

Total Quality Management Has Become The Life Line Of Working Organizations With Special Reference To Food Corporation Of India, Bhopal Region

Dr. Iqbal, Naila

Dept. of Management, Rajiv Gandhi Management Institute, Bhopal (M.P), INDIA

ABSTRACT : *TQM is a continuous improvement through collaborative efforts across functional boundaries and between organization levels with the ultimate goals of providing customer satisfaction. Each word of TQM has a special significance – Total means comprehensive way of dealing with complex sets of interacting issues involving everyone at all the levels addressing all major issues. Quality means meeting or exceeding customer expectations. Management denotes the system supporting the achievement of Quality and reinforcement on a continuously improving path.*

I. INTRODUCTION

Quality is on everyone's lips these days. It can make the differences between success and failure in a very competitive and tumultuous world. Today, Quality means more than conformance to standards or specifications, fitness to use or purpose or reliability. Today it means Total Quality control effort – an effort in which everybody and every function of the organization participates. Thus TQM, TQC and total quality are synonymous terms and are used interchangeably in the field of Quality. TQM is a journey without destination and is a race without a finish line. TQM is a concept that will have the double benefits of not only satisfying the customer but also doing so in such a way that the organization gains significantly in its profitability. It introduces the idea of internal satisfaction whereby each individual employee within an organization is a customer in his/her own right with needs and expectations to be met. In so doing and as long as the process of conversion of supplier inputs taking place within the organization to produce goods and services which the customer wants is of sound quality, then the resultant effectiveness of the business will produce both delighted external customer and satisfied internal customers. This will also reduce operating costs drastically.

The often quoted TQM results are as follows:

- a. increase market share
- b. flexibility of response to changing customer demands
- c. a well motivated workforce with high morale
- d. a higher output and productivity
- e. a greater profit

TQM is the process of involving everyone and all aspects of an organization in continuous improvement through team work. TQM ensures maximum effectiveness and efficiency with a business and secures commercial leadership by putting in place processes and systems which will promote excellence and prevent errors. It ensures that every aspect of the business is aligned to the customer needs and the advancement of business goals with duplication or waste of efforts. The commitment to TQM originates at the chief executive level in a business and is promoted in all human activities. The accomplishment of quality is thus achieved by personal involvement and accountability devoted to a continuous improvement process with measurable level of performance by all concerned. It involves every department, function and process in a business and the active commitment of all employees to meet customer needs. In this regard the customer of each employees, are separately and individually identified. TQM sets direction for the company, tunes the employees and helps focus company's vision. TQM allows an organization to identify and develop an interaction among corporate problems and solutions policy management efforts team activity, vendor quality and the role of education and training.

ISO 9000:2000 Standards for Quality

The ISO 9000 Quality management systems (QMS) have been adopted by more than 2, 50,000 organizations worldwide. To ensure that all standards are kept up to date and relevant. The International organization for standardization (ISO) reviews the standards at least every five years. Following extensive

global consultation, revisions to the versions of ISO 9000 has been brought and implemented from December 2000. ISO 9000:2000 discusses the underlying concepts and approaches for the new Quality management system (QMS) and provides definitions for the new vocabulary. ISO 9000 is not intended as a specification, however has named in ISO 9001 as a normative reference and thus can be used by auditors to support their interpretation of ISO 9001 requirement in particular in reference to the vocabulary.

Research Problem

The research topic is “Total Quality Management with special reference to FCI, Bhopal”. In earlier days, customers considered price as the main reason for purchasing any product or service but now Quality and reliability are the overriding factors which customers favor in exercising choice. Meeting customer specification dependability of service and speed of deliver are the distinguishing features of success. No other theory of business Management addresses these issues more full than TQM. The Food Corporation of India, the key agency to implement the national food policy, aims at protecting the interests of producers by providing remunerative prices to the producer corresponding to the quality specifications and of the consumers by providing quality grains at reasonable prices. Effective quality control measures are not only the integral part of the entire operations of the Corporation but also an index of organizational efficiency. TQM & ISO is one of the very important concepts which are being followed in each and every big organizations and industries. The research problem is to know how the TQM has been applied in FCI and what impact the quality practices have on organizational commitment and effectiveness, what changes the organization had after getting ISO 9001:2001 certified.

