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A STUDY ON TOTAL QUALITY MANAGEMENT (TQM) IN HMIL
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ABSTRACT:

Total Quality Management (TQM) is a management concept and strategy that aims to improve the quality of an organization's goods, services, and processes on a continual basis. This abstract gives an overview of Total Quality Management (TQM), its significance, and important variables for developing and sustaining a TQM system. TQM prioritizes involving all employees in achieving customer satisfaction, providing high-quality products and services, and developing a culture of continuous improvement. It encompasses a variety of concepts and techniques, such as customer focus, process optimization, employee empowerment, and data- driven decision-making. This abstract investigates the role of Total Quality Management in boosting organizational performance, customer loyalty, and competitive advantage. It emphasizes how TQM helps businesses meet and exceed customer expectations while also decreasing defects and waste and enhancing operational efficiency.

KEY WORDS: Total Quality Management (TQM), TQM Practices, Service Organization, TQM Failure, Implementation

1.1 INTRODUCTION

Customer satisfaction, employee contentment, and product quality are just a few examples of how total quality management may improve a company's operations. W. Edwards Deming, an American, developed the concept of Total Quality Management (TQM). The goal of this concept is to enhance a wide variety of existing products and services. A company's primary concern used to be the quality of its products. The importance of things like marketing, budgeting, and customer service has grown in recent years. TQM is based on the premise that problems can be eliminated. The term "total quality management" refers to a system in which all employees are responsible for monitoring and improving product quality. This means that if an issue arises during production, it is their responsibility to resolve it in a way that doesn't disrupt other stages.

This allows us to identify issues before they have an impact on the consumer and to take swift action to resolve any issues that do arise. TQM promotes continuous improvement and the satisfaction of all stakeholders (clients, vendors, and staff). When employees are happy with their work, productivity rises. TQM is successful when all employees treat the business like their own. In this analogy, management is the parent and the workers are the offspring. Management and supervisors implementing TQM are compared to parents in terms of their responsibilities to their children. TQM is used by all employees to better the company's procedures, output, and atmosphere. According to ISO, quality management is the branch of leadership responsible for developing and implementing the organization's approach to quality. Management's job is to ensure the company's continued success in the long run. Whole Quality management, often known as Total Quality Management (TQM), entails overseeing excellence across an organization in every facet of operations.

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When a firm decides to prioritize product quality, it shifts its focus to make quality the cornerstone of its operations. The foundation of quality management is the management's close monitoring of every aspect of the business. The primary focus is on ensuring the satisfaction of both internal and external customers. TQM, as a technique for management, is defined as an organization's persistent effort to raise the bar on quality across the board, with input from workers at all levels, with the goal of satisfying customers. TQM is a radical departure from the previous method of ensuring that all procedures are followed, which relied on external control, in favor of a system of continuous improvement in which all controls were internalized and were driven by the company's ethos.

MEANING

All parties with a stake in the final product or service must participate in a rigorous quality assurance process. To ensure complete customer satisfaction, the firm strives to produce flawless products every time. The ISO 9000 quality management approach is rapidly becoming the global norm. There are four separate but related international standards for quality assurance and management that make up the ISO 9000 series of standards, which also includes a set of implementation recommendations.

1.2 NEED OF THE STUDY:

TQM has the potential to foster positive development for businesses and their staff. Businesses can establish and sustain customer and company-beneficial cultural norms by instructing all workers to prioritize quality management and continual development.

- ➤ To be briefed about the company's Total Quality Management system.
- ➤ Maintaining a cordial relationship with employees is important for both parties' professional development.
- ➤ Investigate the company's policies on job rotation and mentoring programs, as well as the ways in which senior employees aid their junior counterparts.
- ➤ To learn why it's beneficial for workers to switch jobs.

1.3 SCOPE OF THE STUDY:

Total quality management (TQM) is a business strategy based on anticipating and gratifying all of a company's customers' wants and demands. These conditions are satisfied when employers trust their workers to maintain rigorous standards and actively pursue career advancement. The majority of those working in Total Quality Management are upper-level executives and supervisors. Managers and supervisors have a responsibility to encourage and facilitate employee skill development. In order to assist others below them, those at a higher echelon must disseminate their expertise and ensure that the data they use is current. In other words, when communicating with one another, people should not hold back any information. Both what upper management values in employees and what employees value in upper management must be communicated. If there is an effective means of communication, comprehensive quality control may be implemented more quickly.

If workers have some say in their work environment, that should drive them.

- ➤ After investing so much time and energy into their staff's development, managers should have faith that those workers will make decisions that benefit both the business and themselves.
- ➤ Upper-level management's ability to motivate staff members depends on their having a holistic understanding of human resources and their general health.
- ➤ Managers and upper management must be accorded equal respect.
- ➤ Workers need a sense of community in order to cooperate effectively.

1.4 OBJECTIVES OF THE STUDY:

- ➤ To Examine Hyundai Motor India Limited's (HMIL) current Total Quality management strategy.
- ➤ To describe HMIL's (Hyundai Motor India Limited) overall approach to quality management.
- ➤ To Increase process growth, better serve customers, streamline supply chain operations, provide excellent training for employees, and boost staff productivity. Locate, reduce, and eliminate errors in the output.

