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Research Paper

TOTAL QUALITY MANAGEMENT AT LAKSHMI HYUNDAI

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ABSTRACT

Total Quality Management (TQM) functions on the premise that the quality of the products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by the organization. In other words, TQM capitalizes on the involvement of management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. Considering the practices of TQM as discussed in six empirical studies, Cua, McKone, and Schroeder (2001) identified the nine common TQM practices as cross-functional product design, process management, supplier quality management, customer involvement, information and feedback committed leadership, strategic planning cross-functional training, and employee involvement.

1.INTRODUCTION

Since the late 1980s, firms around the world have launched **Total Quality Management (TQM)** programs in an attempt to retain or regain competitiveness in order to achieve customer satisfaction in the face of increasing competition from around the world. TQM is an integrative philosophy of management for continuously improving the quality of products and processes.

The goal of human resource management is to help an organization to meet strategic goals by attracting and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e. a HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company.

The basic premise of the academic theory of HRM is that humans are not machines, therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial relations, industrial engineering, sociology, economics, and critical theories: postmodernism, post-structuralism play a major role. Many colleges and universities offer bachelor and master degrees in Human Resources Management or in Human Resources and Industrial Relations.

One widely used scheme to describe the role of HRM, developed by Dave Ulrich, defines 4 fields for the HRM function:

- Strategic business partner
- Change management
- Employee champion
- Administration

However, many HR functions these days struggle to get beyond the roles of administration and employee champion, and are seen as reactive rather than strategically proactive partners for the top management. In addition, HR organizations also have difficulty in proving how their activities and

processes add value to the company. Only in recent years have HR scholars and professionals focused on developing models that can measure the value added by HR.

1.1 NEED OF THE STUDY

Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Induction, Orientation and On boarding
- Skills management
- Training and development

1.2 SCOPE OF THE STUDY

Whatever Top management feels about employees they have to express to employees and whatever employees think about top management it must be expressed in other words. We can say that there should not be anything hidden while in communication process. Clear communication process will help to establish the Total Quality management.

- Employees should be motivated by giving them authority to take decision.
- Top management should trust the employees that after making huge effort to develop employees, employees will work for the well being of organization and for human being also.
- Top management's philosophy should be clear towards Human Resource and its well being to encourage the employees.
- Management and Managers need to give equal importance.
- Employees must be feeling of belongingness among the employees, and also willingness to work as a team.

1.3 OBJECTIVES OF THE STUDY

- To study and identify the Total Quality Management practices at Lakshmi Hyundai, Himayatnagar, Hyderabad.
- To analyze the effectiveness of Training Programs implemented in the organization.
- To study the prevailing practices of worker's participation in the organization.
- To study the relation between management and employees.
- To study the employee perceptions towards TQM practices in the organization.
- To identify the customer satisfaction level with product purchased and/or serviceutilized.

1.4 RESEARCH METHODOLOGY

Scope of the study

The study was confined to TQM practices in Lakshmi Hyundai, Himayatnagar, Hyderabad. The employees and customers constituted the universe.

Sampling

For the purpose of the study Lakshmi Hyundai, Himayatnagar, Hyderabad was selected. The selection of the organization was based on availability permission to a large extent and convenience to some extent. As it is not possible to collect data from all the employees and customers of the selected organization it was decided to select a sample of employees and customers on random basis.

Consequently 50 employees and 20 customers were selected on random basis. The secondary data and information were collected from relevant websites of the organization concerned.

Data collection

A well-structured questionnaire was developed, test checked and administered on the selected employees of the organisation to obtain their views on TQM practices in the organisation.

Also, a well-structured questionnaire was prepared and collected views of select customers towards quality of the products and services consumed. The information related to company and industry was obtained through secondary sources such as company's website, Google search engine, etc.

Analysis

The data so collected through the questionnaires from the employees and the customers were analyzed and interpreted through the MS Excel.

1.5 LIMITATIONS OF THE STUDY:

- The study conducted is restricted to the Lakshmi Hyundai, Himayatnagar, Hyderabad only.
- The study is confined to perceptions of the employees and the customers.
- The data thus collected cannot be asserted to be free from errors due to the bias of respondents.
- Difference of views of employees and customers towards TQM.
- Customers' lack of awareness and the understanding of relation of TQM with customer satisfaction were also considered to be one of the limitations for my study.

REVIEW OF LITERATURE

TOTAL QUALITY MANAGEMENT

TQM and Six Sigma

The Six Sigma process improvement originated in 1986 from Motorola's drive towards reducing defects by minimizing variation in processes through metrics measurement. ^[3] Applications of the Six Sigma project execution methodology have since expanded to include practices common in Total Quality Management and Supply Chain Management, such as increasing customer satisfaction, and developing closer supplier relationships.