Objective of the study:

Primary objectives:

- ✓ To explore the impact of Quality Practices on the organization commitment
- ✓ To examine the impact of Quality Practices on organization effectiveness.

Secondary objectives:

- ✓ To measure the effectiveness of the employees working in Quality and Non-Quality Circle
- ✓ To know about the impact of Quality standard on the organizational development
- ✓ To know the employees views regarding standardization of their organization.
- ✓ To know more about the pros and cons relating to Quality standard.

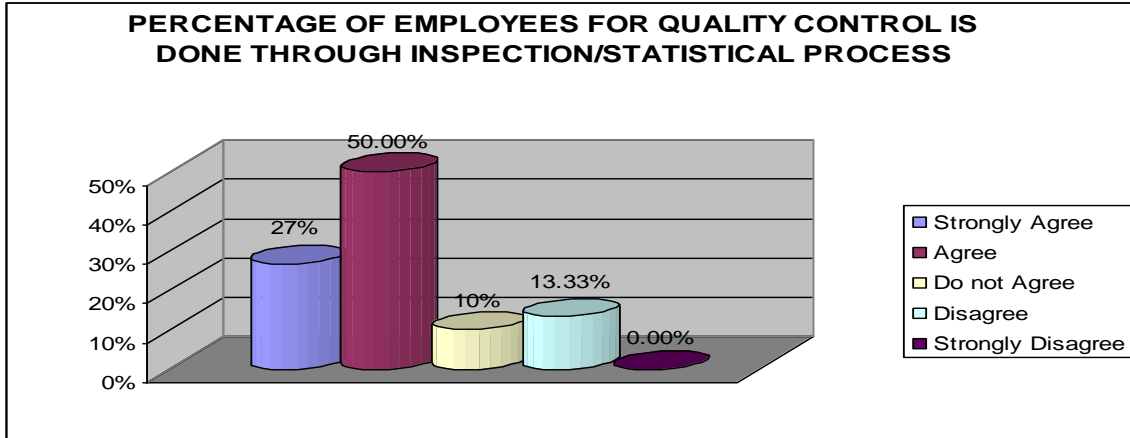
Research Methodology:

- a.) Nature of data: Primary data was collected with the help of the structured questionnaire from 30 employees working in FCI, Bhopal.
- b.) Data sources: Primary source as well as secondary sources. Primary information was collected from the employees FCI, Bhopal and Secondary information was collected from the organization websites and records.
- c.) Collection methods: Direct Interview and as well as a structured questionnaire was used to collect data from the employees of the organization, in order to find out what is the impact of quality standard on the organizational development. Whether after getting standardization the work environment has changed or not. What are their opinions regarding the Quality standards. The effectiveness of the employees working in the quality and non quality circle of the organization.
- d.) Tools & Techniques: The data is analyzed and represented by using graphs and pie chart. The various tools and statistical techniques are used like percentage method, likert scale, Mean, Standard deviation, Spearman rank correlation etc.
- e.) Sampling method: Simple random sampling method is used for collecting the data from the 30 employees of FCI, Bhopal. Random sampling is one of the sampling method in which each and every item in the population has an equal chance of being included in the sample and each one of the possible samples in case of finite universe has the same probability of being selected.

Data analysis and interpretation

Q.1. OUR QUALITY CONTROL IS DONE THROUGH INSPECTION/STATISTICAL PROCESS?

OPTIONS	Strongly Agree	Agree	Do not Agree	Disagree	Strongly Disagree	Total
NO OF RESPONDENTS	8	15	3	4	0	30
PERCENTAGE	27%	50.00%	10%	13.33%	0.00%	100.00%