2. REVIEW OF LITREATURE:

"**Total Quality Management" by Dale H. Besterfield et al. (2012):** This comprehensive textbook provides an in-depth exploration of TQM principles, tools, and techniques. It covers topics such as quality planning, process management, statistical process control, and continuous improvement. The book offers practical guidance and case studies to illustrate the implementation of TQM in various industries.

"**Total Quality Management: A Cross-Functional Perspective" by Praveen N. Gupta (2013):** This

book focuses on the cross-functional aspects of TQM, emphasizing the integration of quality management across different departments and functions within an organization. It explores the role of leadership, employee involvement, supplier relationships, and customer focus in achieving TQM goals.

"Quality Management for Organizational Excellence: Introduction to Total Quality" by David L. Goetsch and Stanley B. Davis (2014): This textbook provides a comprehensive overview of quality management, including TQM. It covers topics such as quality philosophies, strategic planning, customer focus, process improvement, and performance measurement. The book incorporates real-world examples and case studies to illustrate TQM principles.

"The Management and Control of Quality" by James R. Evans and William M. Lindsay (2017): This book offers a practical approach to TQM implementation, focusing on quality control and improvement. It covers topics such as statistical quality control, Six Sigma, lean management, and the integration of quality into organizational processes. The book includes numerous examples and case studies from various industries.

"Total Quality Management: Key Concepts and Case Studies" by William E. Lewis (2004): This book provides an introduction to TQM concepts and presents several case studies that demonstrate successful implementation in different organizations. It covers topics such as customer focus, employee involvement, process improvement, and benchmarking. The book highlights the benefits and challenges of implementing TQM.

"Total Quality Management: Origins and Evolution of the Term" by N. Jayakanth (2017): This research article explores the origins and evolution of the TQM concept. It traces the historical development of TQM, from its roots in quality management approaches such as statistical process control to its evolution as a comprehensive management philosophy. The article provides insights into the key principles and practices of TQM.

"Total Quality Management: A Literature Review and an Agenda for Future Research" by Prasanta Kumar Padhi and Ashok Kumar Sahoo (2018): This review article examines the existing literature on TQM and identifies research gaps and future directions. It provides an overview of TQM models, frameworks, and tools, and discusses the impact of TQM on various organizational outcomes. The article also highlights the need for further research in areas such as TQM implementation, cultural aspects, and technology integration.

3. RESEARCH METHODOLOGY:

The methodology used in this study deserves close attention. Research began by sifting through secondary literature. The next few lines detail how and why information is gathered based on interviews with members of the company's management.

RESEARCH DESIGN

A researcher's foray into the unknown is facilitated by a well-thought-out study design and a methodical approach. When deciding what kind of study to conduct, researchers, like engineers and architects, must choose from several possible designs.

PRIMARY DATA: Classes taught by the faculty served as the project's foundation because they examined multiple facets of the HRD system.

SECONDARY DATA: Secondary resources, such as annual reports, can provide informationabout a company and the industry in which it operates.

TOOLS AND SAMPLING METHOD:

The remaining sources were team members and external websites.

SAMPLE SIZE

In total, 100 samples were taken.

- ➢ **LIMITATIONS OF THE STUDY:**
- ➢ There should not be any conservatism among the top officials.
- ➢ Too many people are trying to do too little, which is a problem.
- ➢ The information available about a corporation is often insufficient.

4. DATA ANALYSIS:

1. What is the median age of the workforce?

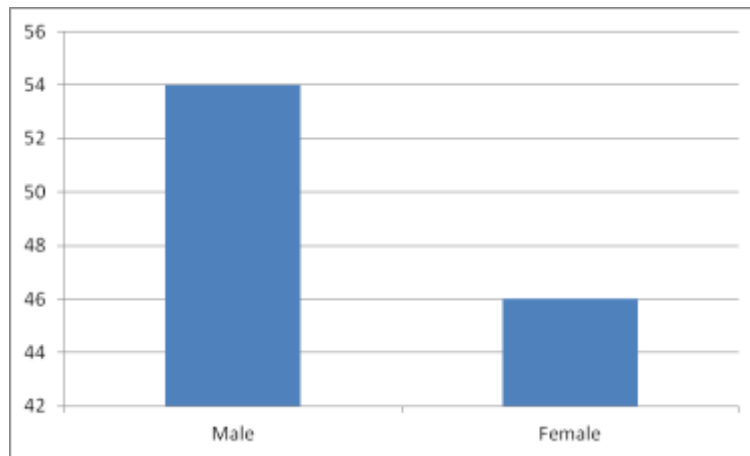| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	18 - 25	28	28%
2	26 - 35	34	34%
3	36 – 45	20	20%
4	Above 45	18	18%
	Total	**100**	**100%**
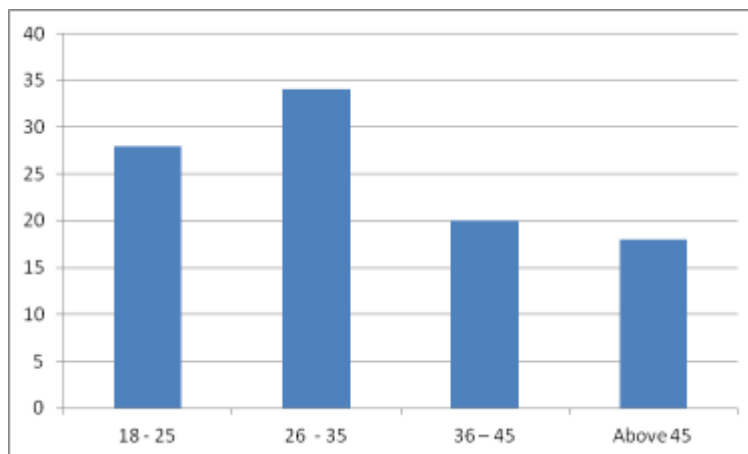
INTERPRETATION

