

A Study on Employees Satisfaction Towards Effectiveness of TQM In SRF Technical Textiles, Viralimalai

A. Premavasumati

MA ,B.ED, MBA MPHIL(Ph.D)

Assistant Professor And Research Scholar

Department of Management Studies

K.Ramakrishnan College of Engineering Samayapuram
Trichirappalli

Dr. R. Thangaprasath,

Assistant Professor and Research Supervisor

PG and Research Department of Management

Srimad Andavan College of Arts And Science(Autonomous)

Affiliated To Bharathidasan University Trichirappalli

T.V Kovil

Trichirappalli

ABSTRACT:-The project study has been conducted on the topic of “A Study On Employees Satisfaction Towards Effectiveness Of Tqm In Srf Technical Textiles, Viralimalai”.SRF Technical Textiles plays a key role in national production and quality development. The focus of the process is to improve the quality of organizations outputs, including goods and services, through continual improvement of internal practices. The standards set as part of the TQM approach can reflect both internal priorities and any industry standards currently in place. Industry standards can be defined at multiple levels, and may include adherence to various laws and regulations governing the operation of the particular business. Quality is based not only on product but also based on process, strategies and plans of the company. The actions which are taken by the company have to be full of qualified way where TQM principles like 5S, Kaizen and PDCA cycle is followed. This project is based on the level of satisfaction attained by the employees through the steps taken by the company. The employees have to be given importance in the organisation because the process of the company can carry over only by the employees and they have to be satisfied in all the ways by the company. The findings of this paper can helpful for the management to know the satisfaction and dissatisfaction level of the employees which also helps to improve itself.

I. INTRODUCTION

A. Total Quality Management

TQM consists of organisation-wide efforts to install and make permanent a climate in which an organisation continuously improves its ability to deliver high-quality products and

services to customers. While there is no widely agreed upon approach, TQM efforts typically draw heavily on the previously developed tools and techniques of quality control. TQM enjoyed widespread attention during the late 1980s and early 1990s before being overshadowed by ISO 9000, Lean manufacturing and Six Sigma.

Total Quality Management is a structured approach to overall organizational management. The focus of the process is to improve the quality of organizations outputs, including goods and services, through continual improvement of internal practices. The standards set as part of the TQM approach can reflect both internal priorities and any industry standards currently in place. Industry standards can be defined at multiple levels, and may include adherence to various laws and regulations governing the operation of the particular business. Industry standards can also include the production of items to an understood norm, even if the norm is not backed by official regulations.

B. Six Basic Concepts of TQM

- A committed and involved managed to provide long-term top-to-bottom organizational support.
- An unwavering focuses on customer, both internally and externally.
- Effective involvement and utilisation of the entire workforce.
- Continuous improvement of the business and production process.
- Treating suppliers as partners.
- Establish performance measures for the processes.

C. Principles of TQM

- Customer satisfaction
- Employees' involvement

- Continuous improvement

a). *Customer Satisfaction*

The first and major TQM principle is to satisfy the customer, the person who pays for the product or service. Customers want to get their money's worth from a product or service they purchase.

b). *Employees' Involvement*

Employees' involvement in quality management is crucial in achieving and sustaining high levels of quality. Employees may have to be empowered to take preventive and if necessary corrective actions without management approval. They must be involved in quality management by encouraging them to use quality control tools and techniques to track performance and identify areas needing improvement.

c). *Continuous Improvement*

The third principle of TQM is continuous improvement. You can never be satisfied with the method used because there always can be improvements. Certainly, the competition is improving, so it is very necessary to strive to keep ahead of the game.

