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TOTAL QUALITY CONTROL AND CUSTOMER SATISFACTION IN BUSINESS FIRMS - A STUDY WITH REFERENCE TO BALA TOURIST SERVICE, CHENNAI

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ABSTRACT:

The concept of specialization of labor was introduced during the Industrial Revolution. As a result, a worker no longer made the entire product, only a portion. This change brought about a decline in workmanship. Because most products manufactured during that early period were not complicated, quality was not greatly affected. In fact, because productivity improved there was a decrease in cost, which resulted in lower customer expectations. As products became more complicated and jobs more specialized, it became necessary to inspect products after manufacture.



KEYWORDS: Industrial Revolution , lower customer expectations.

INTRODUCTION

The information collected by the primary method have been systematically tabulated and analyzed with the help of statistical tools like percentages and Chi-square test. The information also has been depicted in the form of Charts and diagrams. The interpretations have been made with the help of the above statistical tools and summarized in the conclusion.

HISTORICAL REVIEW¹

The history of quality control and Customer Satisfaction is undoubtedly as old as industry itself. During the middle Ages, quality was to a large extent controlled by the long periods of training by the guilds. This training instilled pride in workers for quality of a product. The concept of specialization of labor was introduced during the Industrial Revolution. As a result, a worker no longer made the entire product,

only a portion. This change brought about a decline in workmanship. Because most products manufactured during that early period were not complicated, quality was not greatly affected. In fact, because productivity improved there was a decrease in cost, which resulted in lower customer expectations. As products became more complicated and jobs more specialized, it became necessary to inspect products after manufacture.

¹ Dale H. Besterfield, Carol Bester field – Michna, Glen H. Bester field, Mary Besterfield, "Total Quality Management", Pearson Education, 1999. pp6 - 7

In 1924, W.A. Shewhart of Bell Telephone Laboratories developed a statistical chart for the control of product variables. This chart is considered to be the beginning of statistical quality control. Later in the same decade, H.F. Dodge and H.G. Roming, both of Bell Telephone Laboratories developed the area of acceptance sampling as a substitute for 100% inspection. Recognition of the value of statistical quality control became apparent by 1942. Unfortunately, U.S. managers failed to recognize its value.

In 1946, the American society for quality control was formed. Recently, the name was changed to American Society for Quality (ASQ). This organization, through its publications, conferences, and training sessions, has promoted the use of quality for all types of production and service

In 1950, W. Edwards Deming, who learned statistical quality control from Shewhart, gave a series of lectures on statistical methods to Japanese engineers and on quality responsibility to the CEOs of the largest organizations in Japan. Joseph M. Juran made his first trip to Japan in 1954 and further emphasized management's responsibility to achieve quality. Using these concepts the Japanese set the quality standards for the rest of the world to follow. In 1960, the first quality control circles were formed for the purpose of quality improvement. Simple statistical techniques were learned and applied by Japanese workers. By the late 1970s and early 1980s U.S. managers were making frequent trips to Japan to learn about the Japanese miracle. These trips were really not necessary – they could have read the writings of Deming and Juran. Nevertheless, a quality renaissance began to occur in U.S. products and services, and by the middle of 1980 the concepts of TQC were publicized.

In the late 1980s the automotive industry began to emphasize statistical process control (SPC). Suppliers and their suppliers were required to use these techniques. Other industries and the Department of Defense also implemented SPC. The Malcolm Baldrige National Quality Award was established and became the means to measure TQC. Genichi Taguchi introduced his concepts of parameter and tolerance design and brought about a resurgence of design of experiments (DOE) as a valuable quality improvement tool.

Emphasis on quality continued in the auto industry in the 1990s when the Saturn automobile ranked first in customer satisfaction (1996). In addition, ISO 9000 became the worldwide model for a quality system. The automotive industry modified ISO 9000 to place greater emphasis on customer satisfaction and added elements on production part approval process, continuous improvement, and manufacturing capabilities. ISO 14000 was approved as the worldwide model for environmental management systems.