According to the data table and graph shown above, between 28 and 35 years old make up the largest share of respondents (34 percent). About 20% are under the age of 36, while 18% are beyond the age of 45. The median respondent age ranges from 26 to 35.

2.. Next, describe the staff that works for you.?

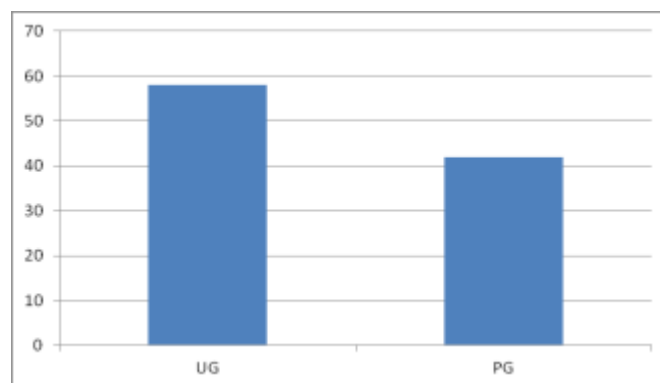| SNO	FACTORS	NO. OF REPONDENTS	PERCENTAGE
1	male	54	54%
2	female	46	46%
	TOTAL	**100**	**100%**

INTERPRETATION

The data shows that men make up 54% of the respondents while women make up 46%. The majority of the responses have been provided by males.

3 How formalized is your education?

| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	UG	58	58%
2	PG	42	42%
	TOTAL	**100**	**100%**

INTERPRETATION

According to the data presented in the table and graph up above, 58 percent of workers hold a bachelor's degree while 42 percent hold a master's degree or higher. The results indicated that the vast majority of respondents held a bachelor's degree or higher.

4. **What exactly are your current responsibilities at Hyundai Motors?**

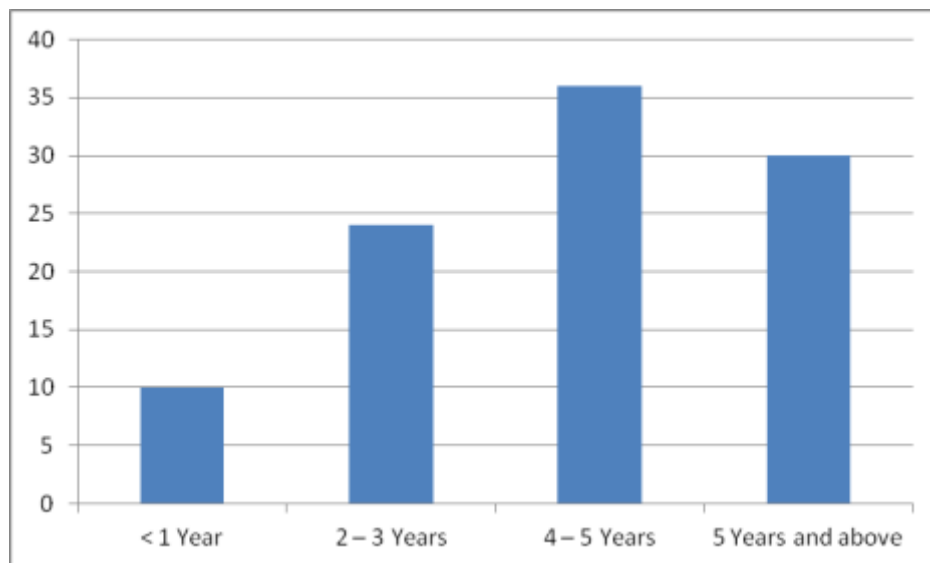| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Trainee	12	12%
2	Process Associate	48	48%
3	Senior – Process Associate	30	30%
4	System Analyst	10	10%
	Total	**100**	**100%**
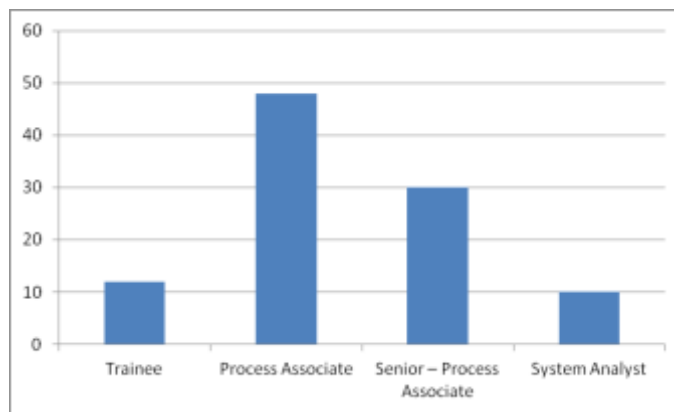
INTERPRETATION:

All employees are trainees, 48% are process associates, 30% are senior process associates, and 10% are system analysts, according to the data in the table and graph. The vast majority of those employed here are Process Associates.

