

Impact of Total Quality Management on the performance of service organizations

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Abstract:

To uncover the function of total quality management in service sector of India is main goal of this paper. Primarily total quality management was imposed in manufacturing organizations and hence the outcomes were wonderful in manufacturing firms. Presently, there are many service providers in service sector that present the identical kind of services. The service supplier offers the most effective service. Interviews were conducted for information collection, from the higher management of banks, hospitals, educational organizations, telecommunication companies, and airlines. Conclusion of the research demonstrated an affirmative association amid Total Quality Management and performance of Indian service companies. This study is supportive for enhancing quality of output in commission companies and it will further function as a foundation for prospective analysis.

Key Words: Total Quality Management, Service Sector, Organizational performance

1. INTRODUCTION:

In business world service sector is a very significant. Primarily the idea of quality was set up in manufacturing issues though since the time elapsed the idea of service quality subsequently came into sight. Amid the utilization of Total

Quality Management and firm performance there is an affirmative association. Firm's performance comprises of various factors like output, earnings, competitive advantage, reduction in expenditures, error reduction, reduced waste, and stabilized business in commission sector of Asian nation (Sajjad & Amjad, 2012). A lot of firms are giving the identical type of services in a single market due to globalization, extensive use and convenience of modern technology. Hence client desires the best alternatives that offer enhanced quality. Total Quality Management is the only tool that may enhance the standard of service as a result of continuous improvement. Total Quality Management is that the viewpoint of management that tends to connect all organization functions to goal meeting the needs of clients and main goal of the firm.

(Hashmi, 2000 & 2004). Total Quality Management is likewise useful for service organizations as for producing organizations. In last two decades, Total Quality Management has turn out to be thoroughly used management tool and is well thought-out as a key word in the management practices. It is thought-about it as a modified management quality approach by quality practitioners and managers (Arumugam et al., 2009). A vital role in development of management practices is played by Total Quality Management. (Prajogo and Sohal, 2003; Hoang et al., 2006). Total Quality Management is accommodating for everyone and combined behavior to please customers through incessant improvement (Claver, Gasco, Llopis, & Gonzalez, 2001). Employment of Total Quality Management is targeted by US and Japanese gurus in manufacturing sector as their initial work and secondary attention was given to implementation of Total Quality Management

in commission sector but still there have been several people who were conducting analysis on use of Total Quality Management in commission trade (Sureshchandra et al., 2002; Sit et al., 2009). Rapid service quality is tremendously demanded by customers in banks and other money establishments. Now a days, more than 90% of the banks, buildings and insurance companies are adopting some form of quality improvement tool; According to McCabe (1994). Mainly in banking sector wherever the client is important; Total Quality Management philosophy is imposed altogether over the industry.

As compared to manufacturing business in service sector, client is a lot more susceptible concerning the standard of service and delivery of service as an outcome the client is directly associated with service supplier (Safakli, 2004). There is crucial and affirmative association amid quality of internal services and structure performance of business banks (Vanniarajan, 2007). Client contentment is very connected with quality of service in banking sector (Joseph, 2003). Presently banks are sensitive to the fact that their success and existence in globalized and extremely competitive market is just through providing highest quality service for their customers (Wang&Hui, 2003). Total Quality Management covers an important role in telecommunication sector, for increasing the strength of each technical and human resources.

Service business serves single client or instead it may be servicing their goods. Additionally, the servicing may be physical as in case of buying washing machine, the client also obtains services like installation, maintenance and repair or visiting an eating place. On the other hand, the servicing may be intangible for example in case of information, education, museums or banking.

1.1 DEFINITIONS OF SERVICE

Services can be defined in numerous ways but with no common agreement as to what actually comprise services. Service can be separated into four different groups (Zeithaml et al., 1996):

- Service firms and industries: Whose core job is a service, e.g. hotels (lodging), railways (transportation),

banks (financial services), education, etc.