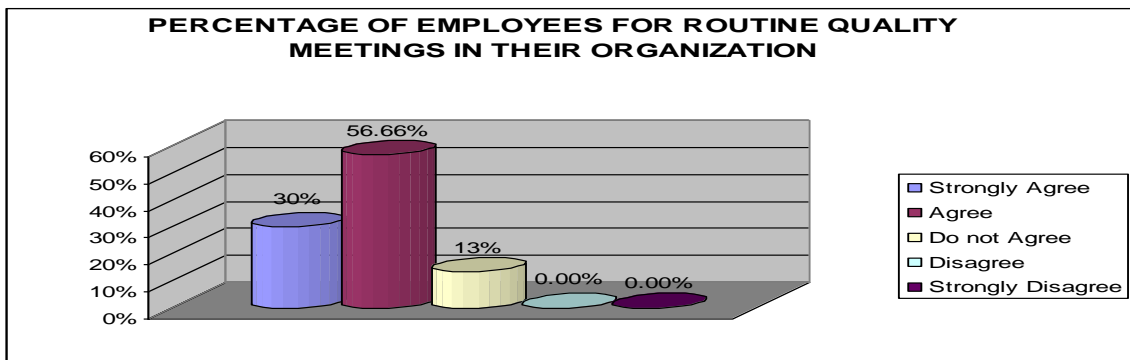


INTERPRETATION

27% of the employees strongly agree by saying that quality control is done through inspection/statistical process. 50% of the employees agree by saying that quality control is done through inspection/statistical process. 10% of the employees do not agree by saying that quality control is done through inspection/statistical process. 13.33% of the employees disagree by saying that quality control is done through inspection/statistical process. 0% of the employees strongly disagree by saying that quality control is done through inspection/statistical process.

Q.2. WE HAVE ROUTINE QUALITY MEETING IN OUR ORGANIZATION?

OPTIONS	Strongly Agree	Agree	Do not Agree	Disagree	Strongly Disagree	Total
NO OF RESPONDENTS	9	17	4	0	0	30
PERCENTAGE	30%	56.66%	13%	0.00%	0.00%	100.00%

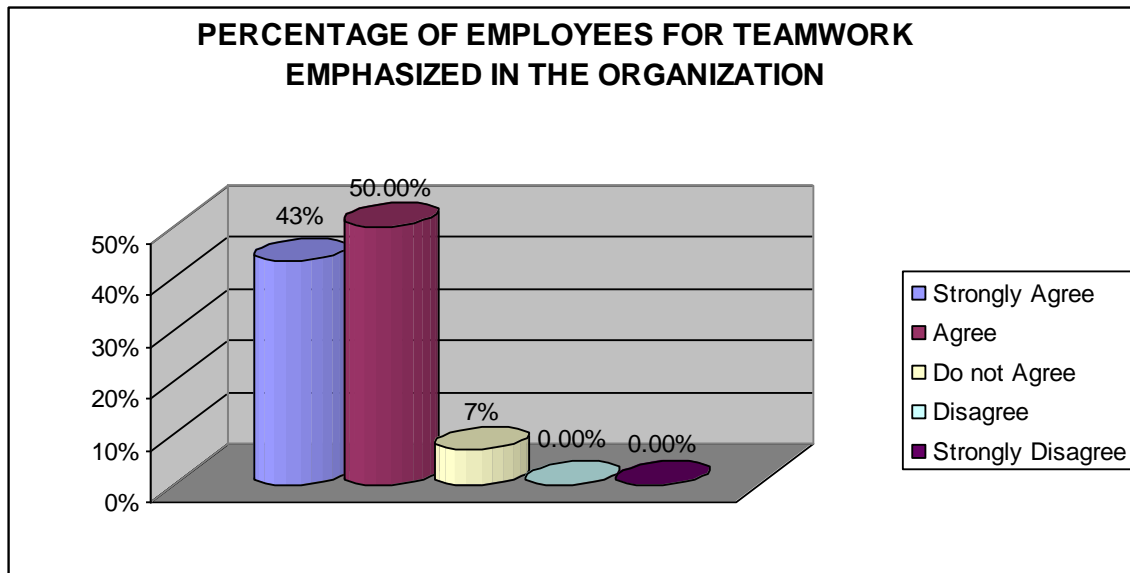


INTERPRETATION

30% of the employees strongly agree by saying that they have routine quality meeting in their organization.56.66% of the employees agree by saying that they have routine quality meeting in their organization.13% of the employees do not agree by saying that they have routine quality meeting in their organization.0% of the employees disagree by saying that they have routine quality meeting in their organization.0% of the employees strongly disagree by saying that they have routine quality meeting in their organization.

Q.3. TEAMWORK IS EMPHASIZED IN THE ORGANIZATION?