Total Quality provides an umbrella under which everyone in the organization can strive and create customer satisfaction is a people focused management system that aims at continual increase in customer satisfaction at continually lower real costs.

OBJECTIVES OF THE STUDY

Keeping in view the title of research article "Total Quality Control and Customer Satisfaction in Business firms- A Study with reference to Bala Tourist Service, Chennai", the following objectives have been framed.

1. To study the importance of TQC practices of corporate organization
2. To review the studies made earlier on Total Quality Control
3. To study the various TQC practices and Customer Satisfaction
4. To analyze Customer perception of satisfaction over Total Quality Control in Bala Tourist Service, Chennai
5. To present findings, suggestions and conclusions of the study

HYPOTHESIS

- H₀: There is a relationship between Age level of the respondents and acceptance level of satisfaction
- H₀: There is a relationship between the experience of customers in Car Industry and acceptance of Total Quality Control

- H₀ : There is a relationship between the educational level of customers and acceptance of Total Quality Control
- H₀: There is a relationship between the gender of customers and acceptance of Total Quality Control

RESEARCH METHODOLOGY

The study is an empirical study of analytical nature including field survey. A Questionnaire schedule method was adopted to elicit the information on customer satisfaction and perception of Total Quality Control practices of corporate organization in Tourist Industry in the Chennai City. The questionnaire highlighted the data identification as well as the note of various constraints faced by the respondents. The actual questionnaire schedule used for the purpose is annexed to the study. The survey was conducted on 120 customers of the sample corporate organization, selected on random basis. During the course of field work, a lot of inconvenience was faced by the researcher to get the questionnaire to be filled up. The researcher has adopted descriptive research design for conducting the survey where by he would describe the customer satisfaction and d perception of Total Quality control practices in Bala tourist service

SOURCES OF DATA

The researcher has decided to make use of both primary and secondary data to have clear cut information on the study topic

6. PRIMARY DATA

The researcher has collected the first hand information for the survey through questionnaire.

7. SECONDARY DATA

- 1) The researcher has obtained the information on Total Quality Control practices from the managements and about the customer satisfaction of the organizations under study.
- 2) The researcher has also collected information through various standard reference books on the subject.

AREA OF STUDY

Questionnaire was circulated to the customers of the sample corporate organization BalaTourist Service

The customers were selected at random of the sample corporate organization to study their satisfaction and perception on Total Quality Control.

The Sample corporate organization selected for this purpose are

BALA TOURIST SERVICE, CHENNAI TOOLS OF ANAYSIS

Descriptive analysis was used in the study to get a profile of the sampling unit. Percentage and Chi Square test were used for this purpose. It is expressed in the following formula

$$X^2 = \sum(O-E)^2 / E$$

Where O refers to the Observed frequencies and E refers to the expected frequencies

STEPS : To determine the value of X², the steps required are

- 1) Calculate the expected frequencies. In general the expected frequency for any cell can be calculated from the following equation:

$$E = RT * CT/N$$

E = Expected frequency

RT = The row total for the row containing the cell

CT = The column total for the row containing the cell

N = The total number of observations

2) Take the difference between observed and expected frequencies and obtain these square of the differences, i.e. Obtain the values of $(O-E)^2$

3) Divide the values of $(O-E)^2$ obtained in Step 2 by the respective expected frequency and obtained the total $\sum(O-E)^2 / E$. This gives the value of X^2 which can range from zero to infinity. If the calculated value of X^2 is much more than the table value, the hypothesis is rejected else it is accepted.

STATISTICAL TOOLS

The information collected by the primary method have been systematically tabulated and analyzed with the help of statistical tools like percentages and Chi-square test. The information also has been depicted in the form of Charts and diagrams. The interpretations have been made with the help of the above statistical tools and summarized in the concluding chapter.