- Services as product: Variety of intangible product providing customers value and pay for in the marketplace, e.g. information technology (IT) consulting services offered by Accenture, IBM, telecommunication services offered by MTNL, BSNL, training services, shipping services, etc.
- Client service: Service given in support of a firm's core product, e.g. maintenance of equipment, installation of machine or e-gadget, on-site and off-site services, customer care services etc.
- Derived service: Value derived from physical goods is the derived service, e.g. razor provides barbering services, computer provides information and data manipulation services, drugs and medicines provide medical services, etc.

1.2 SERVICE CHARACTERISTICS

In recent days in most of the modern products services are mix of both tangible and intangible acts. For example, in case of hair dressing at saloon, the client will benefit from some of hair care products and might even buy some for domestic use. When buying an air conditioner, the client also gets services like installation, maintenance and repair. The four different characteristics referred by some investigators as 4I's of services, namely (Dotchin and Oakland, 1994; Hope and Muhlemann, 1997):

- Intangibility
- Inconsistency
- Inseparability
- Inventory

1.2.1 INTANGIBILITY:

It is one of the mainly significant distinctive natures of service. Service has no physical characteristics and hence impossible for a customer to taste, feel, hear or smell before they buy it. The client cannot assess the

intangible aspect of service before the event and hence, clients frequently have to use the standing of a service firm and its representatives to evaluate quality (Dotchin and Oakland, 1994). Zeithaml (1981) found that services time and again cannot be assessed in advance of the consumer. The client must trust on experience of the service itself or 'on trust'. Though, service providers can take account of customer psychology and make strategies to cope with the troubles of demonstrating their offerings, while designing a new or revised service package.

1.2.2 INCONSISTENCY

Inconsistency is also referred to as variability or heterogeneity. Heterogeneity of services occurs in consequence of explicit and implicit service elements relying on customer preferences and perception in most of the service literatures. Disparity exist in the outputs of service provider producing the same service over a time within the same firm. The interaction amid client and provider may vary by client (Sasser et al., 1978). This intrinsic variability makes it hard to set precise quantifiable measures for all of the fundamentals of service.

1.2.3 INSEPARABILITY:

Inseparability is a feature of a service which shows that it cannot be separated from the creator-seller of the manufactured goods and thus, it has the virtue of simultaneity. Simultaneity happens because the client has to be there prior to any services can take place. While foods are made first, then sold and consumed, most services are sold first and then produced and consumed at the same time (Zeithaml et al., 1996). Morris and Johnston (1987) argued that the employee providing the service must first identify individual client hope then customize the service on the basis of the identification. The workers have to assess also the quality of his or her performance, as it takes place, against their evaluation of the clients' outlook, while stay ready to sense and respond to any unfavorable customer reactions which may happen.

1.2.4 INVENTORY

Next unique characteristic of service is that they are produced and consumed at the same time that causes removal of inventory. This feature is also called as perishability. Service cannot be saved, stored, resold or returned. A seat on a train or in a theatre or telephone line capacity or a tax consultant's time not used cannot be reclaimed and used or resold at all later time. Perishability is in distinction to manufacturing goods that can be stored in inventory or resold another day or even return if the purchaser is not happy. Perishability makes these actions an unlikely possibility for most services. Thus, perishability also necessitates that service production and service delivery time and again must exist simultaneously (Dotchin and Oakland, 1994).

1.3 SECTOR-WISE CLASSIFICATION:

The customary method adopted by economist to comprehend the relative significance of different segments of an economy is to split it into three sectors of activity (Zeithaml et al., 1996).

- Primary sector (agriculture and mining)
- Secondary sector (manufacturing, electricity, gas, water supply and construction)
- Tertiary sector (services).

This three-sector economic theory is also called as the three-sector hypothesis developed by Colin Clark and Jean Fourastié.

1.3.1 Primary sector : The involvement of this sector comes from agriculture, agribusiness, fisheries, forestry, all mining and quarrying industries. It is chiefly dependent on natural resources.