The main difference between TQM and Six Sigma (a newer concept) is the approach. TQM tries to improve quality by ensuring conformance to internal requirements, while Six Sigma focuses on improving quality by reducing the number of defects and impurities.

Total Quality Management (TQM) is a management approach to long-term success through customer satisfaction.

In a TQM effort, all members of an organization participate in improving processes, products, services and the culture in which they work.

The methods for implementing this approach come from the teachings of such quality leaders as Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa and Joseph M. Juran.

A core concept in implementing TQM is Deming's 14 points, a set of management practices to help companies increase their quality and productivity:

1. Create constancy of purpose for improving products and services.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.
5. Improve constantly and forever every process for planning, production and service.

6. Institute training on the job.
7. Adopt and institute leadership.
8. Drive out fear.
9. Break down barriers between staff areas.
10. Eliminate slogans, exhortations and targets for the workforce.
11. Eliminate numerical quotas for the workforce and numerical goals for management.
12. Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement for everyone.
14. Put everybody in the company to work accomplishing the transformation.

INDUSTRY PROFILE & COMPANY PROFILE

3.1 INDUSTRY PROFILE

Automobile industry in India

The **automobile industry in India** is the ninth largest in the world with an annual production of over 2.3 million units in 2008. In 2009, India emerged as Asia's fourth largest exporter of automobiles, behind Japan, South Korea and Thailand.

Following economic liberalization in India in 1991, the Indian automotive industry has demonstrated sustained growth as a result of increased competitiveness and relaxed restrictions. Several Indian automobile manufacturers such as Tata Motors, Maruti Suzuki and Mahindra and Mahindra, expanded their domestic and international operations. India's robust economic growth led to the further expansion of its domestic automobile market which attracted significant India-specific investment by multinational automobile manufacturers. In February 2009, monthly sales of passenger cars in India exceeded 100,000 units.

Automotive industry emerged in India in the 1940s. Following the independence, in 1947, the Government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry. However, the growth was relatively slow in the 1950s and 1960s due to nationalization and the license raj which hampered the Indian private sector. After 1970, the automotive industry started to grow, but the growth was mainly driven by tractors, commercial vehicles and scooters. Cars were still a major luxury. Japanese manufacturers entered the Indian market ultimately leading to the establishment of Maruti Udyog. A number of foreign firms initiated joint ventures with Indian companies.

In the 1980s, a number of Japanese manufacturers launched joint-ventures for building motorcycles and light commercial-vehicles. It was at this time that the Indian government chose Suzuki for its joint-venture to manufacture small cars. Following the economic liberalization in 1991 and the gradual weakening of the license raj, a number of Indian and multi-national car companies launched operations. Since then, automotive component and automobile manufacturing growth has accelerated to meet domestic and export demands.

Exports

India has emerged as one of the world's largest manufacturers of small cars. According to *New York Times*, India's strong engineering base and expertise in the manufacturing of low-cost, fuel-efficient cars has resulted in the expansion of manufacturing facilities of several automobile companies like Hyundai Motors, Nissan, Toyota, Volkswagen and Suzuki.

In 2008, Hyundai Motors alone exported 240,000 cars made in India. Nissan Motors planned to export 250,000 vehicles manufactured in its India plant by 2011. Similarly, General Motors announced its plans to export about 50,000 cars manufactured in India by 2011.

In September 2009, Ford Motors announced its plans to setup a plant in India with an annual capacity of 250,000 cars for US\$500 million. The cars will be manufactured both for the Indian market and for export. The company said that the plant was a part of its plan to make India the hub for its global production business. Fiat Motors also announced that it would source more than US\$1 billion worth auto components from India.

According to Bloomberg L.P., in 2009 India surpassed China as Asia's fourth largest exporter of cars.

3.2 COMPANY PROFILE

HISTORY:

The Company is an authorized Dealer of Hyundai Motors India Limited (HMIL) for sale of its entire range of motor vehicles. It is also authorized to service & repair of all Hyundai cars and also deals in spare parts of Hyundai cars.

Lakshmi Hyundai was established in the year 1998 in Himayathnagar with the launch of Hyundai's first car in India- the evergreen SANTRO. The entire business is managed under the able leadership and guidance of the managing Director Shri K.Rama Mohana Rao.