D. *Advantages of TQM*

- Cost reduction
- Customer satisfaction
- Defect reduction
- Morale

a). *Cost Reduction*

When applied consistently over time, TQM can reduce costs throughout an organisation, especially in the areas of scrap, rework, field service and warranty cost reduction. Since these cost reductions flow straight through to bottom-line profits, there can be a startling increase in profitability.

b). *Customer Satisfaction*

Since the company has better products and services, and its interactions with customers are relatively error-free, there should be fewer customer complaints. This may also mean that the resources devoted to customer service can be reduced.

c). *Defect Reduction*

TQM has a strong emphasis on improving quality within a process, rather than inspecting quality into a process. This not only reduces the time needed to fix errors, but makes it less necessary to employ a team of quality assurance personnel.

d). *Morale*

The ongoing and proven success of TQM, and in particular the participation of employees in that success can lead to a noticeable improvement in employees' morale, which in turn reduces employee turnover, and therefore reduces the cost of hiring and training new employees.

E. *TQM and ISO Standards*

The International Organisation for Standardisation was established in 1946 in Geneva, Switzerland, where it is still based. The primary objective of ISO is coordination and unification of international standards. The Bureau of Indian Standards body of India represented in ISO. The ISO 9000 series of standards are designed in such a way that it can be tailored to fit any organisation's needs. It can be applied to all small medium enterprise, manufacturing unit or a service organisation. The ISO 9000 series of standards can be applied to construction, engineering, healthcare and other professional services. The ISO 9000:2000 standards focus on developing, documenting and other implementing procedures to ensure consistency of operations and performance in production and service delivery process for continuous improvement supported by fundamental principles of TQM.

The standards consist of three documents:

- ISO 9000:2000 – Quality Management Systems (fundamentals and vocabulary) – this part discusses the fundamental concepts related to the quality management systems. It gives definitions of key terms of other two standards.
- ISO 9001:2000 – Quality Management System – this part provides the standards used for registration by organisation own requirements.
- ISO 9004:2000 – Quality Management System – Guide to performance – this part provides guidelines that an organisation can use to establish a QMS focused on improving performance and quality standards.

a). *Need of the study*

- To study TQM effectiveness in SRF
- To study the quality principle of SRF
- To analyse the efficiency of employee after quality training
- To know the quality based upgradation in SRF
- To access the training given by the company to its employees

b). *Scope of the study*

- It helps to improve the quality of training
- It helps to enhance the quality of the company continuously
- It helps to increase the customer satisfaction
- It has effective involvement and utilisation of the entire work force

II. REVIEW LITERATURE

A. *Faisal Talib, an Overview Of Total Quality Management: Understanding the Fundamentals in Service Organization, Page No: 2, 2013*

The TQM approach integrates three basic fundamental aspects: commitment, involvement and continuous improvement. Commitment in the sense to take pledge for never ending improvement in quality and services to the customer, involvement means involvement of all the team members in achieving a common goal (i.e. from top to bottom), work as a single unit for better results and think about continuous improvement by looking any error and defects, and eliminating it on spot. TQM addresses the issues of customer satisfaction and guidance on implementing the marketing concept.

B. *Paige Cornelison, the Effectiveness of Total Quality Management Principles in the Printing Industry, Page No: 24, 2013*

TQM based company may choose to use different approaches to their Total Quality Management system, nearly all examples utilize the same basic principles: customer focus, employee involvement and continuous improvement. We can also observe that there may be both a statistical and psychological approach to evaluating the effectiveness of a TQM process, and that each has its own individual merits that can be employed in the analysis process.

C. *Hilal Olcay, the Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey, Volume 2, Page no: 4, 2014*

Effective knowledge management ensures that employees obtain timely reliable, consistent, accurate and necessary data and information as they need to do their job effectively and efficiently in the firm. Only in this way, the expected benefits from TQM practices can be achieved. Process management emphasizes activities, as opposed to results, through a set of methodological and behavioral activities.

III. RESEARCH METHODOLOGY

Is a way to systematically solve the research problems. It explains various steps that are generally adopted by a researcher in studying the research problems along with logic behind them.

A. *Objectives of the Study*

a). *Primary objectives*

A study on employees' satisfaction towards effectiveness total quality management in SRF Technical Textiles at Viralimalai.

b). *Secondary Objectives*

- To find factors affecting quality in SRF
- To recognise the best practices of TQM in SRF
- To compare demographic profile and Linkert scale of employees in SRF
- To offer suggestion towards TQM effectiveness in SRF

B. *Research Design*

Research design is purely and simply the framework or plan for a study that guides the collection and analysis of data. The research design indicates the method of research. This research deals with the descriptive research. Descriptive research includes surveys and fact finding enquiries of different kinds. Descriptive research studies are concerned with describing the characteristics of a particular individual or a group.