OPTIONS	Strongly Agree	Agree	Do not Agree	Disagree	Strongly Disagree	Total
NO OF RESPONDENTS	13	15	2	0	0	30
PERCENTAGE	43%	50.00%	7%	0.00%	0.00%	100.00%

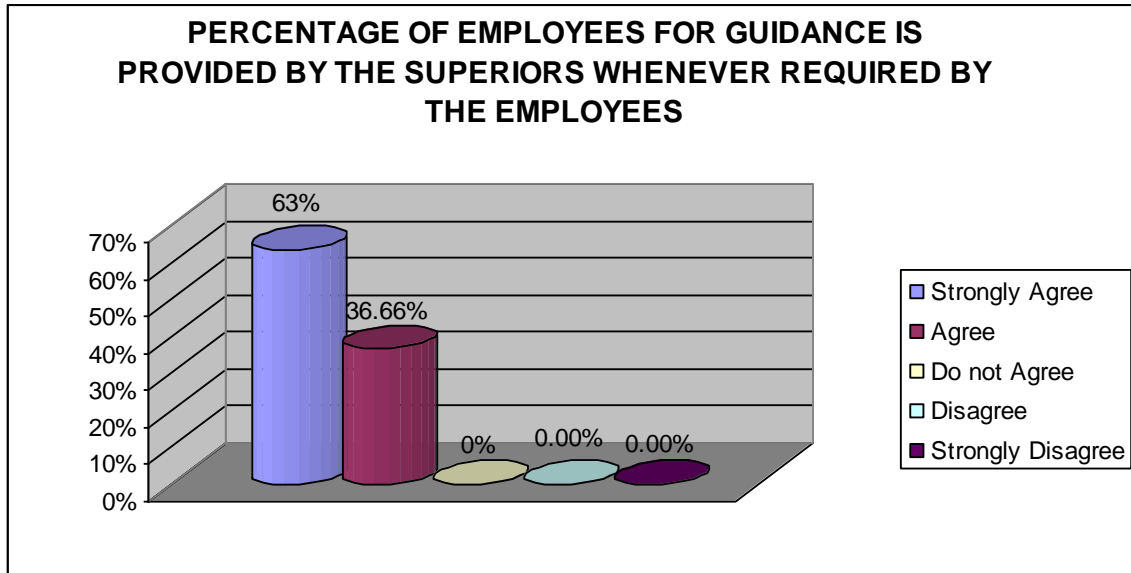


INTERPRETATION

43% of the employees strongly agree by saying that teamwork is emphasized in their organization.50% of the employees agree by saying that teamwork is emphasized in their organization.7% of the employees do not agree by saying that teamwork is emphasized in their organization.0% of the employees disagree by saying that teamwork is emphasized in their organization.0% of the employees strongly disagree by saying that teamwork is emphasized in their organization

Q.5.GUIDANCE IS PROVIDED BY THE SUPERIORS WHENEVER REQUIRED BY THE EMPLOYEES?

OPTIONS	Strongly Agree	Agree	Do not Agree	Disagree	Strongly Disagree	Total
NO OF RESPONDENTS	19	11	0	0	0	30
PERCENTAGE	63%	36.66%	0%	0.00%	0.00%	100.00%