LIMITATIONS OF THE STUDY

The following are the limitations of the study

1. Due to limited time, the sample size was restricted to 120 respondents
2. Customer belonging to the sample corporate organization of Bala tourist service Industry in Chennai City alone was selected on random sampling basic for survey analysis.
3. The findings and conclusions are based on the opinion of the respondents

REVIEW OF LITERATURE ON TOTAL QUALITY CONTROL AND CUSTOMER SATISFACTION

The following pages discusses the studies made by different authors and researcher on TQC practices

Feigenbaum², (1954) p.125 has defined Total Quality Control as “an effective system for integrating the quality development, quality maintenance and quality improvement efforts of the various functions of business to enable productions and service at the most economic level to meet full customer satisfaction”

Hodgetts, Luthans and Lee³, (1994) pp.5-19 have defined Total Quality Control as “while examining the paradigm shifts in the filed of management conclude that under the new paradigm, the old rules are rendered obsolete”

Price and Chen⁴ (1993), pp. 96-117, has define Total Quality Control as, “in the context of total quality management have touched upon aspects of flexibility as empowerment of the people.”

According to Kamran⁵ (1991), P.32(3), “the challenges in implementing Customer Satisfaction thinking across the width and depth of the organization are well known from a stand point of intensity of effort, the pervasiveness of the commitment needed and requirement of patience with people, an implementation process can cover a span of time which varies any where form five to ten years. The essence of making Customer Satisfaction habitual is the acceptance of the change process using these principles across the entire width and depth of the organization.”

² Feigenbawn A.V., “ Total Quality Control”, Mc Grawhill, Newyork. (1954) p.125

³ Hodgetts, Luthans and Lee., “New paradigm organizations , from Total quality to learning to world class, organizational dynamics, winter” (1994) pp5 – 19

⁴ Price M.J., and Chen E.E., “Total quality management in small High Technology Company “ California management review 35, Spring, (1993). pp 96 – 117

⁵ Kamran K. “Making TQM Habitual productivity” Oct – Dec., (1991) p32(3)

According to Norman Gaither⁶ (1998), p.697, "the three building blocks of business are hardware, software and human ware. TQC starts with human ware only after the human ware is squarely in place should the hardware and software aspects of business be considered"

Singh⁷ (1991) p.32 (3) opines that through Total Quality Control we try to accomplish the involvement of the Total enterprise or organization in satisfying customer requirements all the time through a system of planning control and continuous important.

Total Quality Control and Customer Satisfaction is therefore is an approach towards improving the flexibility and effectiveness of an enterprise as a whole.

According to Milakovich⁸ M.E., (1991) p.145, "The Japanese call this as company wide quality control (WQC). The efforts of W.Edwards Deming and Joseph M. Juran were highly successful in Japan. Today, Deming Juran and Ishikawa are recognized internationally as the intellectual god fathers of Japanese economic miracle"

According to Deming W. Edwards⁹ (1982) p.148, "TQC is not a fad or a new management Jargon, but a strongly felt need. The importance of continuous quality improvement is being increasingly realized in India. The Total Quality Control is quality focused customer oriented management strategy and promises productivity gains more than what was considered as 'best'. The benefit of quality improvement includes productivity increase, lower costs, better competitive position and happier people on the job."

According to Schonberger¹⁰ (1982), p. 148, "links quality with just in time and the range of innovations that have adopted in Japan over the last decade or two. The link of quality with flexible mass production is particularly close. It needs thinking people."

According to Robert K.Wysocki¹¹ (2003) p. 30, has define TQC as, "continuous quality management procedure to improve its business processes. It is a way of life in those organizations that want to attain and sustain a competitive position in fast paced information age industries"

According to Ramaraju Thirumalai¹² (2002) p.17 has defined TQC as "Quality is the result of clear understanding of the needs of customer and other stake holders, high intension and dedication sincere efforts and skilful execution"

According to Willa A. Foster¹³ (1983) p.128 has defined TQC as, "Quality is never an accident. It is always the result of high intention, sincere effort, intelligent direction and skilful execution. It represents the wise choice of many alternatives"