C. *Sampling Method*

Random sampling is the purest form of probability sampling. Each member of the population has an equal and known chance of being selected. When there are very large populations, the pool of available subjects becomes biased.

D. *Sampling Universe*

The total number of employees in the company in 540.

E. *Sample Size*

The study was conducted in SRF Technical Textiles employees. As per the requirements of the study only the employees of the Company were surveyed. The total number of employees surveyed was 150.

F. Source of Data Collection

Data refers to information or facts however is also includes descriptive facts on numerical information qualitative and quantitative information

Data could be broadly classified as,

- Primary data
- Secondary data

IV. DATA ANALYSIS

The primary data was analysed through tabulation and graphical presentation. Before and after method was followed in analyzing

A. Statistical Tool for Analysis

The accuracy of the research study is enhanced by the use of statistical tools. It helps in clear interpretation of quantitative and qualitative information in a way that is under stable. The tools and techniques used are

- Percentage (%) analysis
- Chi-square test
- Correlation method

B. Hypothesis

- There is significant relationship between age and rewards and recognitions
- There is significant relationship between experience and working environment
- There is significant relationship between education qualification and satisfaction
- There is significant relationship between experience and TQM policies

V. LIMITATIONS OF THE STUDY

- Only the worker can participate
- Time is an important limitation in this project work
- Some of the respondents are not interested in giving
- much information due to their busy work schedule

OPINION	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	66	44
Agree	36	24
Neutral	24	16
Disagree	18	12
Strongly Disagree	6	4
Total	150	100

(Source: Primary Data)

Table 1: Representing Efficiency and Effectiveness of TQM Principles

A. Inference

The above table infers that 44% are strongly agree, 24% are agree, 16% are neutral, 12% are disagree and 4% are strongly disagree that the Total Quality Management principles are implemented in the company is maintaining the effectiveness and efficiency of work.

B. Chi-Square

Hypothesis – I:

Representing the relationship between age and rewards and recognitions

Ho: There is significant relationship between age and rewards and recognitions

$$\text{Degree of freedom (df)} = (C-1) (R-1)$$

$$= (5-1) (5-1)$$

$$= 16$$

Table value for degrees of freedom 16 at 5% level of significance = 26.296

Therefore, Calculated value < Table value 26.91 < 26.29

Conclusion: Since calculated value is less than tabulated value, null hypothesis is accepted. Hence, there is significant relationship between age and rewards and recognitions.

VI. FINDINGS, SUGGESTIONS AND CONCLUSIONS

FINDINGS

- The majority of the work force is middle-aged employees who are in the age group between 31-35 years. 10% of the employees are in the 21-25 age group, 26% of the employees are in the of 26-30 age group, 49% of the

employees are in the 31-35 age group, 10% of the employees are in the 36-40 age group and 5% of the employees are in the employees are above 40 years age group.