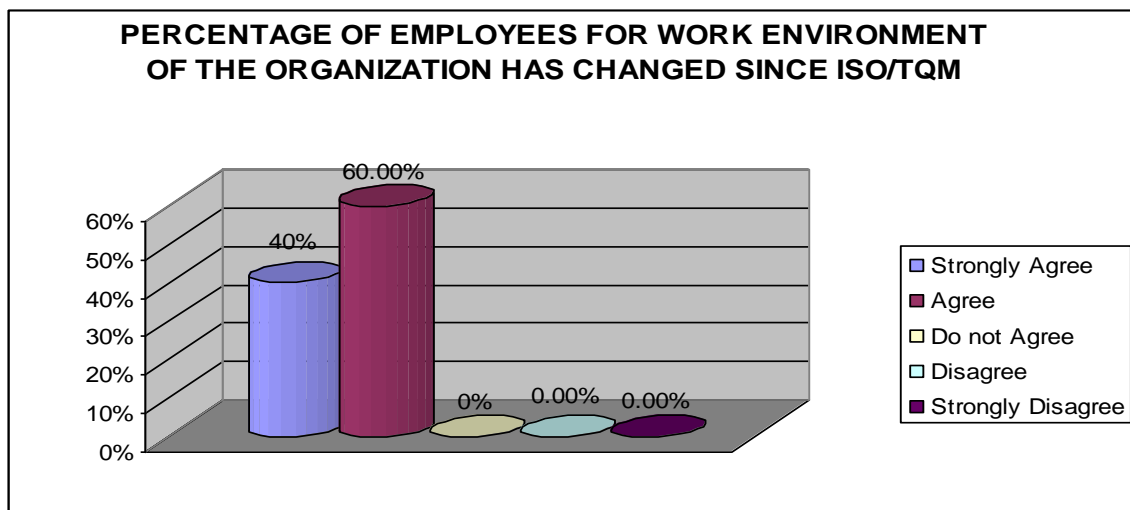


INTERPRETATION

63% of the employees strongly agree by saying that guidance is provided by the superiors whenever required by the employees.36.66% of the employees agree by saying that guidance is provided by the superiors whenever required by the employees.0% of the employees do not agree by saying that guidance is provided by the superiors whenever required by the employees.0% of the employees disagree by saying that guidance is provided by the superiors whenever required by the employees.0% of the employees strongly disagree by saying that guidance is provided by the superiors whenever required by the employees.

Q.6. WORK ENVIRONMENT OF MY ORGANIZATION HAS CHANGED SINCE ISO/TQM?

OPTIONS	Strongly Agree	Agree	Do not Agree	Disagree	Strongly Disagree	Total
NO OF RESPONDENTS	12	18	0	0	0	30
PERCENTAGE	40%	60.00%	0%	0.00%	0.00%	100.00%

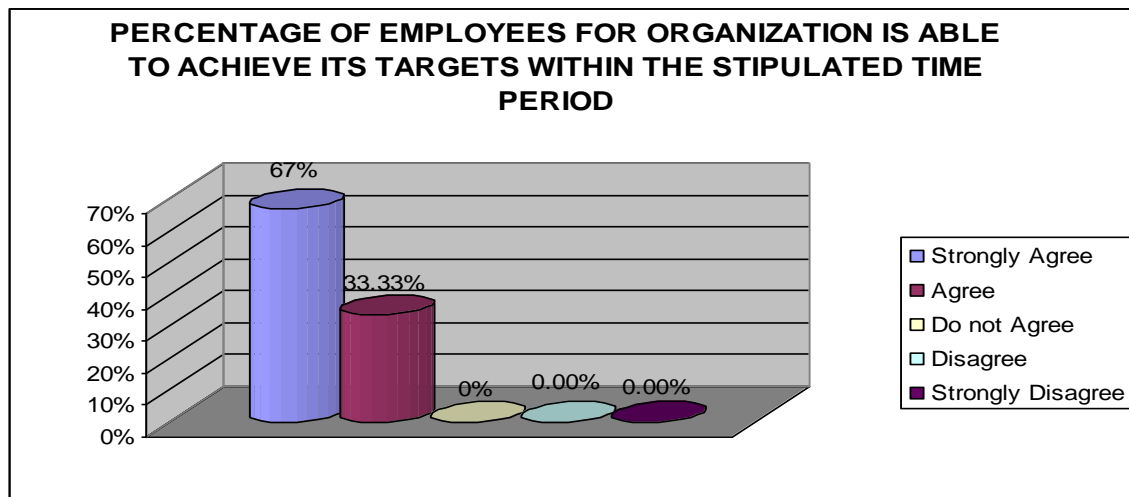


INTERPRETATION

40% of the employees strongly agree by saying that the work environment of the organization has changed since ISO/TQM..60% of the employees agree by saying that the work environment of the organization has changed since ISO/TQM.0% of the employees do not agree by saying that the work environment of the organization has changed since ISO/TQM.0% of the employees disagree by saying that the work environment of the organization has changed since ISO/TQM..0% of the employees strongly disagree by saying that the work environment of the organization has changed since ISO/TQM.

Q.7. MY ORGANIZATION IS ABLE TO ACHIEVE ITS TARGETS WITHIN THE STIPULATED TIME PERIOD AND IS ABLE TO MAINTAIN ITS QUALITY IN TERMS OF FOODGRAINS?

