

MINOR RESEARCH PROJECT

*A Study on Feasibility of Implementing Total Quality Management (TQM) In
Non-Governmental Organizations' (NGO) In Bangalore*

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SUMMARY

Total Quality Management can be described as a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer's satisfaction. "Total Quality Management (TQM) is a customer-oriented, quality focused management philosophy for continuous improvement". "It is often termed a journey, not a destination". Despite the use of latest process improvement techniques and capable management, a firm's neglect of its customer's quality requirements may lead to disaster. Without customers focus, the TQM program will lack the foundation on which to build further and the realization of plan objectives will be elusive. The basic principles of TQM are;

- Customer focus
- Strategic planning and leadership
- Continuous improvement and learning
- Team work
- Empowerment

SIGNIFICANCE OF THE STUDY

The productivity of any firm depends on both quantitative and qualitative aspects. The quantitative aspects are needed for the productivity of the companies towards customer needs, while the qualitative aspects are required for the level of customer satisfaction towards the product-service offered by the companies. Since the success of the Indian Companies rests on their manufacturing and supplying quality products to their customers, an attempt has been made to study the feasibility of implementing total quality management in Non-Governmental Organizations in Bangalore. In such a context, the study was undertaken to reveal the benefits, process, hurdles and challenges faced by the NGO's while implementing TQM in their respective sectors. The synthesis of the philosophies, principles, and interventions of the Total Quality Management proponents in NGO's the studies have yielded the following variables for the study.

- Committed leadership, Benchmarking, Training and skill improvement, Communication system, Customer focus, Staff involvement, Business continuity and Process approach to management

TQM exists largely in manufacturing sectors where quality can be measured via a set of standards and steps can be taken to improve it. In a service based industry where quality is largely dependent on the satisfaction of a customer, the application of TQM and its effects in

turn that helps in increasing the performance of an organization has not been studied largely, especially in the Indian context. The NGOs in India also face many issues, which normally act as a limitation to change or try something new. These mainly include barriers in communication, negligence from top management, resistance of the employees to change and a lack of commitment from the employees owing to the barriers in career growth.

The research problem in this study is to identify a management philosophy and a practicable management form that can meet the demands of NGOs and also to investigate the possibilities to implement them in NGO sector in India. The existing literatures have shown that no large scale exploratory research has been systematically conducted dealing with TQM practices and their efforts on overall performance in Indian NGOs. This study is aimed at highlighting the existing status of Total Quality Management in NGO sector in India. In order to bridge this gap, an investigation into the effects of TQM implementation in Indian NGO sector is truly needed. Such a study can explore the impact of TQM implementation on overall performance of NGOs and help identify problem areas and possible remedies.

OUTCOME OF THE STUDY

Implementation of TQM in NGOs working in areas like health, population, human right, poverty, small scale and peace areas helps in streamlining their processes, and ensures a proactive work system ready to counter deviations from the ideal state. Implementation of Total Quality Management (TQM) in NGOs can achieve productivity and process efficiency by identifying and eliminating problems in their work processes and systems.

TQM addresses key problem areas such as mistakes in work processes, redundant processes, unnecessary tasks, and duplicate efforts. TQM interventions also help with predicting and pre-empting such mistakes and unproductive activities. Improved process efficiency of NGOs leads to improved services by NGOs to the society. TQM frees up management time from redressing problems and directs management time and effort to:

- Improve NGOs existing services
- Extend the range of NGO services to the society and brings about many benefits to the NGOs in terms of costs and time.

The major benefits of TQM implementation in NGOs in terms of cost savings include:

- Elimination of non-confirmation and repetitive work
- Elimination of waste costs in NGOs services
- Elimination of reworks in NGO services
- Fiscal discipline through elimination of unnecessary steps and wasteful expenditure.