5. **Have you ever had a position at Hyundai Motors?**

SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	< 1 Year	10	10%
2	2 – 3 Years	24	24%
3	4 – 5 Years	36	36%
4	5 Years and above	30	30%
	Total	**100**	**100%**

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INTERPRETATION:

Only 10% of employees have more than six years of experience, while 24% have two to three years, 36% have four to five years, and 30% have less than a year's worth of experience. According to the data, the average length of employment for American workers is 4.5 years.

6. What does it mean to perform thorough quality assurance?

| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Relaxed	17	17%
2	Normal	60	60%
3	Burden	9	9%
4	Over Burden	4	4%
5	Satisfy	10	10%
	Total	**100**	**100%**
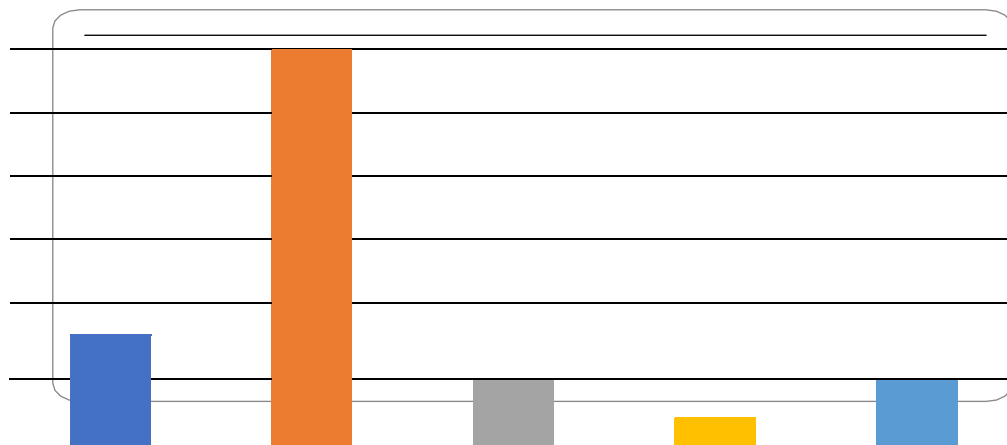
INTERPRETATION

Only 17% of employees reported a high quality of life at work, while 60% reported a normal quality of life, 9% reported a burden, 4% reported having too much work, and 10% reported beingsatisfied.

7. **Do all aspects of quality control include certification?**

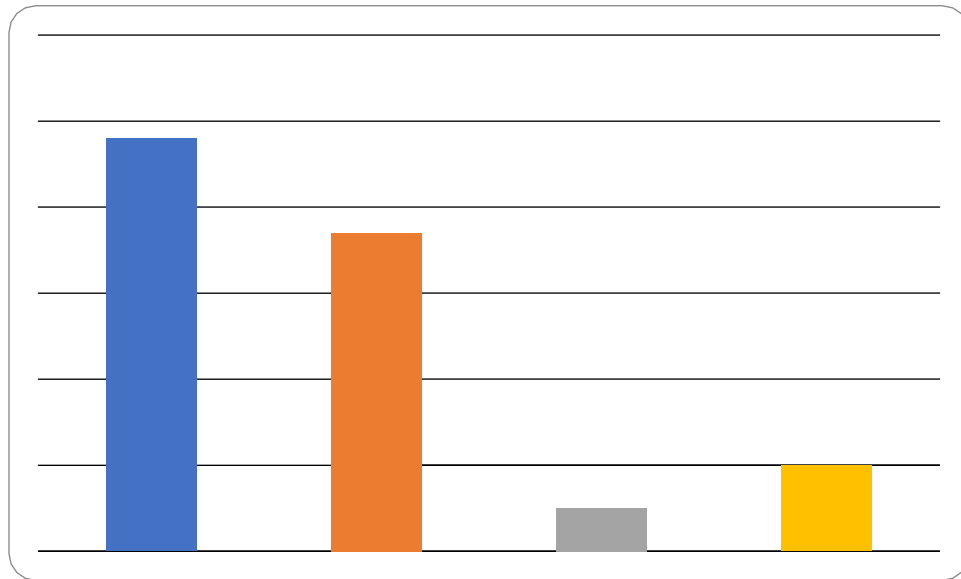| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Matriculation	7	7%
2	Graduation	26	26%
3	PG / Tech	21	21%
4	Professional	13	13%
5	Over all	33	33%
	Total	**100**	**100%**
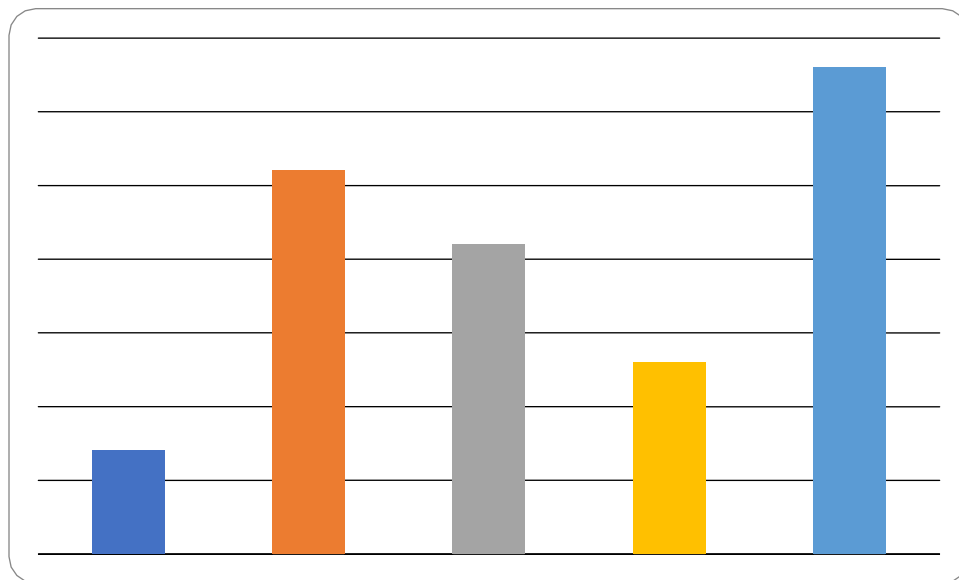
INTERPRETATION