OPTIONS	Strongly Agree	Agree	Do not Agree	Disagree	Strongly Disagree	Total
NO OF RESPONDENTS	20	10	0	0	0	30
PERCENTAGE	67%	33.33%	0%	0.00%	0.00%	100.00%

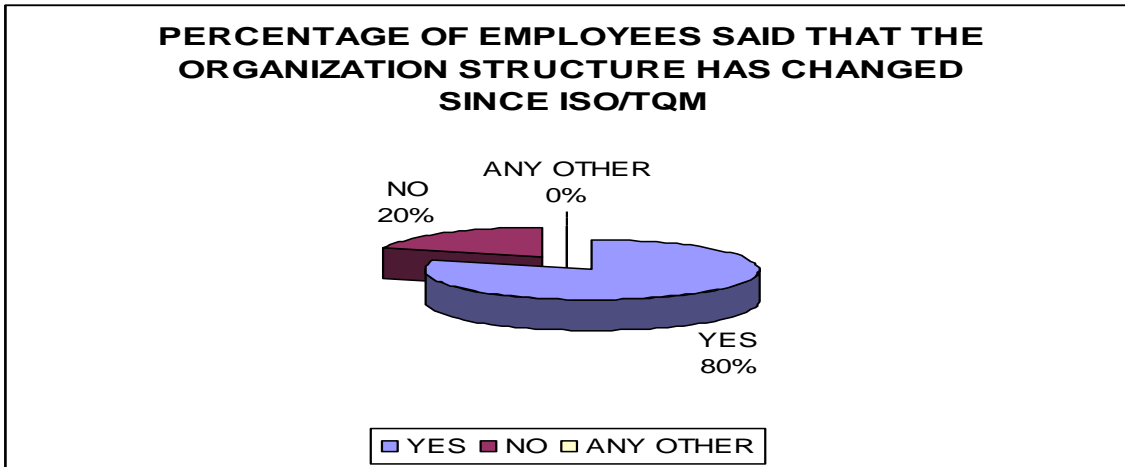


INTERPRETATION

67% of the employees strongly agree by saying that their organization is able to achieve its targets within the stipulated time period and is able to maintain its quality in terms of food grains.33.33% of the employees agree by saying that their organization is able to achieve its targets within the stipulated time period and is able to maintain its quality in terms of food grains.0% of the employees do not agree by saying that their organization is able to achieve its targets within the stipulated time period and is able to maintain its quality in terms of food grains.0% of the employees disagree by saying that their organization is able to achieve its targets within the stipulated time period and is able to maintain its quality in terms of food grains.0% of the employees strongly disagree by saying that their organization is able to achieve its targets within the stipulated time period and is able to maintain its quality in terms of food grains

Q8. HAS THE ORGANIZATION STRUCTURE CHANGED SINCE ISO/TQM?

