

XI Plan Minor Research Project (Humanities) in respect to Mathew Joseph, Department of Business Administration, St. Berchmans College, Changanassery- reg: MRP(H)- 1421/10-11/KLMG026/UGC-SWRO

Abstract of the study titled “Analysis on the Practice of Employee Involvement – A component of Total Quality Management among the manufacturing organisations in Kerala”.

ABSTRACT OF THE STUDY

Total Quality Management is a factor that determines the efficiency of the organisation. In the contemporary industrial scenario, employee involvement is regarded as the best activity that supports Total Quality Management in the organisation. The research study assessed the elements of Total Quality Management and Employee involvement in manufacturing organisations in Kerala. The research study also assessed the link between the elements of Total Quality Management. ISO 9000 certified, medium and large scale manufacturing organisations across the Kerala State were randomly selected. Respondents for the study were randomly selected from the ISO Certified, Public and Private medium and large scale manufacturing organisations across the Kerala State. 5 managers and 10 workers were randomly selected from each companies. The sample consisted of 150 managers and 450 workers.

Data on the practice of Total Quality Management is collected by using an interview schedule from managers and workers. Data on the practice of employee involvement is collected by using a questionnaire from managers and workers. The practice of employee involvement in the private and public sector manufacturing organisations in Kerala is assessed and compared. The perception about the practice of employee involvement among the managers and the workers in the manufacturing organisations in Kerala is evaluated.

The study examined the practice of twelve elements of Total Quality Management in manufacturing units in Kerala. The relevant TQM factors extracted are: Employee Participation, Teamwork, Supplier Teaming, Continuous Improvement, Unity of Purpose, Top Management Commitment, Customer Focus, Benchmarking, Employee Education and Training, Usage of Statistical Process Control tools, Information Usage about Quality and Value Analysis.

Considering the opinion of managers, the improvement in the factors of Employee Participation, Teamwork, Supplier Teaming, Continuous Improvement, Unity of Purpose, Top Management Commitment, Customer Focus, Benchmarking, Employee Education and Training and Information Usage about Quality in the manufacturing organisations were agreed respectively by 69%,64%, 72%, 69%,61%,62%,68%,67%,86% and 72% respectively. Only 17% of the managers agreed improvement in the usage of Statistical Process Control tools in the manufacturing organisations. 72% managers that there is no improvement in practicing value analysis in their organisations.

Considering the opinion of workers, the improvement in the factors of Employee Participation, Teamwork, Supplier Teaming, Continuous Improvement, Unity of Purpose, Top Management Commitment, Customer Focus, Benchmarking, Employee Education and Training and Information Usage about Quality in the manufacturing organisations were agreed respectively by 61%,66%,68%, 61%,69%,68%,68%,67%,74% and 73%.The improvement in the usage of Statistical Process Control tools were agreed only by 13% of the worker respondents. Only, 22 % workers opined that there is improvement in the practice of value analysis in their organisations.

The study examined the practice of employee involvement in manufacturing units in Kerala. Feeling of self worth of the employee in the work environment is very important. 76.4% employees agreed that their opinions are valued in the organisation. 71.3% of the employees opined that they are able to make problem solving decisions in the day today job functions in the organisation. 76,2% of the employees opined that they feel a sense of belongingness to the organisation they are working. 74% of the employees opined that the employees are encouraged to say their opinions related to quality matters. 83% of the workers opined that they have programmes to improve communication and team work in their organisation.70.3% of the employees disagreed with the fact that the management seeks to drive out fear from the employees.

There existed significant difference in the practice of employee involvement in the private and public sector manufacturing organisations in Kerala. It was observed that there is significant difference among the managers and the workers regarding the practice of employee involvement in the manufacturing organisations in Kerala. There is significant

difference in the opinion among the managers and workers regarding the communication of the senior management. The mean score of the opinions of the managers and the workers on certain statements related to communication are compared. The results are as follows: Senior Management communicates the organisation plans at regular basis (f value-5.044, p value-0.001) Management communicates their views honestly (f value-3.357, p value-0.01). Senior Management continuously provides clarity and direction in relation to quality management (f value-5.954, p value-0.00). There is significant difference in the opinion among the employees in the private and public sector regarding the communication of the senior management (f value-15.44, p value-0.00).

The findings of the study are beneficial to the industry and society. The study has contributed to the knowledge base by developing a Total Quality Management framework. The study has put forth various suggestions for ensuring Total Quality Management and employee involvement in manufacturing organisations in Kerala. Areas for further research in the field of Total Quality Management and employee involvement are identified.