CONCEPTUAL ARTICLE

TOTAL QUALITY MANAGEMENT PRACTICE RELATING TO ORGANIZATIONAL COMMUNICATION AND CUSTOMER SATISFACTION
Shaik Mastan Vali

ABSTRACT: This research paper attempt to analysis the effect of Total Quality Management (TQM) practices relating to Organizational communication and Customer Satisfaction. This study paper tries to utilize quantitative survey in order to fulfill research for Electronics Corporation of India Limited Company, Hyderabad. However, in this research paper we focused on hypothetical aspect of the research topic and analysis of the respondent’s opinion by using statistical tools. The unit of analysis is Electronics Corporation of India Limited (ECIL) Hyderabad, This study was comprised of A total of (5%) 255 employees were 105 are officers and 150 respondents are workmen are selected by random sampling technique, a questionnaire was used as tool for data collection. The study is mainly based on primary data, obtained from a well-designed interview schedule and open discussion with Managerial and non-managerial employees in the selected banking and insurance branches. For this purpose an interview schedule was prepared, covering all aspects of quality of work life. This research will provide constructive information that helps the practitioners to precisely identify areas of concerns and take corrective measures to enhance their level of Organizational Communication and customer satisfaction. The results show that TQM practices relating to Organizational Communication and Customer Satisfaction have positive and significant effect.


INTRODUCTION: The quality improvement movement in general and total quality management in particular have become very popular in India during the past few decades. The force that generated this movement is the fierce competitiveness of the global market. Many Indian industries began to transform the traditional way of doing business into an organizational approach focusing on continuous improvement in order to become competitive.

TQM has a rich history that enables the Japanese companies to gain marvelous success within a very short span of time between 1950's and 1980's; Japanese industry recognized themselves by providing high quality products at lowest cost and considered as a global leader in electronics and automobiles. Founder of this philosophy was the Dr. Edward Deming, who first visited Japan in 1950's to address the Japanese and since then the success of Japanese is still continue. A number of other countries were benefited by implemented this philosophy to achieve a landmark for their industry, Korean industry can be a one example. Abdullah Kaid Al-Swidi, Rosli Mahmod (2011) pointed out that studies provides evidences that TQM is a universal approach and it has been successfully implemented in almost all types of organizations like manufacturing, services, SME’s, higher education and public service organizations.

In the 1990's, India began to embark on the quality improvement movement journey. The most prominent symbol of India’s quality revolution is the prestigious. The purposes of the award are to
“promote quality awareness, recognize quality achievements of American companies, and publicize successful quality strategies”. The competitive award recognizes outstanding Indian companies that provide quality goods and services that demonstrate quality management processes, and demonstrate the commitment to continuously improve the quality of goods and services in the long-run. The ultimate goal of this quality revolution is that it is not only very important for Indian companies to produce quality goods and services today, but it also is of equal importance that Indian companies maintain a consistent commitment to continuously improve the quality of goods and services in the future.

Most of the developing countries have unique characteristics like lack of democracy, instability, corruption, shortage of skilled labour force and raw materials, under utilization of available production capacity, the inferiority and lack of quality standards, high scrap, low purchasing power of customers, inadequate consumers know how, lack of balance between import and export, foreign exchange constraints, incomplete infrastructure etc, the term “poor quality” is synonymous with the products manufactured in these countries. However, some of the developing countries are breaking the traditional trade barriers and opening their markets to international competitors, so the demand for quality can no longer be the prerogative of the developed world.

According to Thiagarajan et al. (2001), while TQM in the West lacks theoretical support, knowledge of in developing economies is almost totally lacking. The scant attention given to research in the developed nations, confused by the acknowledged limitations of most of the research findings across national boundaries, has made any efforts to readily learn and transfer empirically sound knowledge to developing economies all the more difficult. It is therefore, important to create TQM knowledge base keeping in view the specific requirements of the developing countries as most of studies on quality management practices have focused on developed countries only and there is still some lack of information about the nature and stage of TQM implementation in some regions of the world such as Asia, South America, Africa and the Middle East.

LITERATURE REVIEW: The review of literature in this research paper that Organizational Communication and Customer satisfaction is mainly influenced by affective states in this research. TQM such as organizational communication and customer satisfaction of Instructions and procedures are clear and easy to follow by subordinated, Company has a formal written purpose and direction to managers and employees, Communication is open and continuous in three directions: up, down and across, Both management and employees receive timely information, The company regularly measures customer satisfaction, The present needs and expectations of customers for the future are known, Complaints and problems are resolved promptly and efficiently by management and Customer relationships are evaluated and improved. Customer focus means basing decisions and actions on the needs of customers.