Only 7% of workers reported that they needed only a high school diploma to enter the workforce; 26% held a bachelor's degree; 21% held a master's or doctoral degree in a technical field; 13% were professionals; and 33% had more than one type of qualification that made them eligible to engage in general quality management.

8. **What are your thoughts on the requirement for accountability in quality management?**

| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Highly Response	48	48%
2	Response	37	37%
3	Not Response	5	5%
4	No Opinion	10	10%
	Total	**100**	**100%**

INTERPRETATION

The majority of employees (48%) believe they are highly responsible, whereas 37% agree thatthey are responsible, 5% disagree and 10% are unsure.

9. **Are you pleased with the company's management?**

| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Highly Secure	44	44%
2	Satisfied	37	37%
3	Dis Satisfied	4	4%
4	Neutral	7	7%
5	Highly Dissatisfy	8	8%
	Total	**100**	**100%**
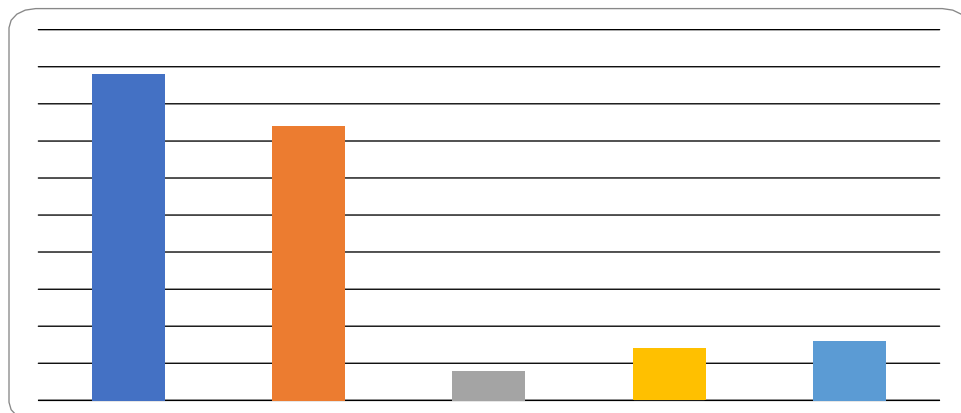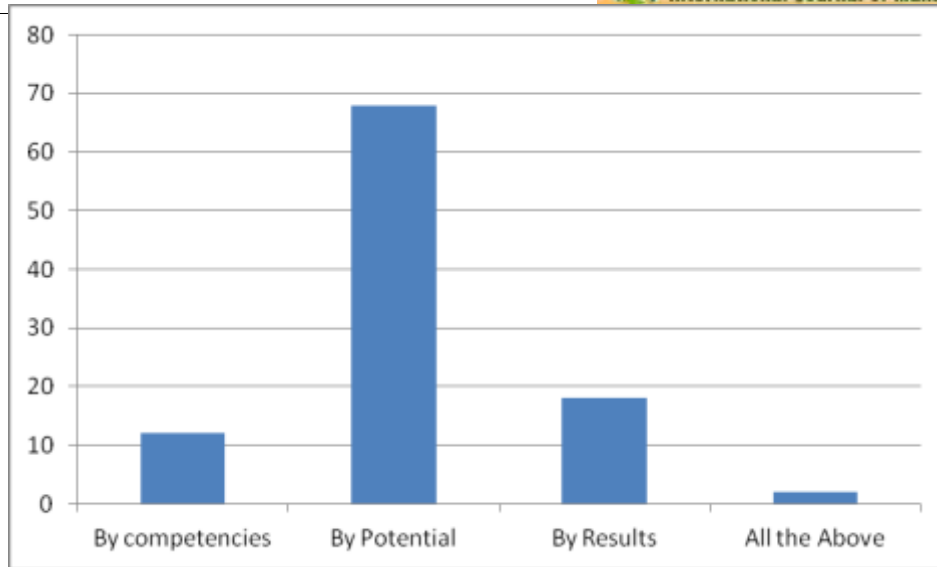
INTERPRETATION

44% of workers report feeling extremely safe in their professions, and 37% say they are satisfied with the way their superiors treat them, according to the data. However, only 4% of respondents are cheerful, 7% are unsure, and 8% are extremely depressed.

