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STRATEGIC IMPLEMENTATION OF TQM AND ITS IMPLICATIONS FOR ORGANIZATIONAL PERFORMANCE

Athul Manoj[1], Dr. C. Rajalakshmi[2], Mr. M. Selva Kumar[3]
[1]MBA Student, Sakthi Institute of Information and Management Studies Pollachi
[2]Associate Professor, Sakthi Institute of Information and Management Studies Pollach
[3] Assistant Professor, Sakthi Institute of Information Management Studies, Pollachi.

ABSTRACT

In the dynamic and competitive business landscape, maintaining high-quality standards and continuously improving organizational processes have become essential for sustainable growth. This study delves into the role of Total Quality Management (TQM) practices in enhancing organizational performance. TQM is a comprehensive management approach that focuses on long-term success by integrating all organizational functions toward customer satisfaction and continuous improvement. The research investigates core TQM principles, including customer focus, leadership involvement, continuous improvement, employee empowerment, process approach, and data-driven decision-making.

The study combines an extensive literature review with practical insights gathered from an indepth analysis of organizational practices, aiming to understand how TQM contributes to performance metrics such as productivity, quality, employee engagement, customer satisfaction, and financial outcomes. It also examines the challenges organizations face during the adoption and execution of TQM frameworks, such as resistance to change, lack of management commitment, and inadequate training.

The findings reveal that organizations implementing TQM effectively are more likely to achieve operational excellence, higher customer loyalty, and improved competitive positioning. The study concludes that TQM is not merely a quality tool but a strategic enabler for overall organizational development. These insights provide valuable implications for business leaders, quality managers, and policy-makers striving for excellence through structured quality management initiatives.

KEYWORDS: *TQM Practices, Customer Focus, Leadership Commitment, Employee Involvement, Continuous Improvement*

INTRODUCTION

In the current era of globalization and rapidly evolving markets, the emphasis on quality has become a pivotal strategy for organizations aiming to gain and sustain a competitive edge. Quality is no longer seen as a mere compliance requirement but as a fundamental business philosophy that drives performance, customer satisfaction, and organizational growth. Leaders and decision-makers across industries recognize that meeting customer expectations and ensuring long-term organizational survival are at the heart of quality management practices. Over the past two decades, Total Quality Management (TQM) has emerged as a holistic and structured approach adopted by organizations to enhance both quality and overall performance.

TQM is centred on the belief that quality improvement is the responsibility of every individual within the organization, from top management to front-line employees. Organizations that have successfully embraced TQM have reaped numerous benefits, including increased product quality, enhanced customer loyalty, cost efficiencies, better financial performance, and improved employee morale and engagement. Moreover, effective TQM implementation integrates all business functions and processes to foster a culture of continuous improvement and innovation. This alignment not only contributes to delivering superior goods and services but also ensures sustainable competitive advantage and long-term customer satisfaction. As such, TQM has become a key driver for achieving operational excellence and organizational success in today's quality-driven business environment.

OBJECTIVES

- To investigate the implementation levels of the current TQM practices in organisation
- To measure the contribution of TQM implementation on overall company's performance
- To investigate to what extent TQM has been implemented within the organisation

REVIEW OF LITERATURE

- **Singh, R., & Verma, P. (2025**) Digital Transformation and Total Quality Management: Leveraging Industry 4.0 for Enhanced Quality Performance. This article investigates the integration of digital technologies such as IoT, AI, and big data analytics with

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traditional TQM frameworks. It highlights how the adoption of Industry 4.0 tools enhances process monitoring, facilitates real-time quality control, and supports continuous improvement efforts. The study also discusses the challenges faced during the digital transformation of quality practices and provides a future research agenda.