According to John Oakland¹⁴ (1989) p.240, has defined TQC as, "the concept of internal customer and supplier is essential for improving the total operations and in the organization. In a relay race each runner's performance is important for the success of the team. Similarly, the quality performance of each member/ department in the organization has a very important role in meeting the external customer's needs and expectations"

According to Srinivas Gondhalekar and Uday Salunkhe¹⁵ (2002), p.54 has defined TQC as an integrated approach in delighting the customers (both internal and external) by meeting their expectations on a continuous basis through everyone involved with the organization, working on continuous improvement along with proper problem solving methodology

⁶ Norman Gaither, "Production and operation management", Himalya publishing (1998) p. 697

⁷ Singh A. "Total quality management : concept and practice in India, productivity, Oct-Dec (1991) p.32

⁸ Milkovich M.E., "Total quality management in the public sector, National productivity review, spring", 1991 p.145

⁹ Deming W. Edwards, "Improvement of quality and productivity through action by management National productivity review, winter" (1981 – 82) p.148

¹⁰ Schonberger R.J. "Japanese manufacturing Techniques", Collier Macmillan, London (1982) p.148

¹¹ Robert K. Wysocki, (2003), Effective project management, Wiley publishing Inc., USA

¹² Ramaraju Thirumalai (2002), Project management

¹³ Willa A. Foster (1983), Total Quality control, McGrawHill, Newyork

¹⁴ John Oakland (1989), Quality, A critical introduction, published by Rout ledge

¹⁵ Srinivas Gondhalekar and Uday Salunkhe (2002), productivity Techniques, Himalaya publishing house, Mumbai

According to D.B.N. Murthy¹⁶ (2001), p2 has defined TQC as "Quality is the key to customer satisfaction more and more industries are re-orienting their focus on customer's needs to make them satisfied and loyal customers"

According to V.K. Agnihotri¹⁷ (2003), p.3 had defined TQC as "Continuous process that involves the whole organization and its customer driven. This process is aimed at creating a culture of excellence in any organization"

According to Parag Diwan¹⁸ (2003) p.1 has defined TQC as, "Quality is a customer's determination and not manufacturers or marketers determination. The modern view of quality is that products should totally satisfy the customer's needs and expectation in every respect on a continuous basis"

According to Harvey Maylor¹⁹ (1996) p.13 defines TQC as "Improve constantly and forever every activity in the company, to improve quality and productivity and thus constantly decrease costs"

According to Sushil²⁰ (2000) P.143, defines TQC as "Flexibility is not to create chaos, but to bring a natural organic order out of it"

According to R.Lessem²¹ (2000) p.5 defines TQC as "TQC supposedly not only represents a successful marriage between product and people but also between tough-minded thinking and tender hearted feeling"

COMPANY PROFILE

Bala Tourist Service - one of the oldest in the field in Chennai has one of the largest fleet of vehicles. Started with a single vehicle by M.P. Balakrishnan the organization on its 43rd year of service today has grown to be one amongst the premier Tourist Transport operators in Chennai. Founded by M.P. Balakrishnan initially operating from his rented residence, the organization now has its own exclusive premises and a fleet strength of more than 275 vehicles. It is the only organization in Chennai being in a position to offer from a Maruti to the Mercedes. To share the increasing responsibilities and work load demanded by rapid strides with enlarging customer base and expanding vehicle fleet, B. Pradeep son of Balakrishnan joined as Managing Partner in the year 1985.

Round the clock operations throughout the year means customers can turn to Bala Tourist Service anytime. This along with well trained and experienced drivers in presentable uniforms, groomed for customer relation, backed up by well maintained vehicles has always become a hit with customers.

Tie up arrangements with Associate operators in all major Indian towns & cities has found immediate favor with customers.

Totally computerized operations from booking to billing - the first by any tourist vehicle operator in Chennai - besides, minimizing errors and omissions help quicker if not instant information/data retrieval.

DATA ANALYSIS AND INTERPRETATION

This chapter contains various Tables and Chart prepared from the entire survey on the respondents of sample unit M/s. Bala tourist service.