Determining the needs of customers involves listening, asking, observing, and probing while simultaneously being mindful of not just what is said but how it is said as well as what is not said. Leadership by definition requires effective communication to all employees. Employee involvement and empowerment require the establishment of a workplace environment that promotes open, frank communication. Teamwork, by its very nature, depends on communication. In order for TQM to continue to improve organizational communication, a team must comprise of employees who are informed concerning team goals, how they are to be accomplished, who is responsible for what, and
how it all fits together. This means that team members must continually communicate among themselves, with managers, and with other teams and their communication must be effective.

**Communication and Total Quality Management (TQM):** When a message is understood, there is effective communication. However, by itself, communication is not necessarily successful communication. Successful communication means the message is received, understood, and acted on in a desired manner. This means that successful communication in a TQM environment may require persuasion, motivation, monitoring, and leadership on the part of Officer.

Valuable communication can be described as the process of transmitting information and meaning. This process is used when there is something that the sender wants the receiver to know, understand, or act upon. Implied in this description is the ability to listen, as no meaningful message can be conveyed without a willing listener. No matter what the setting or the number of people involved, all communication consists of several elements. These elements are the message, the sender, the channel, encoding, receiver, decoding, and feedback.

**Customer Satisfaction and Total Quality Management (TQM):** One of the most problematic issues confronting researchers in quality management is the search for an appropriate definition. There is no consensus on the definition of TQM as different people define it differently. ISO 8402:1994 defines TQM as: “Management approach of an organization centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and to society”. (Ugboro and Obeng, 2000) also concluded that TQM is an approach used in 21 directing organizational efforts toward the goal of customer satisfaction. Khan (2003) proposed a philosophy of TQM on the basis of four tenets and suggested that the absolute customer focus is the core component of TQM philosophy. Other tenets of this philosophy are employee empowerment, involvement and development, continuous improvement and use of systematic approach to management.

According to Rad (2006), TQM cannot only help organization to increase customer satisfaction but also help firms to form an effective culture. There is a general agreement that TQM is a way to manage an organization for developing its overall effectiveness to compete internationally (Kanji and Tambi, 1999;). The level of awareness and knowledge of TQM has been increased considerably during last decade. Many studies have investigated such Critical Success Factors (CSFs) of TQM implementation. Some CSFs such as leadership, HRM, and customer focus were widely addressed by Karuppusami and Gandhinathan (2006). Some other CSFs like top management support, training and education, process management, supplier quality management, and customer centric were investigated by Saraph, Benson and Schroeder (1989). These studies were carried out through many disciplines involving review of the literature, case studies and empirical researches.

The advantages of total quality management are to increase profit, to satisfy customer, to develop market share, and to create competitive advantage (Rad, 2006). However, sometimes TQM implementation cannot end with these advantages. This is why Critical Success Factors of TQM implementation should be investigated for each country and industry separately. This idea is enforced when many of the literatures were reviewed. According to review of literatures in TQM discipline, majority of the empirical researches were conducted in countries such as USA, Canada, and UK.
However, there are no sufficient studies in developing countries (Thiagarajan and Zairi, 1998), and especially among the Middle East countries.

Feigenbaum (1991) defined TQM as: An effective system for integrating the quality development, quality-maintenance, and quality-improvement efforts of the various groups in a firm so as to enable marketing, engineering, production, and service at the most economical levels which allow for full customer satisfaction. He claimed that effective quality management consists of four main stages as follows:

- Setting quality standards.
- Appraising conformance to these standards.
- Acting when standards are not met.
- Planning for improvement in these standards.

The quality chain, he argued, starts with the identification of all customers’ requirements and ends only when the product or service is delivered to the customer, who remains satisfied. Thus, all functional activities, such as marketing, design, purchasing, manufacturing, inspection, shipping, installation and service, etc., are involved in and influence the attainment of quality. Identifying customers’ requirements is a fundamental initial point for achieving quality. He claimed that effective TQM requires a high degree of effective functional integration among people, machines, and information, stressing a system approach to quality.

**THE COMPANY – ELECTRONICS CORPORATION OF INDIA LIMITED (ECIL)**: ECIL was created under the Department of Atomic Energy primarily to productionize the R&D efforts at the Bhabha Atomic Research Centre (BARC) and thereby support the country’s Nuclear Power Programme. Concurrently, it was also expected to achieve self-reliance in electronics and enlarge the base of the country’s electronics industry to convincingly demonstrate the techno-commercial viability of indigenous technology. Over the years the company blossomed into a multi-product and multi-disciplinary organization mainly catering to the requirements of the strategic sectors of India in the chosen areas of Control & Instrumentation, Information Technology & Communications, Electronic Warfare and Security. The company has a decentralized structure organized as Strategic Business Units (SBU) addressing the product and service requirements of a wide variety of customers in the area of Strategic Electronics. As a premier public enterprise, the company devolves on itself the responsibility to forge seamless relationships with all its stakeholders and specifically the customers, with a view to build mutual trust, respect and a win-win environment.

