

Research Proposal

Topic: Total Quality management and Empowerment of Employees

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Introduction

Total Quality Management and Employee empowerment are new philosophical concepts to deal with the level of competencies required in order to achieve excellence in businesses. With the introduction of newer concepts regarding quality, many geographical locations have developed excellence in their businesses. Juran and Deming concepts have revolutionized the business world and have given direction towards, maximizing the profits and minimizing the costs. The concept of total quality management flows from top management to bottom level. It includes the 100 % involvement of each level in hierarchy to contribute maximum of their efforts in order to achieve excellence in business functions.

Background / Literature Review

There were many literatures found which have explained theoretically the concepts of Total quality management and employee empowerment but no one really did the actual survey to find out the actual effects of Total quality management and effects of extra empowerment on the employees.

Empowerment of employees do come from the Total quality management, but is more focused towards excellent human resource management. Just by giving rights and decision making ability to the employees doesn't mean employee empowerment. An actual employee empowerment means that the social gap between the management, manager and the worker is reduced to effect that free flow of strategies understanding and implementation flow from top management brass and to the lowest level of employee involvement in any organization.

Few of the literature reviewed are mentioned as below,

Kumar, V., et al., (2009) studied the impact of Total quality management on company's performance. It studied different dimensions of measuring performance based on involvement of employees towards single business goal, human resource management & operating procedures. The author felt sample size to be an limiting factor in his research study. He studied different dimensions of measuring performance of the company and clearly highlighted the actual benefits of the total quality management over company's performance. However, the effect of empowerment and total quality management over the employees were not studied. This laid emphasise to study a research over finding the gaps in actual implementation of TQM and its effect on employee empowerment, and in the end an effect on the employee as a whole.

(Subedi & Maheshwari, 2007) studied the practical implication of Total quality management and its affect on overall business performance. He in his study concluded that TQM does help in making the business profitable enough to have sustainable development in competent market place. However, his study lacked the explanation of implications of TQM implementation over individual employee. There is a need felt to study , that in what manners does TQM implementation and Employee empowerment have impact over an employee of an organization.

(Qureshi & Sharif, 2012) also studied the impact of TQM over the overall business functions, and bottom lined in his study that implementing the TQM concept in businesses does help in improvement of customer satisfaction for a business. This was the study where author even explained the positive impact of TQM over employee

relations. However a detailed study to highlight the practical implication of two concepts that is TQM and Employee Empowerment over employee is needed to potray the world that TQM does have positive impact over employees individually and they do bridge the gap between the theoretical concepts and practical effect in exact manner.

(Beshkol, et al., 2012) studied the practical implications of TQM over organization functions. They in their paper clearly highlight the importance of TQM philosophy and concept for an organization. In their paper they not only made it clear that TQM and employe empowerment is philosophy and concept, but also act as guidance mechanism for employees of organization in their pursuit towards excellence. From this paper it can be analyzed that once the employee feels job satisfaction and is able to stand by the organization goals and visions, it does have positive impact over an individual. However, this paper lacked the study of effect of employee empowerment over the individual employees. Thus, a detailed study in this respect is felt to be a need of hour.

(Robertson, nd.) in his article highlights the negative effects of employee empowerment over the employees. In his article he does agrees that employee empowerment does have positive impact over employees. As it helps in boosting the confidence level of an employee. However, there are certain cases where this confidence over laps the functions of other employees and an atmosphere of arrogance starts building up. An arrogant employee does impact the organization negatively. This study gives a need to study the impact of TQM over employee and manners in which such problems can be dealt with. Another negative implications of employee empowerment is risks of loosing confidential information from the hands of employee. Sharing confidential information does helps in building confidence level and satisfaction over employees. However,

risking the confidential business information in free communication atmosphere does put the organization at risk in the garb of highly competent market place.

AIM & OBJECTIVE

AIM

The Aim of Research is to study the gap analysis of theoretical concepts of TQM and employee empowerment and practical reality.

Objective

The objective is to carry out gap analysis through both Quantitative and Qualitative analysis

Quantitative Analysis

Quantitative analysis is method of analysis and research study which is mainly based on cause and effect analysis. Its done in order to measure the impact of research aims and objective. It involves numerical data and finding analysis and portraying the findings in numerical way.