1.3.2 Secondary sector: This sector includes manufacturers and industries. It is mainly dependent on the goods of the primary sector as raw material and makes goods for consumption. This sector has wide classifications such as energy industry, steel production, automobile industry, textile industry, etc.

1.3.3 Tertiary sector: It is the service region where the output is not goods but various services that make life at ease. This part includes government, financial, education, health, etc. The service sector is a main provider to the country's GDP and manufacturing and agriculture sectors which were dominant earlier in developing countries are relatively growing slowly as compared to services. After taking into consideration the global economic development trends as well as India's GDP contribution towards service (tertiary) sector, it is clear that national economic advancement is spearheaded by the service sector.

If India has to attain the same degree of growth as the advanced (developed) countries, India will require to focus on the service sector as the engine for development and growth. To understand this in a better way, service sector needs to be classified.

There are lots of telecom companies in India, which are operational with truly strong competition. Organizations that gives higher service can achieve success among diverse competitors and Total Quality Management is that the best instrument that may be employed for performance enhancement.

A revolution has come with the arrival and use of modern technology in public health department of India. The strength of this department and service quality is improved, effectively and expeditiously if Total Quality Management philosophy is imposed in this sector.

2. LITERATURE REVIEW:

The fundamental definition of Total Quality Management given by American department of the federal government of management budget circular is "Total Quality Management can be a complete organization approach for meeting consumer needs and expectations that involves all managers and employees in using quantitative techniques to improve continuously the organization processes, products and services". Total Quality Management is not simply a technical system; it's conjointly linked to the organization itself, which is also a social system according to trendy definition.

Organizations are not only social system but also a human system (Pike and Barnes, 1996).

Total Quality Management is an effort to enhance whole organizations effectiveness, competitiveness and structure according to port (1993) . Total Quality Management is a philosophy for continuously improving the quality of goods and services delivered through the involvement of people in the lowest levels and tasks of organization (pfau,1989). Large literature review of the past studies have looked at, what constitutes Total Quality Management and the key practices for the success of Total Quality Management (sila and ebrahimpura 2002; Saraph et al., 1989; Marcus Antonius et al., 2002; Sureshchandar et al., 2002; Al-Marri et al., 2007; Zhang et al., 2000).Till now, study has recommended a common set of practices for efficient implementation of Total Quality Management, yet a number of the standard award models like Kanji Business model, European Quality Award (EQA 1994), the Deming prize (1996), Malcolm Baldrige and National Quality Award (MBNQA,2005) that provide a useful benchmark framework for industries and facilitate to implement Total Quality Management and value the results of business performance (Talib et al,2010).

Assessed by Harsan and Kerr (2003) the association between Total Quality Management practices and performance of service firms which they comprise are Total Quality Management practices like high management commitment, worker involvement, training, supplier quality, quality prices, service design, quality techniques, benchmarking and customer satisfaction have positive relationship with productivity, and quality performance.

A comparative study is conducted by Prajo (2005) to analyze the effect of Total Quality Management practices and quality performance between Australian services and manufacturing firms in which it was reported that there exists no significant disparity on the effect of Total Quality Management practices and quality performance between given two sectors. An experiential study amid Australian organizations outlines that Total Quality Management practices and quality performance have a strong affirmative affiliation (Prajo and Brown, 2004). Talib et al (2010); states that accomplishment of Total

Quality Management enhances the performance of the company.

A lot of investigators have wholly different conclusions relating to the impact of Total Quality Management tools and its accomplishment. Few researches accomplished that Total Quality Management application has an affirmative impact on the company performance but a number of researchers stated that it does not have impact on organizations' business performance (sajjad and amjad ,2012). There is a strong positive impact of benchmarking and quality assurance on firm performance of the telecommunication corporations of India and they play important role into the success of a corporation. It shows that there's positive relationship between Total Quality Management and organization's quality objectives. If Total Quality Management practices imposed effectively a lot of quality goals are going to be attained (sajjad and amjad, 2012). The importance of Total Quality Management in manufacturing has driven to range of organizations to foresee its edges and effect on service organizations performance (Talib et al, 2012). Following the good achievement of Total Quality Management in manufacturing organizations, service firms have started to follow it. It is necessary to decide how to evaluate the quality of service for applying Total Quality Management in commission sector. It is assessed through price, flexibility, attainability, totality and interval. The study reveals that there's a strong rational relationship amid all Total Quality Management practices. Study of manufacturing firms in Georgia showed these edges of Total Quality Management; improved quality, employee participation, teamwork, working relationships, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share (Christopher et al.).