Soon after the Himayathnagar showroom, came up the 'state-of-art' service facilities at Kukatpally, Banjarahills and L.B.Nagar. These service centers are well equipped to cater to the needs of valued customers. The management left no stone unturned to review, research and implement the latest of technologies and methodologies to improve on the sales, service on the customer satisfaction. Continuous upgradation of the facilities at the sales and service outlets and adding to the service agenda each time, had been sales graph go high by the year.

AWARDS:

2022 Awards

- Verna gets the 'Sedan Of The Year 2021' Golden Steering Award
- HMIL gets the 'Automotive Company Of the Year 2021' Golden Steering Award
- Eon gets the 'Entry-Level Hatchback Of The Year' at ET Zigwheels Awards 2021
- HMIL gets the 'Best Car Manufacturer 2022' award by Motor Vikatan magazine

The awards received for “ Best in sales ” in south region, “Best in finance ”, “Top performer ” in 2005 and their technicians being awarded with a Gold Medal for standing No.1 in the world at World skill Olympics held at Korea-stand testimony to the recognition that received at the global level.

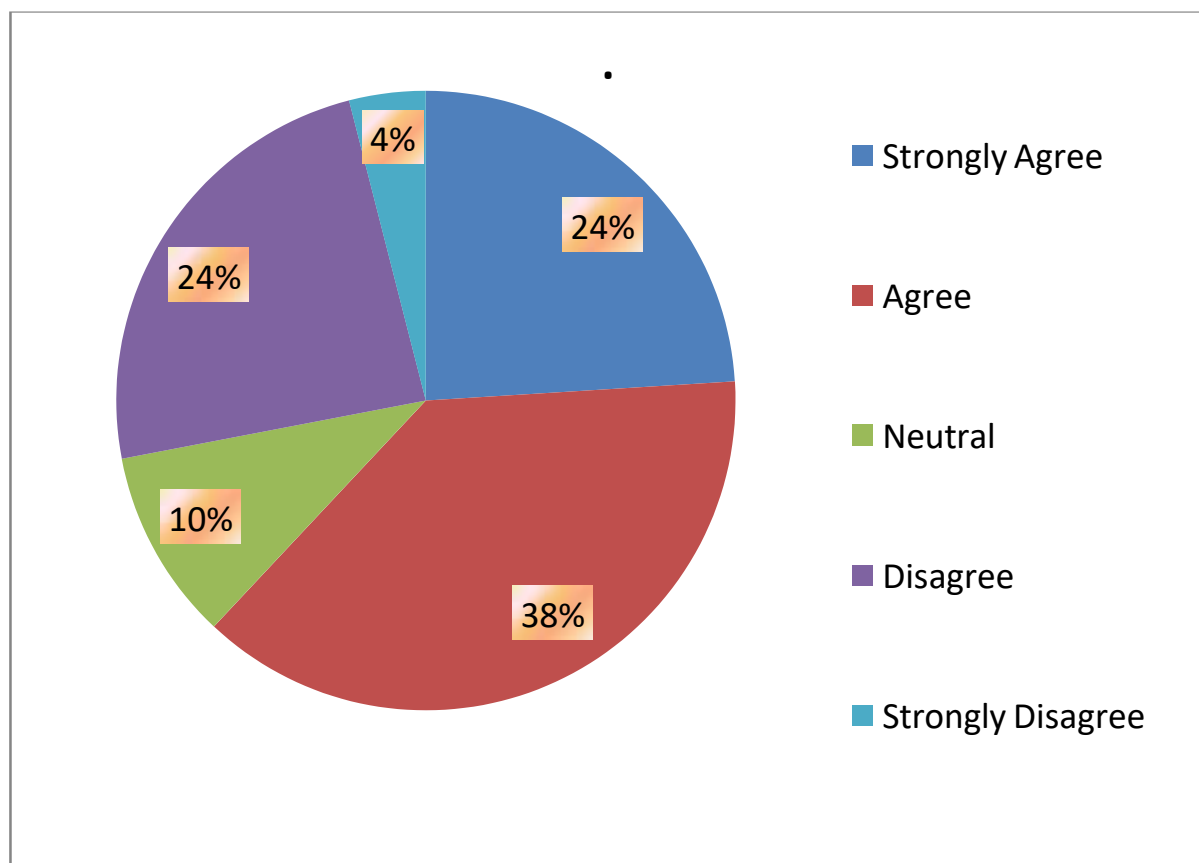
According to the popular belief, a customer walking into LAKSHMI HYUNDAI is treated like an asset. His/her needs are assessed in the first stage and the customer is educated subsequently about the product line, service range, allied services, etc., ample information and time is given to the prospective buyer to make up his/her mind on which car to buy.