**The Mission is pursued through the following Initiatives in the Supply Chain:**

- Customer-First policy aimed at transforming the entire company into a customer-focused organization.
- Enunciation of a Quality Policy and defining Quality Objectives in quantifiable and measurable terms, clearly reflecting the commitment to achieve and continuously improve Customer Satisfaction at all levels in the organization.

These objectives are realized by establishing, implementing, maintaining and continually improving an ISO 9000 - based Quality Management System in all Strategic Business Units in the organization.
ECIL—Details/Types of Clients and Customers\textsuperscript{12}: Essentially, ECIL’s client base is spread across various institutions in the Strategic Sectors it has been catering to. The major customers in these sectors are:

- Atomic - Nuclear Power Corporation of India Limited (NPCIL).
- Energy - Bhabha Atomic Research Centre (BARC) other units under the Department of Atomic Energy.
- Defence - All the three Services - Army, Navy and Air Force - Defence Laboratories and Establishments.
- Space - Various units under the Department of Space.
- Societal - Election Commission of India for the Electronic Voting – Machines.
- Telecom - BSNL, Information & Broadcasting, Civil Aviation and Indian Railways.

ECIL – Complaint Handling System\textsuperscript{13}: The calls and complaints from the customers are systematically processed for timely response and solution right from the branch, maintenance center or the site itself. Only those complaints, which are beyond the scope of these centers, are reported to headquarters for necessary support by way of know-how, material or experts. Invariably, whenever complaints are handled to the satisfaction of the customers, acknowledgements are taken to act as an input for further improvement of the product or service. The complaint status is reported at regular intervals to the concerned branch/ zonal in-charge/ Head of the SBU for review and necessary corrective & preventive action. The mandatory requirement of ‘Management Reviews’ as per ISO 9000 Quality Management System insists on ‘Status of Customer Complaints’ as a point on the agenda. The highest authority at the Strategic Business Unit level performs this review. ECIL as a multi-product and multidisciplinary company resorted to a decentralized approach to handle customer complaints through the Information and Facilitation Centers, and the Process is:

- Information and Facilitation Center (IFCS), User Training and Education, User Meets
- Grievance Redress Mechanism, Information on the Internet and Internal Communication

RESEARCH OBJECTIVES: The objective of this research study is described the organizational communication and Practices on customers relating to the Total Quality Management Practices in Electronics Corporation of India Limited.

Specific Objectives of this Research Study are as below:

- To evaluate the effect of total quality management practices relating to organizational communication and Practices on customers.
- Effective Customer Relationship Management covering the entire Supply Chain, Customer Satisfaction Management, Grievance Redress and Handling of Customer Complaints and Customer Communications.
- Effective attention to customer requirements through appropriate communication strategies for Employee Communication and Supplier Communication.
- Employees perceived that organizational communication will be positively related to their affective commitment within their organizations.
• To discover the relationship between the opinions of officers and workmen on organizational communication and customer Satisfaction.

**RESEARCH METHODOLOGY:** This research tries to employ quantitative survey in order to fulfill research Paper for Electronics Corporation of India Limited Company. However, in this research Paper we focused on theoretical aspect of the research topic and analysis of the respondent's opinion by using statistical tools.

**There are three reasons that Electronics Corporation of India Limited was selected:**
• Electronics Corporation of India Limited is the largest manufacturing sector in Andhra Pradesh.
• This industry creates a high percentage of employment and
• It contributes heavily in country's economic growth.

The population consists of all officers and workmen of Electronics Corporation of India Limited (ECIL) in Andhra Pradesh. A surveyed questionnaire is used to collect respondents’ answers.

**SAMPLE DESIGN:**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Officers</th>
<th>Work Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Universe</td>
<td>3000</td>
<td>2100</td>
<td>5100</td>
</tr>
<tr>
<td>Sample Size</td>
<td>105 (5% of Universe)</td>
<td>150 (5% of Universe)</td>
<td>255</td>
</tr>
</tbody>
</table>

Sample Design for TQM studies in ECIL under study

**SAMPLING TECHNIQUE:** A total of 255 employees were 105 are officers and 150 respondents are workmen are selected from employees by random sampling technique. A questionnaire was used as tool for data collection.