10 The corporation has accepted your proposal, right?

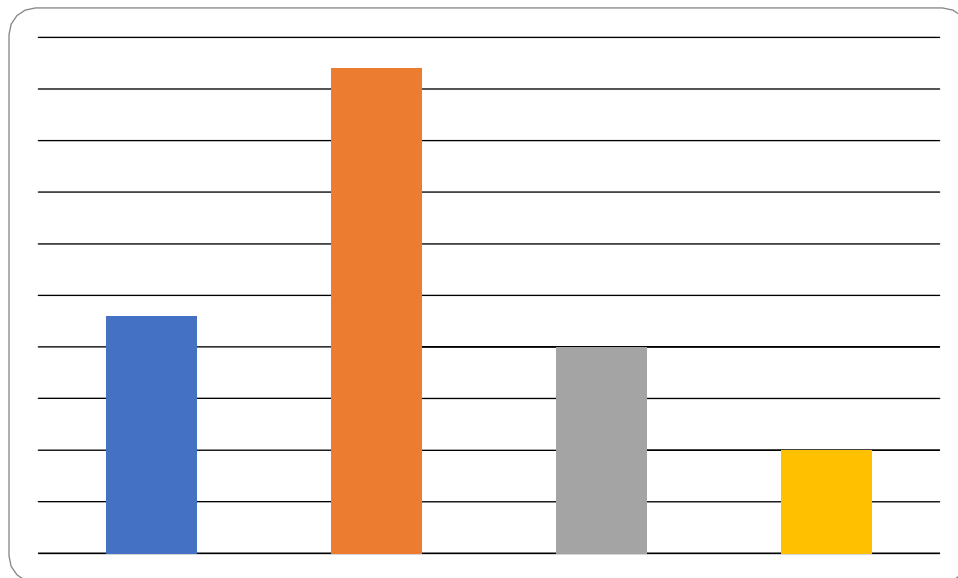| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Agree	31	31%
2	Disagree	41	41%
3	Some times	12	12%
4	Never	16	16%
	Total	**100**	**100%**
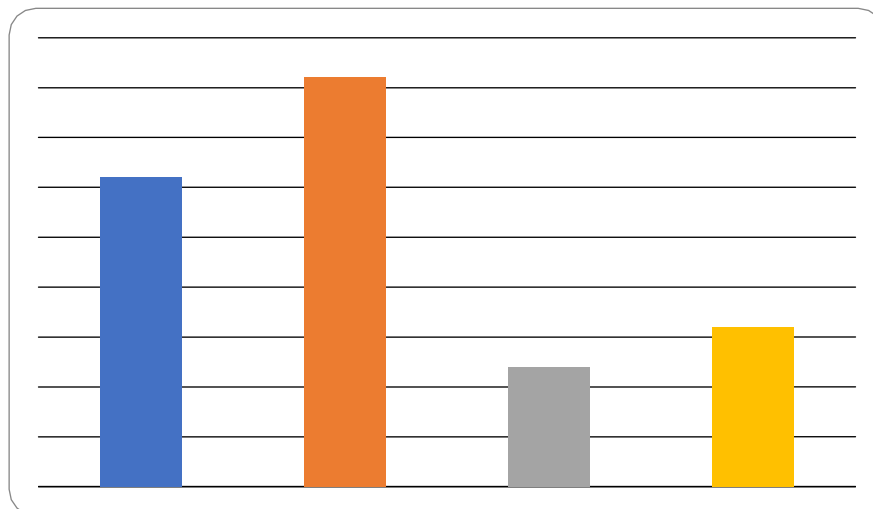
INTERPRETATION

From the above table, 31% of the employees Agreed their suggestions are agreed, 41% of employees Disagreed, 12% of employees sometimes agreed our suggestions of the company and 16% are never.

11 Has improved in response to client comments?

SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Very much concern	23	23%
2	Concern	47	47%
3	Indifference	20	20%
4	Un concern	10	10%
	Total	**100**	**100%**

INTERPRETATION

From the above table, 23% of employees very much concern, 47% are concern, 20% of Employeesindifference, 10% are un concern with superior reaction.

**12. Where does a business go to obtain skilled workers?**

SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	By competencies	12	12%
2	By Potential	68	68%
3	By Results	18	18%
4	All the Above	2	2%
	Total	**100**	**100%**

INTERPRETATION

Only 12% of workers claimed their organization hires people based on their skills, while 18% said it was based on results, 68% said it was based on potential, and 2% said it was based on everything. The majority of the company's employees who participated in the survey said they evaluate talent based on its potential.