Totally focused customer centric approach, unparalleled service motto, top-end facilities, bouquet of allied services, solid after sales backup, quality assurance, unconditional warranty promise and desire to excel through service are some of the threads which blend in effectively to give birth to the fabric called LAKSHMI HYUNDAI. LAKSHMI HYUNDAI's success is just beginning and more to expect spectacular chapters in the preamble “Winning Edges”.

DATA ANALYSIS AND INTERPRETATION

1. Does your job provide scope to achieve your goals?

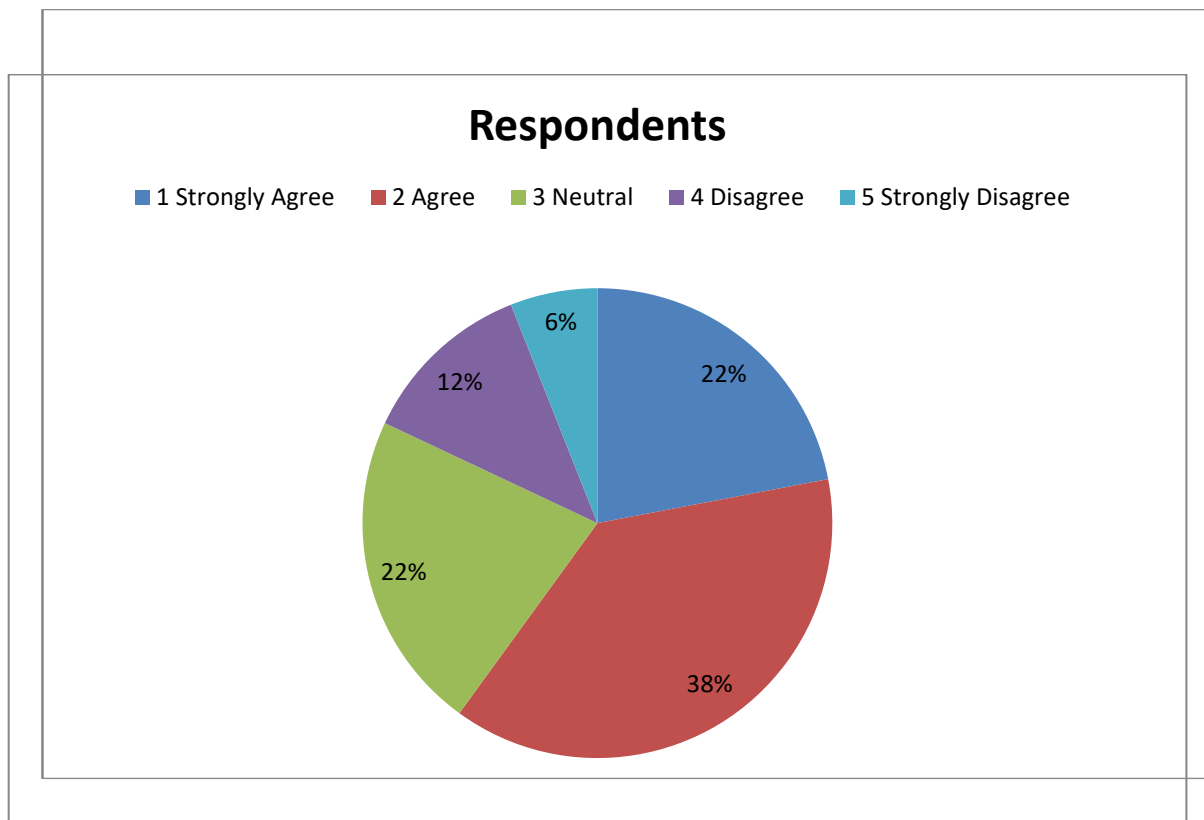
S.No.	Response	Respondents	Percentage
1.	Strongly Agree	12	24
2.	Agree	19	38
3.	Neutral	5	10
4.	Disagree	12	24
5.	Strongly Disagree	2	4

**Interpretation**

Most of the respondents agree that they have scope to achieve their goals

2. Do you have enough freedom to take decision at your work place?

S.No.	Response	Respondents	Percentage
1.	Strongly Agree	11	22
2.	Agree	19	38
3.	Neutral	11	22
4.	Disagree	6	12
5.	Strongly Disagree	3	6