OPTIONS	YES	NO	ANY OTHER	TOTAL
NO OF RESPONDENTS	24	6	0	30
PERCENTAGE	80%	20.00%	0%	100.00%

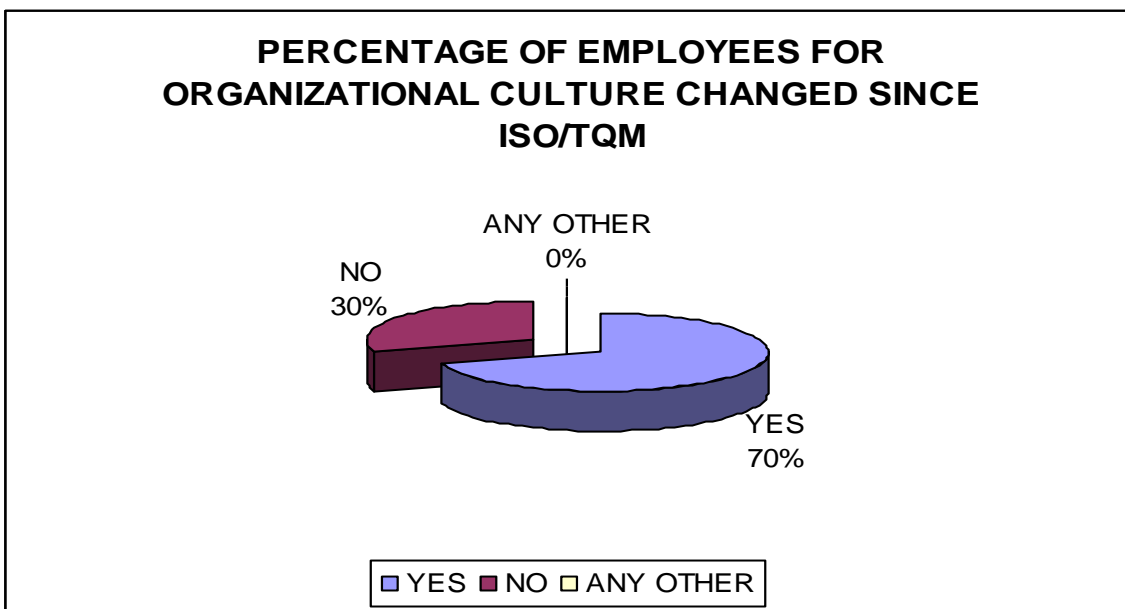


INTERPRETATION

80% of the employees said yes the organization structure has changed since the organization got ISO/TQM.20% of the employees said no the organization structure has not changed since the organization got ISO/TQM.0% of the employees were for any other option.

Q.9. HAS THE ORGANIZATIONAL CULTURE CHANGED SINCE ISO/TQM?

OPTIONS	YES	NO	ANY OTHER	TOTAL
NO OF RESPONDENTS	21	9	0	30
PERCENTAGE	70%	30.00%	0%	100.00%



INTERPRETATION

70% of the employees said yes the organizational culture has changed since the organization got ISO/TQM.30% of the employees said no the organizational culture has not changed since the organization got ISO/TQM.0% of the employees were for any other option.

MAJOR FINDINGS

- (a) Most of the employees are of the opinion that the work environment of the organization has changed after the organization got ISO certified.
- (b) Most of the employees are of the opinion that their organization is not flexible enough to adopt new technology.
- (c) Most of the employees at the top level are of the opinion that there is less staff turnover after the organization got the ISO/TQM certification and due to which the commitment towards the organization and the effectiveness of the organization has increased.
- (d) Most of the employees at the middle level are of the opinion that there is less staff turnover, reduce complaints and better teamwork after the organization got the ISO/TQM certification and due to which the employee's commitment towards the organization and the effectiveness of the organization increased.
- (e) Majority of employees are of the opinion that the organization did not employ additional staff since ISO/TQM.
- (f) Most of the employees are of the opinion that overall ISO/TQM has brought a positive effect to their organization.

SUGGESTION

By the employees of FCI:

1. Implementing ISO at ground levels and pass strict rules if any body does not follow it would be punished.
2. Vigorous check by quality Inspectors of the State Government so that it can be ensured that the same quality food grains as released by FCI reaches the beneficiary.
3. After ISO certification half yearly audits are carried out thus updation of records are automatically done. So it has definitely bought a positive effect to the organization.
4. After getting ISO the work load of the organization has increased a lot and the work environment has also changed.
5. All the employees working in the organization must be given certain inputs regarding the importance of quality and ISO, irrespective of whether they work in quality or non-quality circle.

My suggestions:

1. FCI has shortage of manpower, especially during procurement period etc so the necessary steps must be taken in order to resolve this problem.
2. Proper audits must be carried out from time to time in order to ensure that quality is being maintained in each and every activities of the organization.
3. The employees should not be over burden with so many sections work because if the organization does so, it will hamper their efficiency.
4. FCI has no quality circle in there organization so quality circle should be establishes
5. Trainings should be provided to all the employees on the topic "Total Quality Management" so that they know how to maintain or carry out quality work within the organization.
6. FCI should adopt new IT technologies for maintaining all the records of the organizations
7. More number of godowns should be built so that when excess procurement takes place, they can easily store grains without hiring any private godowns.

II. CONCLUSION

Since its inception in 1965, having handled various situations of plenty and scarcity. Food Corporation of India (FCI) has successfully met the challenges of managing the complex task of providing food security for the nation. The employees also played a vital role in carrying out the food handling operation in FCI. After getting ISO 9001-2001 certification, the employees of the FCI say that the work environment of the organization has changed and now they are having excellent work environment in their organization but majority of employees are of the opinion that the organization is not flexible enough to adopt new technologies. The employees are of the opinion that overall ISO/TQM has definitely bought a positive effect to the organization and quality practices carried out within the organization has brought them fruitful results.

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