A ten year study of Hendricks and Singhai reveals that Total Quality Management may be a rational investment. They picked 600 publically listed firms that have won awards for effectual accomplishment of Total Quality Management. They also selected an effect cluster of equal size and business to the award winners. They compared the performance of every team throughout the 5 years when winning the award and 5 years previous to the award. The performance of five years prior to

the award has shown no difference. Yet the phase of five years after the award has shown an immense difference. The stock value performance for award cluster was 114%. (Hendricks and Singhai).

Following findings were revealed by a study about telecommunication firms:

Initial Total Quality Management implementation has affirmative impact on overall business performance, second; benchmarking is one in all the main factors to determine structure overall business performance, third; the findings show that it is not necessary that each one Total Quality Management factors to be present for the success of overall business performance and Total Quality Management program.

Commitment of top management was very small in these findings but it had less impact on quality benefits and organizations performance of telecom organizations of India (sajjad and amjad ,2012). Effective accomplishment of Total Quality Management will continually improve the standard and business performance. (Saravanan&Rao ,2007).

It was reported by the researchers that Total Quality Management is an applicable tool to improve business performance despite the priority that wherever the organization is working as long as Total Quality Management practices is put into practice efficiently.

2.1 TOTAL QUALITY MANAGEMENT IN HEALTHCARE INDUSTRY

Health has been one of the main services in the Indian economy. It is one of the biggest and most demanding sectors and have a key to the nation's overall development. At present, the Indian health sector accounts for about 1.9% of its GDP. Further, total public spending (both central and state governments) is raised to 1.4% of GDP in 2009–2010 (Planning Commission Report on Health, Government of India, 2010). Hence, in the eleventh five year plan, while the central government makes every effort to expand resources for health, state governments will be convinced to assign at least 7–8% of state expenditure towards healthcare. The past few years have witnessed an increasing concern over the quality of healthcare services in India. The government

policies have considerably changed the healthcare situation in India. Quality has been exposed to be a significant factor in the clients' choice of hospitals. In view of these transforms, there is an rising need to enhance the quality of healthcare services. Also, the shifting market and certification pressures have forced hospitals to apply Total Quality Management concepts. The Total Quality Management application in health care centers is looking for conduct to lower costs and get better care. Quite a few researchers have asserted that thriving implementation of Total Quality Management can result in considerably better results in healthcare firms (Karasa et al., 2008; Miller et al., 2009; Short and Rahim, 1995) such as the up-gradation of SQ, enhancement in healthcare quality and productivity, and pleasing both internal and external customer. Quite a few research studies have been carried out on the accomplishment of Total Quality Management in healthcare industry in many parts of the globe.

2.2 Total Quality Management in banking industry

The banking sector is the biggest and developing industry in the service sector which provides to the needs of the different groups of people and turned to be a mass consumption service. Remarkably, the SQ tends to play a vital role in high taking part industries like banks (Al-Marri et al., 2007). In India banking is quite grown-up in terms of supply, product range and reach – even though reach in rural India still remains a challenge for the private sector and overseas banks. Ministry of Finance, Govt. Of India has divided Indian banks into three categories – public sector banks, private sector banks and foreign banks (Ministry of Finance, Government of India, 2009). As per the survey, Indian banks have combined network of over 55,000 branches and 20,000 ATMs. This foretells that the Indian banks are in a situation to deal with total quality service (TQS) and are at par with other biggest international banks. A lot of studies have established that the performance of banks is considerably and absolutely linked with the SQ (Bellou and Andronikidi, 2008; Krishnaveni and Divya, 2006; Ladhari et al., 2011; Longbottom and Hilton, 2011) and to achieve quality

in service, the Total Quality Management is highly essential (Al-Marri et al., 2007; Kassem, 1998).