¹⁶ D.B.N. Murthy (2001), Consumer and quality, New age international (p) limited publishers, New Delhi

¹⁷ V.K.Agnihotri (2003), Quality management in government, Allied publishers pvt. Ltd., Mumbai

¹⁸ Parag Diwan (2003), Quality in totality, Deep & Deep publications Pvt Ltd., New Delhi

¹⁹ Harvey Maylor (1996), Project Management, Macmillan, Delhi

²⁰ Sushil (2000), Flexibility in management, Vikas Publishing House Pvt Ltd., New Delhi

²¹ R.Lessem (2000), Total quality learning, Infinity books, New Delhi

Table No.1
Gender of Respondents

S.No	Gender	No. of Respondents	Percentage
1.	Male	81	67.5
2.	Female	39	32.5
	Total	120	100

Source : Questionnaire

From the above table, It can be seen that out of 120 respondents 81 (67.5%) are males and the other 39 (32.5%) are females. Thus majority of the respondents are male. Gender of respondents and their percentage are shown using Pie Chart.

Chart No.1
Gender of Respondents

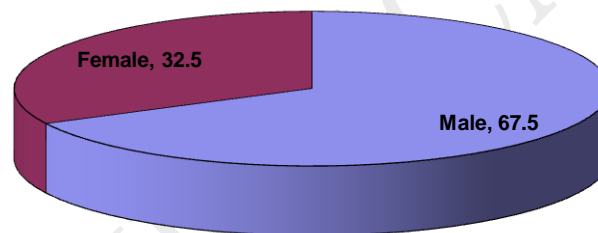


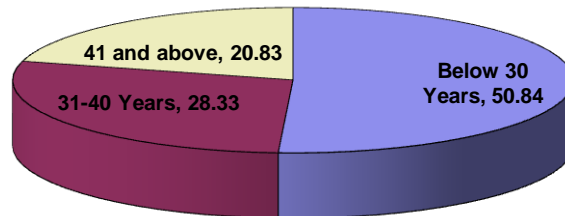
Table No.2
Age of the Respondents

S.No	Age	No. of Respondents	Percentage
1.	Below 30 Years	61	50.84
2.	31-40 Years	34	28.33
3.	41 and above	25	20.83
	Total	120	100

Source : Questionnaire

From the above table, it is clear that out of 120 respondents, 61(50.84%) are below 30 years of age, 34 (28.33%) are between 31 to 40 years of age and 25 (20.83%) are 41 and above years of age group. Thus it is concluded that a majority of the respondents are below 30 years of age group

Chart No.2
Age of the Respondents



TESTING OF HYPOTHESIS

THE AGE OF THE RESPONDENTS AND THE ACCEPTANCE LEVEL OF SATISFACTION OF CUSTOMERS

To find out the relationship between the age of the respondents and the acceptance level of TQM practices, the researcher has adopted the Chi-square test to test the formulated hypothesis.

H0 = There is a relationship between the age of the respondents and the acceptance level of TQM practices

H1= There is no relationship between the age of the respondents and the acceptance level of TQM practices

The age of the respondents and the acceptance level of TQM practices

Table No. 3

Age	ACCEPTANCE LEVEL OF SATISFACTION					TOTAL
	Strongly Agree	Agree	Neither nor Disagree	Disagree	Strongly disagree	
Below 30 years	16	31	5	4	2	61
30 - 40 years	7	18	2	1	3	34
40 years above	5	17	2	6	1	25
Total	28	66	9	11	6	120

Source : Questionnaire

$$\sum [(O-E)^2 / E] = 10.898225$$

Calculated Value = 10.898225

Tabulated value at 5% level of significance for Degrees of freedom

$$\begin{aligned} &= (r - 1) (c - 1) \\ &= (3 - 1) (5 - 1) \\ &= 8 \end{aligned}$$

Degree of freedom = 8

Tabulated value = 15.507

Calculated value < Tabulated Value

$$10.898225 < 15.507$$

So the above hypothesis No.1 is accepted. Thus there is a relationship between the age of the respondents and the acceptance level of satisfaction.

