AWARENESS AND PERCEPTIONS OF MANAGERS IN
A MANUFACTURING ORGANIZATION REGARDING
TOTAL QUALITY MANAGEMENT (TQM)

by

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of the requirements for the degree
of Master of Science (Management)

December 1993
Dedicated to my

Beloved Parents

(Maktiar Singh & Dalip Kaur)
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<td>Analysis of Variance</td>
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<td>CSF</td>
<td>Critical Success Factors</td>
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<td>EDP</td>
<td>Electronic Data Processing</td>
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<tr>
<td>EFQM</td>
<td>European Foundation of Quality Management</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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A survey concerning managers’ awareness and perception of TQM was carried out in a manufacturing organization to examine: the awareness of managers regarding TQM; the perception of managers regarding the Critical Success Factors; and the difficulties perceived by managers in getting commitment to TQM. The awareness and perception of TQM are based on two models - Model for TQM implementation and Critical Hierarchy Model.

The sample comprised of 261 top, middle and lower managers from 13 departments (Personnel and General Affairs, Cost Control, Accounts, Purchasing, Shipping, Electronic Data Processing, Value Engineering, Engineering, Production/Operations, Production Control, Production Engineering, Quality Control, and Parts Control).

The alternative hypotheses developed for this research are: Awareness of managers regarding TQM differ according to level of management and departments; Perception of managers regarding the critical success factors differ according to level of management and departments; and The difficulties perceived by managers in getting commitment to TQM differ according to level of management and departments.

Findings revealed that no statistical significant differences exists for: managers’ awareness regarding TQM among levels of management; managers’ perception regarding the CSF among levels of management; and managers’ perception of difficulties/barriers among levels of management and departments. Findings revealed that statistically significant differences exists for: managers’ awareness regarding TQM among departments and managers’ perception regarding CSF among departments. Satisfying external customers/clients is what TQM means to most managers. Managers considered necessary management behaviors as the most critical factor in TQM implementation. Results reflect that TQM is partially practiced in the organization. Findings of this study were discussed in relation to previous research and literature on TQM.
CHAPTER ONE

INTRODUCTION

1.1 The Research Problem

A new approach to quality - total quality management (TQM) - will be a major input focus and trend in the 1990s. The philosophy, concepts and potential benefits of TQM are becoming well known. Many organizations in US, Europe and UK are introducing TQM where TQ is a strategy and the only way to survive in the 1990s and beyond. Even several colleges and universities have begun using the principles and practices of TQM to manage how they educate and generate knowledge. Developing a TQM and supporting its implementation is a demanding task which requires a period of years, a complex blend of technical, inter-personal and political skills, and the right organizational cultural environment. It also demands characteristics of tenacity and persuasiveness. Leaders or managers need to have the broad range of professional skills necessary to support TQM.

Many corporate entities have found the key to competitive success in the implementation of a TQM program and philosophy. Many leading industrial companies credit TQM as a key to their success. TQM holds a significant
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