- **Patel, M., & Rao, S. (2025)** Integrating Lean Principles with TQM for Sustainable Improvement in Manufacturing. Focusing on the manufacturing sector, this paper examines how the combination of lean manufacturing principles and TQM can lead to sustainable operational improvements. The research demonstrates that such integration results in enhanced efficiency, reduced waste, and improved employee engagement.
- **Prabhu, B. P., Asif, N. V. A., & Kumar, A. (2024)** A Review on Total Quality Management in the Hospitality Industry. This study reviews the implementation of TQM practices within the hospitality sector, focusing on how quality management frameworks improve service delivery, customer satisfaction, and operational efficiency. The authors synthesize empirical findings from multiple case studies and offer recommendations for best practices, emphasizing the role of leadership and continuous training in achieving TQM success
- **Gupta et al (2023)** Assessed the impact of TQM on driving innovation in healthcare. They found that hospitals employing TQM principles were more agile in adopting new technologies and patient-centred care models, which led to enhanced operational efficiency and a proactive approach to quality challenges.

RESEARCH DESIGN

DESCRIPTIVE RESEARCH DESIGN: Qualitative data includes respondents' opinions and ideas. It is also applied in order to describe current conditions or to investigate relationships

SOURCES OF DATA

- Primary Data – Questionnaire was given to 132 respondents
- Secondary Data – Websites and online journals, Published reports & Review of literature from published articles

HYPOTHESIS

HYPOTHESIS 1: Hypothesis (for ANOVA)

Null Hypothesis (H_0): The independent variables (Contribution of TQM Implementation, Critical Success Factors, and Employee Engagement) do not collectively have a statistically significant effect on Organizational Performance.

Alternative Hypothesis (H_1): The independent variables collectively have a statistically significant effect on Organizational Performance.

HYPOTHESIS 2: Contribution of TQM Implementation

H_0: TQM Implementation does not have a statistically significant effect on Organizational Performance.

H_1: TQM Implementation has a statistically significant effect on Organizational Performance.

TOOLS FOR ANALYSIS

Research questions are always answered with a descriptive statistic: generally, either a percentage and ANOVA, regression. The percentage is appropriate when it is important to know how many of the participants gave a particular answer. When the responses have discrete categories, percentage is reported

TQM has led to an increase in overall customer satisfaction

S NO	Particulars	No. Respondents	Percentage
1	Strongly agree	84	64
2	Agree	30	23
3	Neutral	18	13
TOTAL		132	100

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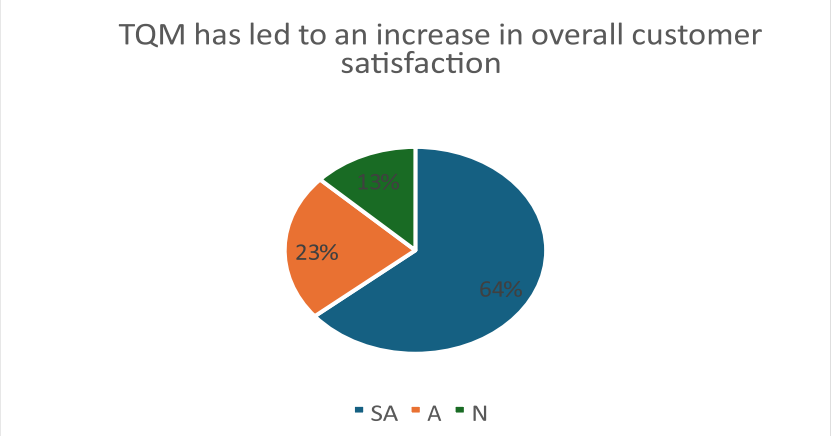