THE EXPERIENCE OF THE RESPONDENTS AND THE ACCEPTANCE LEVEL OF TQC for Customer Satisfaction

To find out the relationship between the experience of the respondents and the acceptance level of TQM practices, the researcher has adopted the Chi-Square test to test the formulated hypothesis.

H0 : There is a relationship between the experience of the respondents and the acceptance level of TQM practices.

H1 : There is no relationship between the experience of the respondents and the acceptance level of the TQM practices.

The experience of the respondents and the acceptance level of TQC for Customer Satisfaction

Table No.4

Age	ACCEPTANCE LEVEL OF TQC PRACTICES					TOTAL
	Strongly Agree	Agree	Neither nor Disagree	Disagree	Strongly disagree	
Below 3 years	5	9	2	2	1	19
3 - 5 years	18	31	3	3	2	57
5 to 10 years	2	5	3	2	1	13
Above 10 years	3	21	1	4	2	31
Total	28	66	9	11	6	120

Source : Questionnaire

$$\sum [(O-E)^2 / E] = 14.482899$$

Calculated Value = 14.482899

Tabulated value at 5% level of significance for Degrees of freedom

$$\begin{aligned} &= (r - 1) (c - 1) \\ &= (4 - 1) (5 - 1) \end{aligned}$$

$\chi^2 = 12$
 Degree of freedom = 12
 Tabulated value = 21.026
 Calculated value < Tabulated Value
 $14.482899 < 21.026$

So the above hypothesis No.2 is rejected. Thus there is a relationship between the experience of the respondents and the acceptance level of TQC for Customer Satisfaction.

THE EDUCATION OF THE RESPONDENTS AND THE ACCEPTANCE LEVEL OF TQC PRACTICES

To find out the relationship between the education of the respondents and the acceptance level of TQM practices, the researcher has adopted the Chi-Square test to test the formulated hypothesis.

H0 = There is a relationship between the education of the respondents and acceptance level of TQM practices

H1 = There is no relationship between the education of the respondents and acceptance level of TQM practices

The Education of the respondents and the acceptance level of TQC practices

Table No.5

Age	ACCEPTANCE LEVEL OF TQC PRACTICES					TOTAL
	Strongly Agree	Agree	Neither nor Disagr	Disagree	Strongly disag	
S c h o o l Level	3	6	2	5	4	20
Technical	2	3	1	3	2	11
Graduate	8	47	4	2	0	61
Post Graduate	15	10	2	1	0	28
Total	28	66	9	11	6	120

Source : Questionnaire

$\sum [(O-E)^2 / E] = 55.745481$
 Calculated Value = 55.745481
 Tabulated value at 5% level of significance for Degrees of freedom
 $= (r - 1) (c - 1)$
 $= (4 - 1) (5 - 1)$
 $= 12$
 Degree of freedom = 12
 Tabulated value = 21.026
 Calculated value > Tabulated Value
 $55.745481 > 21.026$

So the above hypothesis No.3 is rejected. Thus there is no relationship between the education of the respondents and the acceptance level of TQC practices.

FINDINGS, SUGGESTIONS AND CONCLUSION

The researcher has undertaken a survey with the help of Questionnaire, among 120 respondents using convenience sampling methods to determine the employee perception of TQC practices for Customer Satisfaction of the sample corporate organization. The summary has depicted the following findings.

Gender of the respondents

It is found from the research that 81(67.5%) respondents are males and the remaining respondents are females. It is clear from the above findings that the employee perception of TQC practices are being evaluated majority among the male respondents.

Age of the respondents

The research shows that 61(50.84%) respondents come under the age group of below 30 years

Educational level of respondents

The research reveals that 61(50.83%) of respondents are graduates. Education determines the perception of TQC practices among the respondents.

Salary of the respondents

It is found from the respondents that 59(49.17%) of respondents belong to the income group of Rs.5,001 – Rs.10,000. Salary is a key element which plays a vital role in the acceptance of TQC practices among respondents.