**DATA COLLECTION:** The study is done with the help of questionnaire method. A systematic questionnaire with multiple options has been designed with expert’s discussion and data for the present study was collected from both primary and secondary.

**SECONDARY DATA:** The secondary data has been drawn from various publications and also from personal discussion with the officials of ECIL. Various studies and publications from which secondary data have been drawn from ECIL, Hyderabad. Their books and journals dealing with the subject and various reports published by ECIL working in this field.

**PRIMARY DATA:** The study is mainly based on primary data, obtained from a well-designed interview schedule and open discussion with Managerial and non-managerial employees in the selected banking and insurance branches.
ORGANIZATIONAL COMMUNICATION:

Table 1: Instructions and procedures are clear and easy to follow by subordinates

Table 1 shows the result regarding Instructions and procedures are clear and easy to follow by subordinates is strongly agreed by 51% and agreed by 29% of respondents, 15% of respondents neutrally responded and 3.13%, 1.56% of respondents disagree & Strongly disagree for the statement. The result also depicts the weighted average value as 4.25 i.e., most of them agreed that Instructions and procedures are clear and easy to follow by subordinates.

Table 2: Company has a formal written purpose and direction to managers and employees

Table 2 shows the result regarding Company has a formal written purpose and direction to managers and employees is strongly agreed by 51% and agreed by 36% of respondents, 9.8% of respondents neutrally responded and 2.35% of respondents disagree for the statement. The result also depicts the weighted average value as 4.36 i.e., most of them agreed that Company has a formal written purpose and direction to managers and employees.

Table 3: Communication is open and continuous in three directions: up, down and across
Table 3 shows the result regarding Communication is open and continuous in three directions: up, down and across is strongly agreed by 52% and agreed by 31% of respondents, 12% of respondents neutrally responded and 4.31% of respondents disagree for the statement. The result also depicts the weighted average value as 4.31 i.e., most of them agreed that Communication is open and continuous in three directions: up, down and across.

![Table 3](image)

Table 4 shows the result regarding management and employees receive timely information is strongly agreed by 44% and agreed by 42% of respondents, 13% of respondents neutrally responded for the statement. The result also depicts the weighted average value as 4.31 i.e., most of them agreed that management and employees receive timely information.

**MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION:**

Table 5 shows the result regarding company regularly measures customer satisfaction is strongly agreed by 51% and agreed by 33% of respondents, 16% of respondents neutrally responded for the statement. The result also depicts the weighted average value as 4.35 i.e., most of them agreed that company regularly measures customer satisfaction.
Table 6: The present needs and expectations of customers for the future are known

Table 6 shows the result regarding present needs and expectations of customers for the future are known is strongly agreed by 47% and agreed by 38% of respondents, 14% of respondents neutrally responded for the statement. The result also depicts the weighted average value as 4.32 i.e., most of them agreed that present needs and expectations of customers for the future are known.

Table 7: Complaints and problems are resolved promptly and efficiently by management

Table 7 shows the result regarding Complaints and problems are resolved promptly and efficiently by management is strongly agreed by 45% and agreed by 41% of respondents, 14% of respondents neutrally responded for the statement. The result also depicts the weighted average value as 4.31 i.e., most of them agreed that Complaints and problems are resolved promptly and efficiently by management.

Table 8: Employees are considered as internal customers in your company
Table 8 shows the result regarding Employees are considered as internal customers in your company is agreed by 43% and strongly agreed by 36% of respondents, 20% of respondents neutrally responded for the statement. The result also depicts the weighted average value as 4.16 i.e., most of them agreed that Employees are considered as internal customers in your company.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Rating</th>
<th>Officer</th>
<th>Work Men</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly Agree</td>
<td>65</td>
<td>55</td>
<td>120</td>
<td>47.06</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>53</td>
<td>42</td>
<td>95</td>
<td>37.25</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>32</td>
<td>8</td>
<td>40</td>
<td>15.68</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>105</strong></td>
<td><strong>255</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td><strong>Weighted Average</strong></td>
<td></td>
<td>4.22</td>
<td>4.45</td>
<td>4.31</td>
<td></td>
</tr>
</tbody>
</table>