- The male and female ratio is nearly 1:2 in gender classification 66% are male while 34% are female.
- 37% of employees are graduates, 25% of the employees are post graduates, 16% of the employees are finished diploma, 16% of the employees are finished school and others are 9% who did not finished school.
- The company has got 59% of the people in employee designation. 5% of the managers, 7% of the assistant managers, 59% of the employees, 13% of the trainees and 16% of the watch guards.
- The company has got nearly 50% of the employees with above 16 years of work experience. 5% have below 5 years of experience, 14% have 6 to 10 years of experience, 30% have 11-15 years of experience, 41% have 16-20 years of experience and 10% have 21-25 years of experience.
- The company has got nearly 48% of the employees who strongly agree that they are satisfied with the training, 29% have agree, 12% are neutral, 7% are disagree and 3% are strongly disagree with training given in the company.
- 42% are strongly agree, 19% are agree, 19% are neutral, 16% are disagree and 4% are strongly disagree with the motivation given by the company.
- 32% are strongly agree, 28% are agree, 24% are neutral, 10% are disagree and 6% are strongly disagree with motivation given to improve their skills.
- 26% are strongly agree, 26% are agree, 14% are neutral, 20% are disagree and 12% are strongly disagree with the performance improvement through the feedback given by the appraiser.
- 39% are strongly agree, 39% are agree, 8% are neutral, 7% are disagree and 7% are strongly disagree with the suggestions regarding work environment is accepted by the company.
- 32% are strongly agree, 28% are agree, 10% are neutral, 12% are disagree and 18% are strongly disagree regarding the work environment.
- 37% are strongly agree, 33% are agree, 8% are neutral, 10% are disagree and 11% are strongly disagree that employees are made as inseparable members of the company.
- 34% are strongly agree, 26% are agree, 13% are neutral, 14% are disagree and 13% are strongly disagree that superiors are appreciating for the best suggestions.
- 29% are strongly agree, 41% are agree, 12% are neutral, 10% are disagree and 8% are strongly disagree that satisfied with the rewards and recognitions offered by the company.
- 37% are strongly agree, 33% are agree, 8% are neutral, 10% are disagree and 11% are strongly disagree that problem meeting are common at all level in the company.
- 36% are strongly agree, 26% are agree, 20% are neutral, 12% are disagree and 6% are strongly disagree that the produced products are analysed properly before distribution to the customers.
- 56% are strongly agree, 30% are agree, 9% are neutral, 5% are disagree and 0% are strongly disagree that the company stands for unmatched technical competence and credibility.
- 50% are strongly agree, 18% are agree, 16% are neutral, 8% are disagree and 8% are strongly disagree that the safety measures of the company is measured monthly once.
- 38% are strongly agree, 26% are agree, 18% are neutral, 12% are disagree and 6% are strongly disagree that the self-directed and self-driven towards organisation efficiency.
- 32% are strongly agree, 28% are agree, 10% are neutral, 12% are disagree and 18% are strongly disagree that the interpersonal and intrapersonal relationships are maintained quite well in the company.
- 44% are strongly agree, 24% are agree, 16% are neutral, 12% are disagree and 4% are strongly disagree that the Total Quality Management principles are implemented in the company is maintaining the effectiveness and efficiency of work.
- 42% are strongly agree, 22% are agree, 12% are neutral, 16% are disagree and 8% are strongly disagree that the PDCA cycle is promoted in your company in a prosperous way.
- 42% are strongly agree, 19% are agree, 18% are neutral that the 5S principles are followed in a stern way and 15% are disagree and 6% are strongly disagree 5S principles are followed not in a stern way.
- 34% are strongly agree, 28% are agree, 14% are neutral, 12% are disagree and 12% are strongly disagree that the quality is maintained in the company based on Continuous improvement.
- 48% are strongly agree, 28% are agree, 14% are neutral, 10% are disagree and 0% are strongly disagree that the TQM principles reduced wastages and defects in the company.
- 36% are strongly agree, 26% are agree, 20% are neutral, 12% are disagree and 6% are strongly disagree that the RINEW concept is undertaken by the company is giving importance to stakeholders, assets, parity, achieving benchmark and concerning growth.
- 48% of the employees who strongly agree that they are satisfied with the training, 30% have agree, 12% are neutral, 8% are disagree and 2% are strongly disagree that The values of the company is reflecting the day-to-day behaviour.
- 28% are strongly agree, 26% are agree, 14% are neutral, 20% are disagree and 12% are strongly disagree with the Non-Management staff is given education and overall development.

- 42% are strongly agree, 18% are agree, 18% are neutral, 16% are disagree and 6% are strongly disagree with the clubs and recreation activities are promoting your efficiency.
- 56% are strongly agree, 24% are agree, 20% are neutral, 0% are disagree and 0% are strongly disagree with the corporate social responsibility is undertaken by the company is helping the employees as well as the outside of the organisation.