2.3 TOTAL QUALITY MANAGEMENT IN HOSPITALITY INDUSTRY:

India is positioned at 11th place in the Asia Pacific region and 62nd overall. It is graded the 14th best tourist destination for its natural resources and 24th for its cultural resources with numerous world heritage sites. Next to this, Indian hospitality industry has contributed a lot of achievements and is being one of the top growing sector in terms of total revenue and foreign exchange income. It also motivates growth and expansion in other trade and industry sectors such as agriculture, horticulture, handicrafts, transportation, construction, etc., as well as gives drive to enlargement of service exports. It is a main contributor to the national integration process of the nation as well as preserver of natural and cultural environment. Surveys have further revealed that hospitality sector is one of the rapidly growing sectors across the globe and adds up to one of the fundamental factors of a nation's economic escalation (Holmes, 2007; Politis et al., 2009)

Quality is well thought-out to be of great significance in the hospitality sector especially Total Quality Management. With the coming out and attractiveness of Total Quality Management, the hospitality sector maintains to be a lot involved in the accomplishment of Total Quality Management related activities. Lazari and Kanellopoulos (2007) stated in their study that collaboration between internal and external elements is vital for successful Total Quality Management accomplishment and improves the morale of employee fulfillment and increasing total efficiency. Li et al. (2007) further declared that leadership and guest focus are the main beliefs most commonly included into Total Quality Management programmes of hotel. Lastly, hospitality industry has recognized out performers in Total Quality Management dedicated hotels and is liable to get better customer approval and ultimately financial performances (Claver-Cortés et al., 2008).

Hence, Total Quality Management has received good attention in the tourism and hospitality journals. Total Quality Management concept has been applied to all segments of the hospitality and tourism industry in the literature (e.g. hotels, restaurant, food services, etc.)

2.4 TOTAL QUALITY MANAGEMENT IN ICT

The period of economic liberalization and globalization has guided in a fast change in the service sector. As an outcome, over the years, India is observing a changeover from agriculture-based economy to a knowledge-based economy. The knowledge economy generates, distributes and employs knowledge to enhance its growth and expansion. One of the chief functional supports of this economy is ICT, ITeS and software development services industry. IT and software business has been one of the greatest growing business over the last two decades. India has aimed this sector as the highest priority area and is actively pursuing IT and software business in the international market chiefly in Europe and the USA. A big number of Indian software firms have obtained worldwide quality certification. The sector of Communication and IT has been doing incessant efforts to make India a front-runner in this era of information revolution. A number of policies have also been made on the key matters of IT infrastructure, e-governance as well as IT education. Next to this, the communication sector (including telecommunication services) is also a main driver of the Indian financial system. The communication segment has outperformed other sectors if seeing at the increase rates of this sector from last few years. Communication segment has also had a noteworthy impact on employment in the nation.

In current years, ICT, ITeS and software have turn out to be a vital part in a variety of service firms such as the telecommunication, banking, education, etc. The quality of communication, IT and software constituent is of supreme concern to everyone, comprising users and developers. Practitioners and academicians both have the same opinion that ICT, ITeS and software quality development techniques lead to a decrease in costs. The

requirement for Total Quality Management in ICT, ITeS and software industry turns out to be highly appropriate (Sparrow et al., 2006; Wali et al., 2000). The accord is that there is a superior need to predict and respond to the client needs and to assure quality in communication, IT and software development business.

3. RESEARCH METHODOLOGY:

This is a qualitative analysis with the aim of predicting the impact of TOTAL QUALITY MANAGEMENT practices on performance of service organizations. Gilmore and Carson (1996) stated that qualitative analysis strategies are the simplest fitted with the character of industry. Researchers thought-about a lot typically to the current methodology, as a result of it provides a lot of qualitative data, in additional depth, better representation, greater efficiency and greater value (Palmerino, 1999).