Table 9 shows the result regarding Customer relationships are evaluated and improved is strongly agreed by 47% and agreed by 37% of respondents, 16% of respondents neutrally responded for the statement. The result also depicts the weighted average value as 4.31 i.e., most of them agreed that Customer relationships are evaluated and improved.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Human Relations Determinants</th>
<th>Weighted Average</th>
<th>Correlation coefficient of ECIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Instructions and procedures are clear and easy to follow by subordinated</td>
<td>4.25</td>
<td>0.98</td>
</tr>
<tr>
<td>2</td>
<td>Company has a formal written purpose and direction to managers and employees</td>
<td>4.37</td>
<td>0.95</td>
</tr>
<tr>
<td>3</td>
<td>Communication is open and continuous in three directions: up, down and across</td>
<td>4.3</td>
<td>0.9</td>
</tr>
<tr>
<td>4</td>
<td>Both management and employees receive timely information</td>
<td>4.31</td>
<td>0.7</td>
</tr>
</tbody>
</table>

2. Management practices on customer satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Human Relations Determinants</th>
<th>Weighted Average</th>
<th>Correlation coefficient of ECIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>The company regularly measures customer satisfaction</td>
<td>4.35</td>
<td>0.93</td>
</tr>
<tr>
<td>6</td>
<td>The present needs and expectations of customers for the future are known</td>
<td>4.33</td>
<td>0.92</td>
</tr>
<tr>
<td>7</td>
<td>Complaints and problems are resolved promptly and efficiently by management</td>
<td>4.31</td>
<td>0.92</td>
</tr>
<tr>
<td>8</td>
<td>Employees are considered as internal customers in your company</td>
<td>4.16</td>
<td>0.79</td>
</tr>
<tr>
<td>9</td>
<td>Customer relationships are evaluated and improved</td>
<td>4.31</td>
<td>0.94</td>
</tr>
</tbody>
</table>
Table 10 shows overall result of weighted averages values and Correlation coefficient of ECIL in the study of total quality management practices in their business practices. Average result shows that majority of the employees rated as agreed opinion for different parameters related to total quality management.

**FINDINGS OF THE STUDY:**

- Instructions and procedures are clear and easy to follow by subordinated is strongly agreed by 51%
- Company has a formal written purpose and direction to managers and employees is strongly agreed by 51%
- Communication is open and continuous in three directions: up, down and across is strongly agreed by 52%
- Management and employees receive timely information is strongly agreed by 44%
- Company regularly measures customer satisfaction is strongly agreed by 51% and agreed by 33% of respondents
- Present needs and expectations of customers for the future are known is strongly agreed by 47%
- Complaints and problems are resolved promptly and efficiently by management is strongly agreed by 45%
- Employees are considered as internal customers in your company is agreed by 43% and strongly agreed by 36% of respondents
- Customer relationships are evaluated and improved is strongly agreed by 47% and agreed by 37% of respondents.

**SUGGESTIONS OF THE STUDY:** The Suggestions of the Study is, that the concept of total quality management seems to be most favored among the employees that participated in the research. There are many reasons that explain this favored attitude of employees:

- This research examines TQM applications to the development of ECIL organization considering employees as the primary focus.
- It attempts to address the applicability of TQM to all units of organization such as departments, sections, groups.

To make good suggestions, employees need to know how to do things and Top managers and management can help employees to improve their individual suggestions by coaching them to do the following:

- Identify problems and formulate ideas for improvement.
- Clearly and concisely communicate their ideas in a written form.
- Clearly explain the current situation that creates the problem.
- Get to the heart of the proposed change with no preliminaries or rationalization and be specific.
- Prepare illustrations to clarify the proposed change, in every case where this is appropriate.
- Encourage to feedback from employees. Solicit sufficient feedback to ensure that you understand the employees and they understand you.
From the item analysis of the instrument, the core body of knowledge of TQM were rated most highly positive by the research at ECIL they are teamwork and people involvement; understanding customer expectations and requirements; measurement of customer satisfaction; consensus development; knowledge of oneself; continuous improvement; personal commitment and responsibility; development of new knowledge; product design for quality; and proactively seeking feedback from customers.

CONCLUSION: The research paper presents the Conclusion of that the students place a high importance and company's quality performance. Thus more effort should be taken to enhance the practice of TQM in every component of the organization, and embed it as an organizational culture. Companies have an important role to play in determining the success of TQM in the Industry, besides providing training for employees. Customer participation is also important as it provides measures of the actual performance, which completes the feedback loop in the strategic management process. It is suggested that the procedures and policies utilized by an organization are the potential to nurture and encourage learning and lead to continuous improvement in business activities. Respondents who consider their organization quality program has met or exceeded expectations have identified the importance of Key performance indicators (KPIs) linked to customer satisfaction, Investment in employee training, Reward systems to promote employee skill development, Transformational management style, Regular meetings for employees to share knowledge and experience, Knowledge management practices that support organizational learning and Performance measurement systems structured as organizational learning mechanisms to support continuous improvement and learning.

REFERENCES:
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