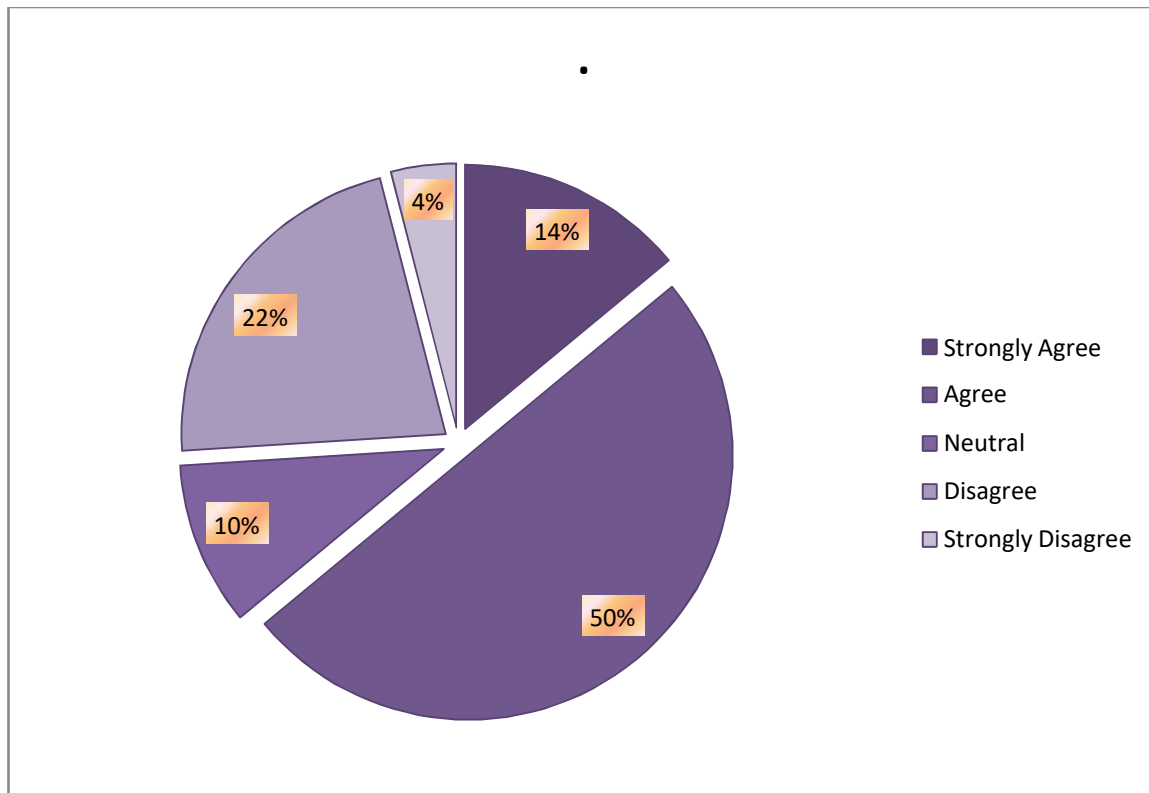


Interpretation

Most of the respondents have freedom to take decisions. This shows that the TQM effects the organization.

3. Can you see yourself in a better position in near future?

S.No.	Response	Respondents	Percentage
1.	Strongly Agree	7	14
2.	Agree	25	50
3.	Neutral	5	10
4.	Disagree	11	22
5.	Strongly Disagree	2	4



Interpretation

Employees in Hyundai Motor India Limited can see themselves in a better position in near future which indicates the career growth in the company.

FINDINGS

Most of the respondents have freedom to take decisions. This shows that the TQM effects the organization.

Employees feel that the management has concern for them, which improves their level of commitment.

Employees in Hyundai Motor India Limited can see themselves in a better position in near future which indicates the career growth in the company.

Company is successful in providing good working conditions.

More than 75% of employees feel that they are working under human conditions, so it indicates that TQM improves the quality of work life.

Majority of the respondents feel that they are under paid.

SUGGESTIONS

As some of the employees feel that they don't have freedom to take decision which affects job satisfaction adversely, so employees should have some degree of freedom in decision making at their workplace.

It was also found that employees have low level of commitment as they feel they are not much important and their concerns are not taken into consideration. This causes dissatisfaction and creates negative attitude towards management. In order to avoid that the organization has to make the employees know how much they are important and their concerns have to be taken into consideration and try to resolve them ASAP.

To avoid dissatisfaction, the company may have to introduce different assertive schemers.

Some of the employees felt that their skills are not utilized completely, so proper measures can be taken for job design and placement.

CONCLUSION

It has been found that some of the employees do not feel that they can have a better future in the organization and cannot satisfy their personal development; therefore, company may provide carrier development programs where people can achieve their personal as well as the organizational goals.

From customer questionnaire, it has been observed that some of the customers are dissatisfied with the after sale services. Therefore, the management has to plan the work unit accordingly to attend the unforeseen issues and educate the employees that the customers are the first priority.

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