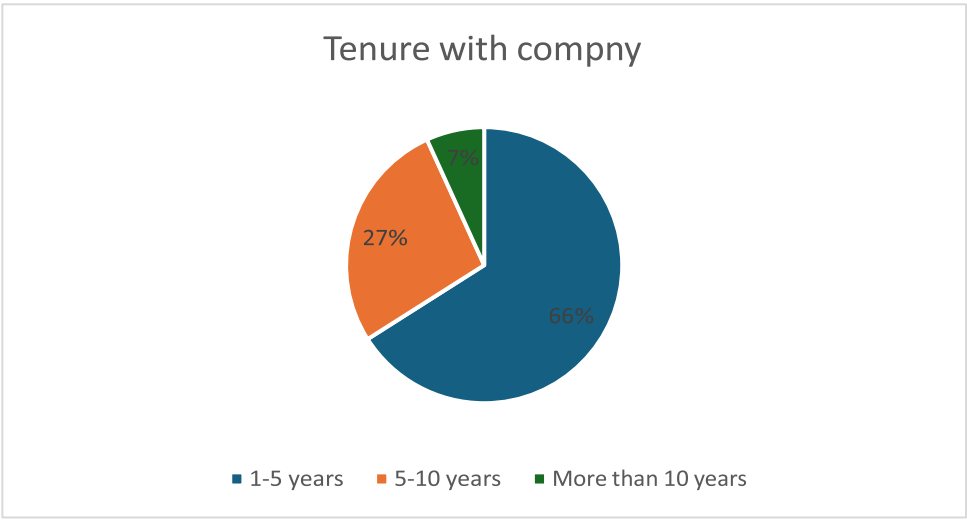
INTERPRETATION

The table shows the response of 132 people regarding the impact of Total Quality Management (TQM) on overall customer satisfaction:

A large majority (86.4%) of respondents either strongly agree or agree that TQM has led to an increase in customer satisfaction, indicating a positive perception of TQM practices

How long have you been with this company

S NO	Particulars	No. of Respondents	Percentage
1	1-5	87	65.9
2	5-10	36	27.3
3	More than 10 years	9	6.8
TOTAL		132	100



INTERPRETATION

The data shows how long employees have been working with the company, based on responses from 132 individuals

Most employees are relatively new to the company, with the largest group having worked there for less than 5 years. Very few employees have stayed for more than a decade, suggesting limited long-term retention or a relatively young workforce.

STATISTICAL ANALYSIS

Hypothesis:

Null Hypothesis (H_0): There is no significant association between years of experience and the field of profession (Engineering, Business, Science, Other).

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Alternative Hypothesis (H_1): There is a significant association between years of experience and the field of profession

Tables no 1 Demographic analysis

Cross Tabulation				
EXPERIANCE	**Engineer**	**Business**	**Science**	**TOTAL**
1-5 years	14	18	56	88
5- 10 Years	7	5	23	35
More than 10 years	2	3	4	9
TOTAL	23	26	83	132

Table no.2 Anova Test

Model	Sum of Square	df	Mean Square	f	Sig.
Regression	520.142	3	173.471	97.188	<.001[b]
Residual	228.467	128	1.785		
Total	748.879	131			

Dependent Variable: Summation of Organizational Performance: (Constant), Contribution of TQM implementation, Critical success factors., and Employee Engagement,
The ANOVA test assesses the overall significance of the regression model. In this case, the Fvalue is 97.188 with a significance level (p-value) of < .001, which is much less than the standard threshold of 0.05. This indicates that the regression model is statistically significant. Therefore, we can conclude that the independent variables collectively have a significant impact on the dependent variable.

Additionally, the sum of squares for regression (520.142) compared to the total sum of squares (748.879) shows that a substantial portion of the variability in the dependent variable is explained by the model, while the residual (error) variance is comparatively lower (228.46

Table no.3 Regression Results

Variable	Un std B	Std. Error	Std.Coefficients Beta	t	Sig.
Constant	.489	.450		1.087	279
Contribution of TQM implementation	.587	.071	.572	8.221	<.001
Critical success factors	.164	.092	.159	1.783	.077
Employee Engagement	.189	.089	.181	2.129	.035

The regression analysis was conducted to assess the impact of Contribution of TQM Implementation, Critical Success Factors, and Employee Engagement on the dependent variable.