The population of this research is having organizations of service industry in India. For the analysis, I have conducted semi structured interviews as an information gathering tool. The survey form consisted of questions on the utilization of Total Quality Management and impact of Total Quality Management on performance of service firms. For this objective each segment is divided into small segments by engaging the techniques of Total Quality Management (Leadership, Employee's involvement, Quality management System, Continuous management System and Training and education of employees) and parts of structure performance (Increase in output, client satisfaction, increase in financial gain and increase in market share). After preparing questions about use of Total Quality Management and its impact on organizations performance, we styled these questions to be comprehensible for all level of managers according to their demographics. The queries were multipurpose; they were supporting the analysis topic and our theoretical framework. A sample of 25 service organizations from telecommunication, hospitality, banking and airline industries in India were taken for the research. Fifty managers, two from every organization were interviewed. The demographics like age, job expertise and academic background of every manager is entirely different from one another, this issue

is as well useful to scale back prejudice in findings. To acquire on time and correct feedback from the managers chosen for interview, the appointments were fixed confirming the time, date and place of interview. The agenda and contents of the interview were explained to the managers being interviewed at the time of fixing schedule of interview for better understanding of topic under discussion.

The aim of gathering this data was communicated to the relevant managers so that they could honestly share the knowledge with no threat of misusing the information provided by them. All the interviews were conducted in the offices of managers being interviewed and each manager responded splendidly. After concluding interviews of relevant individuals the all relevant discussion points were analyzed.

4. FINDINGS:

All interviewed managers had same opinion on the utilization of Total Quality Management in commission organizations and affirmative impact of Total Quality Management on performance of organization. All the characteristics of Total Quality Management are being used in commission firms. Leaders were playing an important role in commission quality enhancements, workforce is involved in solving the problems, most of the organizations have dynamic organization structure to manage the quality, and modern technology is getting used as a tool for continuous method improvements. Further the performance appraisal, reward and penalization systems area was employed as a tool of Quality Management System and training is provided to workers for better understanding of these systems. Such characteristics of Total Quality Management are very helpful in escalating output, client satisfaction level, clientele, increase in profit and increase in market share. Any firm if not putting into practice the entire Quality Management techniques; cannot move toward development. It is not possible if leaders are not engrossed in their jobs. Workforce needs motivation and directions from the leaders for doing their jobs satisfactorily.

Workers further desires their participation in higher cognitive process, they need

recognition from their leaders on their performance. Constant developments in method are vital during this competitive setting as an outcome. There are ranges of organizations providing same kind of services and client focuses on superiority of those services. The organization that could give higher services to customers can grow and there'll be increase in market share. Training and education is furthermore vital section for raising the strength of labor force in a company. On the use of training and education programs for employees all of the interviewees were agreed and affirmed it as a compulsory part of employees' efficiency improvements and use of modern technology is additionally not viable without training of employees. It can be accomplished that Total Quality Management is implemented in service organization in India and it has affirmative impact on performance of service organizations.

5. DISCUSSION:

In the analysis we were primarily centered on the Total Quality Management techniques (Leadership, Employees involvement, Continuous process improvements, Quality management System, Training and Education of employees) and their impact on performance of organization. Every technique has an impact on performance of service organizations. As per the managers contributed in interviews, following are the Total Quality Management techniques and their impact on performance on their various service organizations:

More than 20 of individuals declared leadership as main influencing tool for doing job with most effectiveness. As per them leaders give essential guidelines to employees and leaders took responsibility for efficiency and effectiveness of job. For this intention leaders and staff are concerned in higher cognitive process and day to day problem resolution in most of the firms under observation. Managers were honest with their employees and the proposals of employees were highly valued by the management. This inspires the workforce to work with further interest and problems are detected appropriately. In this way quality of workforce is enhanced due to employee's interest in job. Constant method improvement is extremely

essential tool to please the clients in recent times. All firms are utilizing recent technology and better systems. All the managers were concentrating in applying modern tools, they expressed that the organization of their firms is active. They construct transforms according to requirements of the time. Constant method enhancement is vital for client fulfillment and price effectiveness that outcomes in boost in customers, profit and market share. Remedial measures are taken in case of inadequacy of output. Arrangement of firms support the activities performed by staff, particularly in banking sector. Organization composition is developed so that clients and workers feel comfortable. Organization structure was very valuable for economical growth of all different organizations. New people are provided training in every organization to carry out perfect services. With the improvement of technology workers are educated to employ new technology. To increase the competence of workers special programs are organized by management. Workers are motivated and more dedicated to their jobs because of top level management involvement in their training and learning. All these methods are positively linked with firm's performance. There is an improvement in output, reduction in cost, clients are pleased, and there is a growth in clients and in revenue.

6. CONCLUSION:

A big collection of literature on Total Quality Management and its applications in the service sector has been presented by this research paper. This attempt is further methodical in explaining a variety of facets of service components and its categorization. Next to this, this paper also adds to the theory, definition and benefits of Total Quality Management as well as existing literature evaluation of Total Quality Management in diverse service firms. Supported on the review of pertinent literature and the results from the present literature survey, this study shows that Total Quality Management has constructive impact on service firm's performance and has been accepted as a practical approach in a number of overseas and Indian main service firms, such as healthcare, banking, education, hospitality and ICT, ITeS and software organizations. This paper reveals

some chosen studies on Total Quality Management accomplishment in diverse service industries. Also, the outcome of this research proposes that Total Quality Management is appropriate to the service sector and is accountable for growth and development of nation's wealth. Its accomplishment is linked with improved business performance and more thoroughly it is being implemented, the better the business performance. Though, the achievement or failure of Total Quality Management in service systems mainly depends on the initiatives and keenness of members comprising the service firms. The Total Quality Management literature recommended that firms that desire to put into practice Total Quality Management efficiently must have endurance, since Total Quality Management is a long-term procedure and needs major alters in cultural features as well as employee mindset in an company. Hence, to make Total Quality Management movement a success, a new plan has to be produced across the globe and following initiatives require to be taken:

- Recognize the key spots of service
- Recognize the key practices for successful accomplishment of Total Quality Management
- Assurance by the top management in putting into practice Total Quality Management for constant development
- A visualization for the change
- Client focus and orientation ought to forever be there
- Organization structure matter
- Human resource focus
- Environmental focus
- Innovation focus

With such proposals, Total Quality Management can be productively applied to service industries to attain better results. This paper can assist managers in improved understanding the Total Quality Management, service system concept as well as Total Quality Management accomplishment in service segment. This study also assists in better comprehending the sector-wise categorization and service sector classification in Indian situation as projected by many organizations and bodies. These findings indicate implication of Total Quality Management and its effectiveness in

service firms. All the managers are utilizing Total Quality Management no matter their field of work. In spite of different demographics of interviewees all responded in the identical way. There is no requirement of specific area of education for managers to use Total Quality Management techniques and there is no requirement of specific sector to use these procedures. Total Quality Management is equally applicable in manufacturing and service firms. Service firms can also enhance their performance by utilizing Total Quality Management tools. Total Quality Management is applicable in manufacturing, services, public and private sectors. There is no limitation in applying Total Quality Management for any field of business and hence the tolls of Total Quality Management give affirmative outcomes.

7. LIMITATIONS:

Sample size can be increase to obtain better results. Due to scarcity of resources and time we have covered small variety of firms but the picking of firms for interviews from all the relevant sectors was useful to support the extent of our analysis.

8. USEFULNESS OF THE SURVEY AND ANALYSIS:

This analysis is fruitful for managers to target Total Quality Management elements for enhancing the quality of performance in their firms.

Managers can:

- Specialize in client requirements and adjust their organization structure by using up-to-date technology.
- Impart trainings to workers for using novel technology.
- Engage workers in decision making and offers them recognition for higher performance.

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