190
Organization have quality circle in the management	Pearson Correlation	0.184[*]	1
	Sig. (2-tailed)	0.011	
	N	190	190

*.Correlation is significant at the 0.05 level (2-tailed).

1) *Inference:* From the above table no, it is clear that there exist a positive correlation since the p value is 0.011. (0.011<0.05). Hence null hypothesis is rejected accepting the alternative hypothesis. This stating that there is a significant relation between the employees age of responder with Organization have quality circle in the management.

Table No -17

Gender with Employees not afraid of what might happen if they quit job without having another lined up

Correlation			
Descriptive		Gender of respondents	Gender with Employees not afraid of what might happen if they quit job without having another lined up
Gender of respondents	Pearson Correlation	1	.142
	Sig. (2-tailed)		.050
	N	190	190
Gender with Employees not afraid of what might happen if they quit job without having another lined up	Pearson Correlation	.142	1
	Sig. (2-tailed)	.050	
	N	190	190

*.Correlation is significant at the 0.05 level (2-tailed).

2) *Inference:* From the above table it is clear that there exist a positive correlation since the p value is 0.050. (0.050<0.05).Hence null hypothesis is rejected accepting the alternative hypothesis. This stating that there is a significant relation between the employees gender with Employees not afraid of what might happen if they quit job without having another lined up

Table No-18

Age of respondents with jumping from organization to organization does not seem at all unethical to employees

Correlation			
Descriptive		Age of respondents	Jumping from organization to organization does not seem at all unethical to employees
Age of respondents	Pearson Correlation	1	0.123
	Sig. (2-tailed)		0.090
	N	190	190
Jumping from organization to organization does not seem at all unethical to employees	Pearson Correlation	0.123	1
	Sig. (2-tailed)	0.090	
	N	190	190

*.Correlation is significant at the 0.05 level (2-tailed).

3) *Inference:* From the above table it is clear that there exist a positive correlation since the p value is 0.090 (0.090<0.05). Hence null hypothesis is rejected accepting the alternative hypothesis. This stating that there is a significant relation between the Jumping from organization to organization does not seem at all unethical to employees.

Table No – 19

Experience with employees thought to believe in the value of remaining loyal to one organization

Correlation			
Descriptive		Experience of respondents	Employees thought to believe in the value of remaining loyal to one organization
Experience of respondents	Pearson Correlation	1	0.027
	Sig. (2-tailed)		0.714
	N	190	190
Employees thought to believe in the value of remaining loyal to one organization	Pearson Correlation	0.027	1
	Sig. (2-tailed)	0.714	
	N	190	190

*.Correlation is significant at the 0.05 level (2-tailed).

4) Inference: From the above table it is clear that there exist a positive correlation since the p value is 0.714 (0.714<0.05). Hence null hypothesis is rejected accepting the alternative hypothesis. This stating that there is a significant relation between the experiences with employees thought to believe in the value of remaining loyal to one organization.

Table No :20

Gender of respondents and market share are increased

Descriptive		Gender of respondents	Market share are increased
Gender of respondents	Pearson Correlation	1	.081
	Sig. (2-tailed)		.269
	N	190	190
Market share are increased	Pearson Correlation	.081	1
	Sig. (2-tailed)	.269	
	N	190	190

*Correlation is significant at the 0.05 level(2 tailed)

5) Inference: From the above table it is clear that there exist a positive correlation since the p value is 0.260 (0.269<0.05). Hence null hypothesis is rejected accepting the alternative hypothesis. This stating that there is a significant relation between the Gender of respondents and market share are increased

C. Anova

Table No -21

Age of the employees and Continuous improvement of product quality and services.

ANOVA					
Continuous improvement of product quality and services.					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.701	3	0.900	2.461	0.064
Within Groups	68.041	186	0.366		
Total	70.742				

1) Inference: From the above table P value is found to be 0.064 which is less than 0.05(0.064<0.05). Hence H0, null hypothesis is rejected accepting the alternate hypothesis. Therefore, there exist a significant between the age of the employees and continuous improvement of product quality and services.

Table No – 22

Experience with the market share is increased.

ANOVA					
Market share is increased					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.034	2	3.517	0.388	0.679
Within Groups	1692.945	187	9.053		
Total	1699.979	189			

2) Inference: From the above table p value is to be found 0.679 which is greater than (0.679<0.05) Hence null hypothesis is accepting rejecting the alternative hypothesis. This stating that there is a no significant relation between the experience of the employees with the market share is increased.

Table No – 23

Experience of the respondents and success in realizing long-term strategic plans of the company.

ANOVA					
success in realizing long-term strategic plans of the company.					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	94.800	4	23.700	2.731	0.031
Within Groups	1605.179	185	8.677		
Total	1699.979	189			

3) *Inference:* From the above Table P value is found to be 0.031 which is less than 0.05(0.031<0.05). Hence H0, null hypothesis is rejected accepting the alternate hypothesis. Therefore, there exist a significant relation between the experience of the employees and success in realizing long-term strategic plans of the company.

Table No – 24

Experience with Improve employee job satisfaction of the company.