13. The job provides opportunities for growth and development?

| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	26	26%
2	Agree	32	32%
3	Neutral	13	13%
4	Disagree	16	16%
5	Strongly disagree	13	13%
	Total	**100**	**100%**
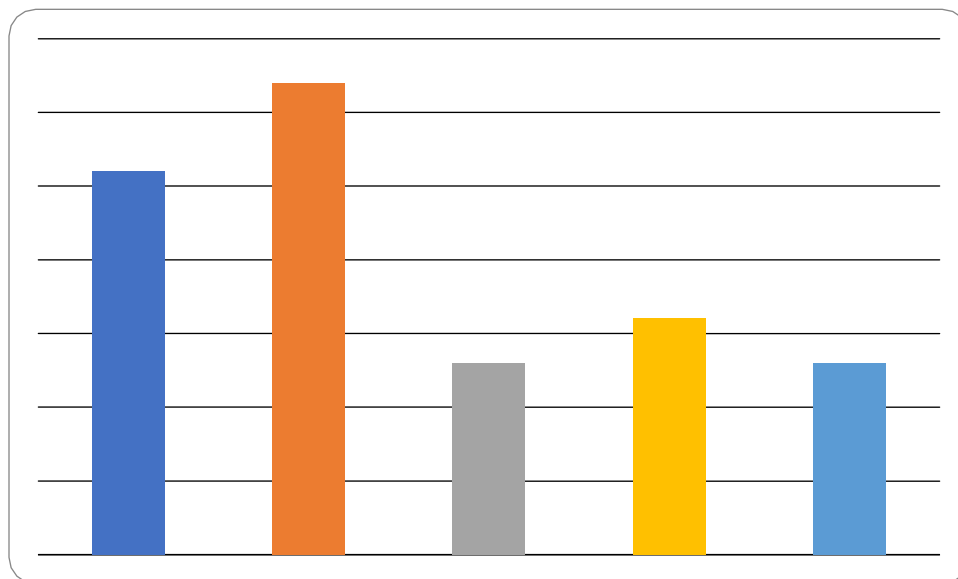
INTERPRETATION
From the data presented above, we may conclude that 26% of workers strongly agree and 32% think that success is achievable.

14. **What are some of Hyundai Motor Company's redeeming qualities?**

| SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	Excellent	21	21%
2	Good	18	18%
3	Average	24	24%
4	Bad	17	17%
5	Very Bad	20	20%
	Total	**100**	**100%**
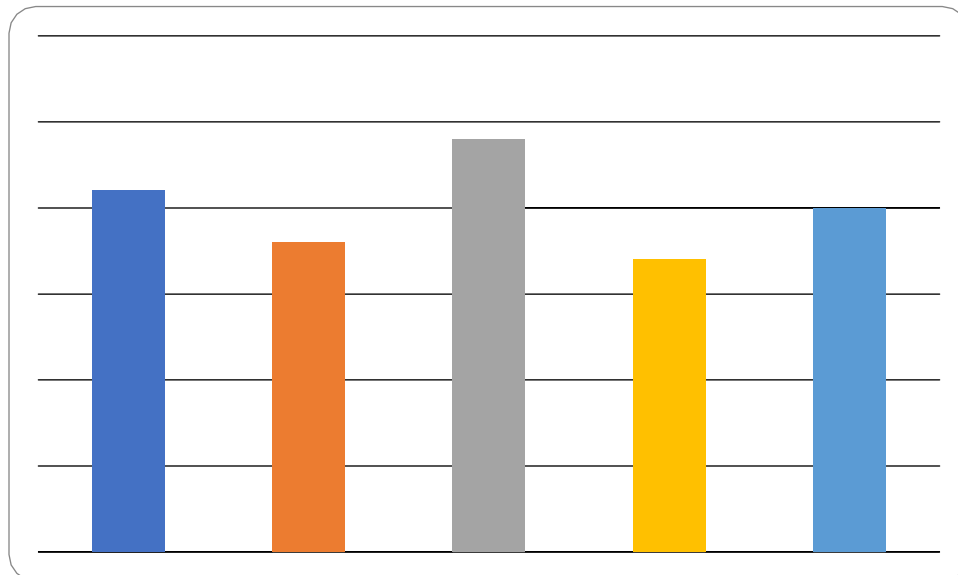
INTERPRETATION

According to the data presented above, only 21% of employees found their company's benefits to be excellent, while another 18% found them to be excellent, 24% found them to be average, 17% found them to be awful, and 20% found them to be very bad.