For the purpose of study Questionnaires will be made in order to study the actual impact of research question. The data will be collected through means of survey and information recorded will be analyzed in order to come up with accurate measures of findings from the study.

Sample of 2000 employees will be taken into consideration in order to reduce the variations in between the samples.

Quantitative analysis is means of test analysis and provides the data in numerical order. To calculate the results SPSS software will be used for accurate measure of findings from the study.

Qualitative Study

Qualitative study is descriptive analysis of the findings from the study. It's a description way of portraying the results and comes up with the issues of research studies aims and objectives.

Even for Qualitative measure a sample of 5000 employees will be evaluated through research questions. Employees will be asked to fill in their views in descriptive manner to each set of questions.

Since this study is primarily focused towards carrying out mixed study, both quantitative and qualitative research questionnaires filling and subsequent analysis will be carried out at same point of time.

A basic importance of Qualitative research is that it brings out rich insights from the study. The ideal concepts of research design helps in making accurate decisions about the research findings.

The sample of 5000 employees would consist of analyzing the data across top ten companies in the region and would be surveyed through

- a. Direct Interviews
- b. Telephonic Interviews
- c. Email Surveys

Data collected from all these research will be analyzed at one place and results would be made concisely and appropriate insights from the study would be highlighted in the final paper.

WHO ALL WILL BE BENEFITED?

The research study would be highly insightful in nature. Hence, it would be helpful for big MNC's. It will give solutions to the organization and will help in bridging the gap between the theoretical concepts and practicality of the two quality concepts. In this manner the research study would help the organization in developing strategies to cope up with the negative effects of quality concept implementation in their overall organization strategies and vision achievement, in their pursuit towards business excellence and increasing the profitability and image in the competent market place.

Research outline

Initial study to be carried out will be pilot study in small sample size that is 200 sample size.

After registering the issues and main pain points, and detailed oriented research questionnaires will be developed in order to develop complete understanding from the research design.

The independent individuals would be recruited to carry out research and special task force will be put in place, in order to carry out the research to complete the given project.

Incentives in order to give trainings for their individual career life will be carried out for each participant in the research design.

Following teams will be recruited to carry out research

1. Team of individuals to carry out personal interviews.
2. Team to carry out telephonic interviews.
3. Team to carry out email sample surveys

Both electronic and paper forms will be developed in order to make study process as smooth as possible.

The research design would be carried in such a manner that appropriate training for participants can be carried smoothly.

Brief training upon how to conduct surveys will be given to the each set of participants. Clear guidelines and instructions will be given to participants.

Clear communication will be kept throughout the research study in order to have flexibility in the complete process of research which will be carried out.

Questionnaires in the following format will be made and subsequent filling of the information will be carried out.

Questionnaire design

- Q.1. Full Name, DOB, Nationality, Years of Work Experience
- Q.2. Understanding of TQM and Employee empowerment

- Q.3. On range of scale 1 to 5 rate satisfaction level in current position, where,1 is least satisfaction and 5 being highly satisfied
- Q.4. Manager support (Rate from 1 to 5, where 1 least support to 5 being highly supportive
- Q.5. Understanding of Company's Goals and Visions
- Q.6. Does regular training take place in organization
- Q.7. Problems coming out while delivering duties for the organization
- Q.8. Hurdles faced in day to day working
- Q.9. Job satisfaction level
- Q.10. Suggestions for improvement
- Q.11. Additional comments

Such type of research study design will be carried out for each set of sample.

All participants involved in the research design will be ordered to have clear communication with the sample involved in the study.

The research will be carried out for three months and after that analysis will be done using Microsoft excel and SPSS latest version software's.

Limitations of the study will be it will be restricted to one geographical location and time period will not be extended to wait for research samples to be completed.

Conclusion

Total quality management and employee empowerments are both quality initiative philosophies which have direct impact over the output of any organization. However, issues do occur within the organization while implementing the newer concepts in an organization. The basic purpose of this study would be to understand this gap of difference between the theoretical concept and practical implications. So, that refined quality initiatives could be carried out to have holistic development of any organization.

References

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