ANOVA					
Improve employee job satisfaction of the company.					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	27.590	3	9.197	1.023	0.384
Within Groups	1672.389	186	8.991		
Total	1699.979	189			

4) *Inference:* From the above table p value is to be found 0.384which is greater than (0.384<0.05) Hence null hypothesis is accepting rejecting the alternative hypothesis. This stating that there is a no significant relation between the experience of the employees with Improve employee job satisfaction of the company.

Table No – 25

Experience with Need for employing skilled workforce

ANOVA					
Need for employing skilled workforce					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.221	4	.305	0.033	0.998
Within Groups	1698.758	185	9.182		
Total	1699.979	189			

5) *Inference:* From the above table p value is to be found 0.998which is greater than (0.998<0.05) Hence null hypothesis is accepting rejecting the alternative hypothesis. This stating that there is a no significant relation between the experience of the employees with Need for employing skilled workforce

VIII. FINDINGS OF STUDY

1) The prominent part of 62.63% of the respondents belongs to the 21-30 years age category.
2) The 74% of respondents are the male.
3) The 57% of the respondents are married
4) The 51% of the respondents have completed diploma level in education.
5) The 45% of the respondents are production department
6) The 39% of the respondents are having 7-10 years of experience.
7) The47% of the respondents are agree to the statement that they identify customers needs and expectation.
8) The43.15% of the respondents are agree to the statement with Involve customer's in our product design process
9) The 35% of the respondents partially agree to the statement on regularly measure customer satisfaction.
10) The 48 % of the respondents are agree to the statement on Maintain a close relationship with our customer.

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11) The 48% of the respondents are strongly agree to the statement on Product quality was good.
12) The 45% of the respondents are strongly disagree to the statement that they have product has fair price.
13) The 35 % of the respondents are agree to the statement that the company is giving timely service delivery.
14) The 68% of the respondents are strongly agree to the statement regards Organization is ISO 9000 certified.
15) The 47% of the respondents partially agree to the statement that their organization have quality circle in the management.
16) The 34% of the respondents are disagree to the statement that their Organization providing quality assurance system & operation.
17) The 52% of the respondents are agree to the statement that they having formal career planning process exist in the organization.
18) The 64% of the respondents partially agree to the statement that the number of product/service defects errors or failure found by the customer have decreased.
19) The 48% of the respondents are agree to the statement that the number of customer complaints has decreased.
20) The 58% of the respondents are agree to the statement company has developed a culture that emphasizes quality.
21) The 47% of the respondents are strongly disagree to the statement and company has developed a culture that emphasizes quality.
22) The 58% of the respondents are disagree to the statement on Employee turnover has decreased
23) The 79% of the respondents are strongly agree to the statement on Need for employing skilled workface.
24) The 35% of the respondents are agree to the statement, on Improve employing job satisfaction of the company.
25) The 46% of the respondents are strongly agree to the statement on Success in organization long –term strategic plans of the company.
26) The 63% of the respondents are strongly agree to the statement on the market share are increased.
27) The 63% of the respondents are strongly agree to the statement continuous improvement of product quality and services.
28) The 46% of the respondents are agree to the statement on employee involvement in the development of product or services of an organization determine the quality.
29) The 40% of the respondents are agree to the statement on Integrated organization system can be handling of the quality of the product
30) The 36% of the respondents partially agree to the statement they would very happy to spend the rest of my career with this organization.
31) The 37% of the respondents are strongly agree to the statement that the employees not afraid of what might happen if they quit their job without having another lined up.
32) The 41% of the respondents are strongly disagree to the statement on would be very hard for they to leave an organization right now, even if they wanted do
33) The 51% of the respondents are agree to the statement on that they do not believe that always be a loyal to organization.
34) The 43% of the respondents partially agree to the statement on If they got another offer for a better job elsewhere they would not feel it was right to leave an organization.
35) The 46% of the respondents are agree to the statement that was taught to believe in the value of remaining loyal to one organization.

IX. SUGGESTION OF STUDY

A. Since the belief on the organization seems to be less among very members. So this can be increased by commencing customer satisfaction, quality improvement, customer focus etc.,

B. Even in case of quality feedback, development opportunities, procedural justices, supervisory support and time to given restore personal resources can be revised after a through research emphasing in depth interviews on these aspects with each and every employees, as there exist a very few pessimistic though in these two concept.

X. CONCLUSION

A. Though the concept of TQM originated few decades back but even at present it is not implemented in every industry. Most of the small scale industries especially in developing countries consider investment required in TQM implemented s a burned and thus try to avoid it.

B. They instead go for ISO certifications which generally look effective on project. But unfortunately are difficult to apply. similarly many large scale industries are also getting over TQM and looking for some new concept.

C. But the work done shows until and unless organizations don't focus on basic principles given by concept of TQM like involvement of top level management, creation of suitable working culture, proper training and empowering of employees etc. no new concept/techniques can do wonders for quality improvement.

D. Therefore it is required that every organization irrespective of its size and scale. So survive the market competition should work for improving their process quality by effective implementation of TQM by integrating it with new techniques like lean manufacturing, quality circles, enterprise resource planning etc.

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