15. Where do you stand with your boss?

SNO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	excellent relationship	15	15%
2	good relationship	37	37%
3	satisfactory	33	33%
4	poor relationship	15	15%
	Total	**100**	**100%**
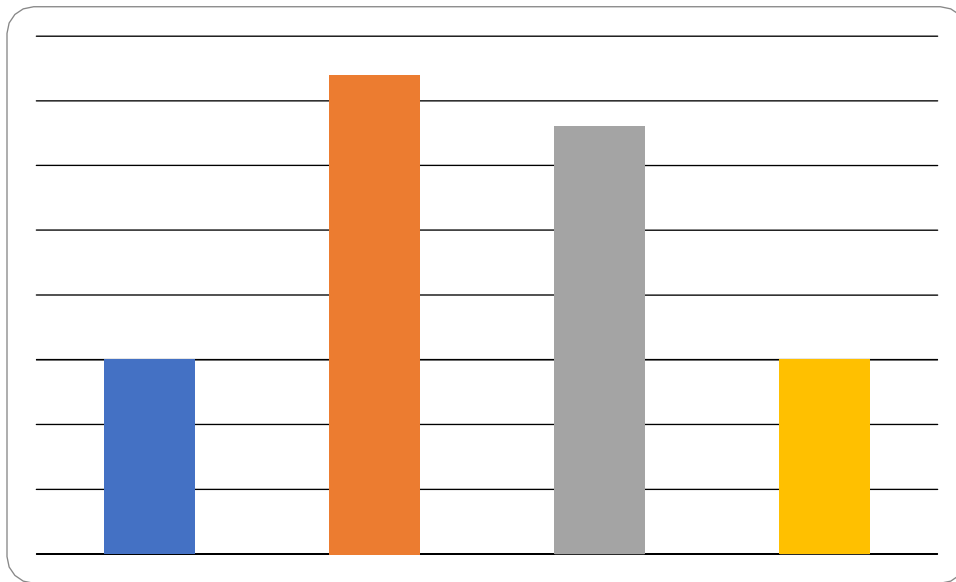
INTERPRETATION

According to the data presented above, just 15% of employees have positive relationships with their supervisors. Only one-third of employees are content in their positions, while fifteen percenthave negative interactions with their superiors.

5. FINDINGS

➢ According to the data shown in the table and graph above, 28% of the workforce is comprised of people aged 18 to 25, 34% of workers are aged 26 to 35, 20% of workers are aged 36 to 45,and 18% of workers are aged 45 and up. The median respondent age ranges from 26 to 35.

➢ The data in the table and graph above indicate that men make up 54% of the workforce, while women account for 46%. The majority of the responses have been provided by males.

➢ According to the data presented in the table and graph up above, 58 percent of workers hold a bachelor's degree while 42 percent hold a master's degree or higher. The results indicated that the vast majority of respondents held a bachelor's degree or higher.

➢ All respondents are apprentices, 48% are process

associates, 30% are senior process associates, and 10% are system analysts, as seen in the table and graph above. The vast majority of thoseemployed here are Process Associates.

➢ Of those who responded, 10% have less than a year's worth of job experience, 24% have 2-4 years, 36% have 4-5 years, and 30% have 6+ years. According to the data, the average length of employment for American workers is 4.5 years.

➢ Only 17% of employees reported a high quality of life at work, while 60% reported a normal quality of life, 9% reported a burden, 4% reported having too much work, and 10% reported being satisfied.

➢ The chart shows that 7% of employees believe a high school diploma is sufficient for work, 26% have a bachelor's degree, 21% have a master's degree or above, 13% are professionals, and 33% are ready to participate in comprehensive quality management.

➢ It is estimated that 48% of employees feel very responsible, 37% feel somewhat accountable, 5% feel they do not have much duty, and 10% are unsure.

➢ 44% of workers report feeling extremely safe in their professions, and 37% say they are satisfied with the way their superiors treat them, according to the data. However, only 4% of respondents are cheerful, 7% are unsure, and 8% are extremely depressed.

➢ 31% of employees agreed, 41% disagreed, 12% sometimes agreed, and 16% never agreed with the company's ideas, as seen in the chart below.

➢ According to the data in the table, 23% of workers are very concerned about the reaction they will receive from their supervisors, 47% are concerned, 20% are not bothered, and 10% are not concerned at all.

➢ Only 12% of workers claimed their organization hires people based on their skills, while 18% said it was based on results, 68% said it was based on potential, and 2% said it was based on everything. The majority of the company's employees who participated in the survey said they evaluate talent based on its potential.

➢ 32% of workers have confidence in their ability to succeed, with 26% having extreme confidence.

➢ According to the graph, 21% of workers rated the company's benefits as excellent, 18% as good, and 24% as average. Very unpleasant thoughts were experienced by 20% of workers, while bad thoughts were experienced by 17%. According to the data presented above, just 15% of employees have positive relationships with

their supervisors. Only one-third of employees are content in their positions, while fifteen percent have negative interactions with their

➢

➢ superiors.

6. SUGGESTIONS

➢ Most people believe they are paid fairly, which leads to dissatisfaction. To prevent the corn proration from implementing policies that would reduce working hours and wages.

➢ Workers report lower levels of job satisfaction when they are not given the autonomy to make some decisions on their own.

➢ Some workers lack enthusiasm because they believe their efforts make little difference in the community. However, their actions demonstrate their significance.

➢ Some employees felt their talents were being wasted, so the company could tweak its approach to job creation and staffing.

➢ More than half of people are dissatisfied with their progress in life, thus the company may provide professional development programs to help employees improve their lives and the bottom line.

7.CONCLUSION

➢ The vast majority of Hyundai Motor India Limited (HMIL) employee's express satisfactionwith the company's handling of workplace safety.

➢ Only half of workers are pleased with their personal development.

➢ Workers at Hyundai Motor India Limited (HMIL) generally approve of company regulations.

➢ Tasks in each department are executed according to a detailed plan.

➢ Many employees at Hyundai Motor India Limited (HMIL) express satisfaction with their jobsand the company as a whole.

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