A. Hypothesis Findings

a). *There is Significant Relationship between Age and Rewards and Recognitions*

The relationship between experience and working environment is calculated. The tabulated value is 26.29 but the calculated value is 26.94. Since calculated value is less than tabulated value, null hypothesis is accepted. Hence, there is significant relationship between experience and working environment.

b). *There is Significant Relationship Between Experience and Working Environment*

The relationship between experience and working environment is calculated. The tabulated value is 26.29 but the calculated value is 26.94. Since calculated value is less than tabulated value, null hypothesis is accepted. Hence, there is significant relationship between experience and working environment.

c). *There is significant relationship between education qualification and satisfaction*

The relationship between education qualification and satisfaction is calculated. The tabulated value is 26.29 but the calculated value is 26.55. Since calculated value is less than tabulated value, null hypothesis is accepted. Hence, there is significant relationship between education qualification and satisfaction.

d). *There is no Significant Relationship Between Experience And Tqm Policies*

The relationship between education qualification and satisfaction is calculated. The tabulated value is 26.29 but the calculated value is 26.55. Since calculated value is more than tabulated value, alternative hypothesis is accepted. Hence, there is no significant relationship between experience and TQM policies.

RELATIONSHIP

The relationship between motivation and employees' performance is calculated. The relationship, $r = 0.9690$. Since the range is between -1 and 1, there is a high positive correlation between two variables hence there is a significant relationship between motivation and employees' performance.

SUGGESTIONS

A. *Appreciation of superiors*

The superiors can appreciate the best ideas but also can take other ideas as alternative rather neglecting it completely or criticizing it. The incentives are common. Unlike providing the same incentives, for example, the company can arrange common lunch with top management. This has to be done also with the new employees. The best alternative can be given by the new entries also rather giving the same rewards.

B. *Importance to lower level employees*

The importance can be given also to the lower level employees in problem solving meeting. The meeting consists of the managers and not the employees. Since the PDCA cycle includes every employee, they also should have asked the best suggestions. The representatives of the employees can be called and ask for solution.

C. *Maintenance of Relationship*

The interpersonal and intrapersonal relationship can be maintained in a prosperous way to avoid inner conflict of the employees. Every employee may have their own problems regarding their family and other employees. Their personal problems should not be connected with the work of the company. The managers have to maintain connection with employees to share their personal views and they can elude the conflict.

CONCLUSION

The study on employees' satisfaction towards the effectiveness of TQM completely researched about the satisfaction level of the employees in SRF Technical Textiles where TQM is one of the missions. It brought out that employees are satisfied about the standard, quality and benchmark level of the company. Each and every employee is happy about they are working in SRF because of the training, motivation and working environment.

The company is offering more than enough support and incentives to its employees. The TQM policies of the company are taking the company to be as benchmark every day. Now it is clear that the process, product and management of the

company throughout the world branches will be the “best”. Dealing with the employees like interpersonal skills and appreciation for alternative ideas has to improve to achieve 100% satisfaction level of employees.

BIBLIOGRAPHY

- [1]. An overview of total quality management: Understanding the fundamentals in service organization, Faisal Talib, Page no: 2, 2013
- [2]. The Effectiveness of Total Quality Management Principles in the Printing Industry, Paige Cornelison, Page no: 24, 2013.
- [3]. The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey, Hilal Olcay, Volume 2, Page no: 4, 2014.
- [4]. Total quality management in service sector, M.N. Qureshi, Volume 6, Page no: 260, 2012.
- [5]. Total Quality Management in Production and Operation Management, Robert Landeros, Page no: 279, 2009.
- [6]. Impact of Total Quality Management on Innovation in Service Organizations, Abdul Talib Bon, Page no: 517, 2012.
- [7]. Total Quality Management And Organizational Performance, Davood Gharakhani, Page No: 46, 2013.
- [8]. <http://www.srf.com/our-businesses/technical-textiles.html>
- [9]. <http://www.srf.com/>
- [10]. <http://www.srf.com/about-srf/about.html>
- [11]. <http://www.tqmi.com/media/pdf/Deming%20Prize%20The%20Story%20of%20SRF.pdf>
- [12]. <http://www.moneycontrol.com/companyfacts/srf/history/SRF>