Departmentwise classification of respondents:

The research proves that 89 (74.17%) respondents fall under the category of production and packing departments. This department aims at the enhancement of TQC practices.

Experience of the respondents

It is found from the research that 57 (47.5%) of respondents possess 3 – 5 years of experience. Experience is an important criterion for the establishment of TQC for developing Customer Satisfaction.

Explanation of TQM:

The research shows that 107 (89.17%) respondents have acquired clear explanation on TQC for developing Customer Satisfaction.

Priority of TQC

The research reveals that 53 (44.17%) respondents support the fact that only moderate priority has been given for TQC practices in their organizations.

Commitment in Building TQC practices

It can be seen from the research that 56 (46.67%) of respondents agreed that there exists commitment of Top Management in building TQC practices

Understanding and acceptance of Quality goals and practices

It is found from the research that 63 (52.50%) of respondents have understood and accepted quality goals and practices for the enhancement of TQC program.

Responsibility of department heads for quality improvement

The research shows that 58 (48.33%) of respondents have witnessed that the department heads take the responsibility for the improvement in quality of products.

Evaluation of quality goals and objectives by each division

It is found from the research that 77 (64.17%) respondents are of the opinion that goals and objectives have been evaluated only to some extent by each division in the organization.

Designing job according to TQC practices for Customer Satisfaction:

It is found from the research that 77 (64.17%) of respondents are of the opinion that jobs have been designed to suit the TQC practices in their organizations.

Improvement in quality by TQC program :

The research reveals that 63(52.50%) of respondents agree that there has been an improvement in the quality of products by following TQM program.

Monetary reward for practicing TQM

It can be seen from the research that 101 (84.17%) of respondents are of the opinion that there is no monetary reward for practicing TQC.

Support of Top Management

It is found from the research that 102 (85%) of respondents asserted that top management support is always available in practicing TQC

Reduction of missed deadlines through TQC program

It is found from the research that 81 (67.50%) of respondents asserted that there has been a considerable reduction of missed deadlines through TQC program.

Problems in TQC for Customer Satisfaction

It can be seen from the research that 60 (50%) of respondents considered that changing technology and lack of exposure as a major problem in practicing TQC.

Whole hearted acceptance of TQC practices

It is clear from the research that 66 (55%) of respondents agree that there has been whole hearted acceptance of TQC practices.

Comfort with TQC

The research reveals that 92 (76.67%) of respondents are comfortable practicing TQC in their organizations.

SUGGESTIONS

TQC for Customer Satisfaction is of great importance to all the organizations in the context of improvement in quality of their products and services. There are many factors that hinder the growth of TQC and Customer Satisfaction program like education of respondents, salary, experience, present position and motivational level. Changes in technology will not be immediately accepted by all the respondents. It will surely be a time consuming effort for the management to make its respondents understand and accept such changes. In such a case respondents should be properly educated about the importance of TQC in their organization through awareness programs and proper training. Jobs should be designed in the organization according to the requirements of TQC programs. Improvement in quality and thereby winning the satisfaction of customers is the ultimate aim of TQC practice. Most of the respondents are of the opinion that their motivational level has not been enhanced because of TQC practices. Therefore, their motivational level can be enhanced by providing better monetary and non-monetary benefits. Once they attain the fixed targets. TQC should be approached to the respondents as employee friendly concept in quality improvement rather than a strictly technical concept. The whole

hearted acceptance of TQC practices among the respondents is the essence of success of TQC. The grievances of respondents in practicing TQC should be communicated with the top management and steps should be taken to overcome such grievances.

CONCLUSION

The research has been conducted among 120 respondents of the sample organization. The perception of the respondents regarding TQC for customer satisfaction is the source of our conclusions. From the research, it is clear that the respondents should be motivated for achieving TQC goals of the organizations. Creation and communication of TQC plan is a pre-requisite for the success of any organizations. Commitment of top management is always required in building TQC practices. The respondents should be properly educated about the participation in TQC practices. The research proves that the total quality management practices of corporate organizations invoke both internal and external stability to compete in global market.