The results indicate that the Contribution of TQM Implementation has a strong, positive, and statistically significant effect on the dependent variable ($\beta = 0.572$, $t = 8.221$, $p < .001$). This suggests that improvements in TQM implementation significantly enhance the dependent variable's outcome.

Similarly, Employee Engagement shows a positive and statistically significant relationship with the dependent variable ($\beta = 0.181$, $t = 2.129$, $p = 0.035$), implying that higher employee engagement levels contribute positively to the desired outcome.
On the other hand, Critical Success Factors exhibit a positive but statistically insignificant effect ($\beta = 0.159$, $t = 1.783$, $p = 0.077$), indicating that while there is a positive relationship, it is not strong enough to be considered statistically significant at the 5% level.
The constant term (intercept) is also statistically insignificant ($p = 0.279$), suggesting that without the independent variables, the model does not predict the dependent variable meaningfully.

Overall, the results demonstrate that TQM implementation and Employee Engagement are the key significant predictors influencing the dependent variable.

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FINDINGS

- Overall Model Significance: The analysis shows that the model (which includes TQM, critical success factors, and employee engagement) as a whole has a significant impact on organizational performance. This means these factors combined help explain why organizational performance varies.
- TQM Implementation: The implementation of TQM (Total Quality Management) has a strong, positive effect on organizational performance. This means that organizations with better TQM practices tend to perform better.
- Employee Engagement: When employees are more engaged, organizational performance also improves. Engaged employees contribute positively to the company's success.
- Critical Success Factors: Although critical success factors are positively related to organizational performance, they don't have a strong enough impact to be considered significant in this study. This suggests that these factors might not be as important in influencing performance as TQM or employee engagement.
- Constant Term: The "constant" value (which would show performance without the influence of TQM, critical success factors, or employee engagement) isn't meaningful on its own. This shows that these factors are necessary to explain organizational performance.

SUGGESTIONS

- Strengthen Leadership Commitment: Top management should continually reinforce the organization's quality vision and allocate necessary resources for TQM activities. Regular reviews and quality audits can help align goals and execution
- Enhance Employee Training and Involvement: Conduct frequent training programs to upskill employees on quality tools and foster a culture of accountability and continuous improvement. Employee feedback systems can be used to gather improvement ideas from the shop floor.
- Adopt Quality 4.0 Technologies: Integrate digital tools like IoT sensors, data analytics, and AI for real-time quality monitoring and predictive maintenance. These technologies will drive efficiency and support proactive decision-making.
- Develop a Robust Supplier Quality Program: Ensure that suppliers comply with the company's quality standards by conducting regular audits, assessments, and developing long-term quality partnerships.
- Customer Feedback Integration: Establish a structured system to collect, analyze, and act upon patient and surgeon feedback. This can help tailor product enhancements and service improvements more effectively.

CONCLUSION

This study highlights the critical role Total Quality Management (TQM) practices play in enhancing organizational performance, particularly within the context of a dynamic and competitive business environment. Through a combination of literature review, primary data analysis, and statistical evaluation, it is evident that TQM implementation significantly contributes to key performance indicators such as customer satisfaction, employee engagement, and operational efficiency. The regression and ANOVA analyses confirm that both TQM implementation and employee engagement have a statistically significant impact on organizational outcomes, while critical success factors, although positively associated, were not statistically significant in this study.

The findings emphasize that successful TQM implementation goes beyond the adoption of tools and techniques—it requires strong leadership commitment, an engaged workforce, and a culture of continuous improvement. Furthermore, integrating digital technologies through

Quality 4.0 can further enhance the effectiveness of quality initiatives. Organizations that invest in these areas are better positioned to achieve sustainable performance, customer loyalty, and competitive advantage.

Overall, TQM should be viewed not just as a quality assurance mechanism but as a comprehensive, strategic framework for driving long-term organizational success. The study offers practical implications for managers, policymakers, and stakeholders seeking to embed quality at the core of their operation

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