# Total Quality Management in Local Government Bodies
# - A Case Study of Jammu and Srinagar Municipality

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## Abstract

In today's changing world, knowledge becomes the major factor in creating competitive business environment. Moreover Total Quality Management (TQM) expresses a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization take part in civilizing processes, products, services, and the culture in which they work. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Total Quality Management (TQM) is management ideas that seek out to incorporate all functions to focus on meeting the customer needs and overall quality objectives. This paper is an attempt to assess the prevailing status of TQM and its application in local government bodies. Furthermore this paper focuses on the awareness and key obstacles to the application of TQM in Jammu and Srinagar Municipality.

Keywords: *TQM, Application, Local Government Bodies, Obstacles, Jammu and Srinagar Municipality.*

## INTRODUCTION

One major trend with the implication for development is globalization. The world is fast becoming one independent global marketplace. With regard to this, the main contributor had been knowledge and skill of the workforce, which has undoubtly been the key competitive weapon for the 21st century. In today's changing world, knowledge becomes the major factor in creating competitive business environment. According to *Seng et. al. (2002)*, the field of knowledge management (henceforth KM) has exploded in the industry since 1990's. It has been marked as the industry's "golden child". Of late, many companies have set up learning centers where employees can share information and knowledge. The transformation of modern world business from production-based economy to a knowledge-based economy has put major implications on the public sector organizations as well.

The Total Quality Management (henceforth TQM) writing proposes blended examples of overcoming adversity over the business world. However, reports about the high rate of disappointment are predominant, *Tatikonda and Tatikonda (1996)*. Because of absence of unmistakable enhancements, the estimation of TQM has been enormously undermined *Wilkinson et al. (1994)*. The high disappointment rate cited at a level of 60% to 67% in the literature has made numerous organizations trust that TQM has not conveyed it's guarantee, *Shin (1998)*. In any case, the vast majority of the researchers concur that TQM is a valuable theory for management if appropriately arranged and executed, *Flynn and Saladin (2006)*. The TQM achievement rate of 33%-40% shows that numerous associations have utilized TQM approach effectively. This supports the suggestion that the disappointment of TQM in any association can't be subjectively connected to lacking standards of TQM, however, it might be connected to conceivable defects in usage arranges that haven't considered the effect of TQM execution hindrances and fundamental social elements amid the execution cycle.

As indicated by *Lundquist (1995)*, TQM usage depends on three center components, to be specific, The TQM logic that contains an arrangement of TQM standards; The organizational culture - the present and craved condition of culture that will be reached when the TQM logic is acknowledged; and The execution methodology - the way to deal with understanding the reasoning, that will particularly incorporate the exercises to recognize and balance TQM execution boundaries. In this context, there are numerous studies on the critical TQM standards and their execution, viz., *Powell (1995); Black & Porter (1996)*, and the cultural impact on implementation of TQM *Prajogo and McDermott (2005); Kumar (2006)*. There are additionally developing assortments of writing on the boundaries to TQM execution, namely, *Huq (2006); Oakland (1997)* and on the remedial strategies to overcome TQM barriers, viz., *Dale (2003); Oakland (1998); Kanji (1995)*. In these studies, every arrangement of variables has to a great extent been researched independently. Despite an extensive search, no studies have been located in the literature that had investigated the relationships of these sets of variable aggregately with a specific end goal to figure a TQM implementation structure that expressly considers their interrelationships. This situation prompts taking after critical gap in relation to the TQM implementation.

There has been a lot of debate on whether quality concepts and knowledge sharing from the manufacturing or private sector can be transferred to the public sector in some meaningful way. While TQM proponents tend to contend that enormous privately owned businesses and huge public authorities confront the same sort of bureaucratic problems, more critical experts argue that the private and public sectors operate under different frameworks and conditions *Hassounah (2001)*. However, this debate has become somewhat irrelevant since, to a large extent, the public-private sector dichotomy does not exist anymore in most countries. As a result of contracting-out, public services are provided by public, private and none governmental organizations *Caddy & Vintar (2002)*. Thus, the borders between public, private and none governmental organizations have become

increasingly blurred. On the other hand, the experience of public and private sector organizations that have actualized TQM has not generally been certain Boyne, *Goud-Williams*. Disappointment is as often as possible recognized as an execution issue, as opposed to a disappointment of the idea and hypothesis of TQM, *Elshennawy and McCarthy (1992)*. Exact investigations of TQM mirror these worries by investigating the degree of and accomplishment of usage, as opposed to its results.

## REVIEW OF LITERATURE

From one perspective, it is assumed that knowledge is an elusive and unique resource, *Jantunen (2005)*, which provides an organization with innovation, *Chen and Huang (2009); Chung-Jen, et. al. (2010); Darroch (2005); Huang and Li (2009); Liao and Wu (2010)*, while on the other, TQM contributes altogether to the innovation performance, *Abrunhosa and Moura E Sá (2008); Feng et. al. (2006); Hoang et. al. (2006); Lopez-Mielgo et. al. (2009); Perdomo-Ortiz et. al. (2006); Prajogo and Sohal (2003)*. Considering the organizational life and structure, both TQM and KM are management practices that are positioned at different points in their maturity lifecycle *Dvir (2002)*. However, they have similar aims and positions in regard to management. It gives the idea that both TQM and KM are interrelated, if not consistent, *Waddell and Stewart (2008)*, rehearses that are both long haul for the expectation of gaining competitive advantage and innovation. They hold some comparable fundamental presumptions, for instance, the significance of social changes and process change, *Dvir (2002)*. The relationship between TQM and KM in regards to innovation is at the heart of present day studies.

*Hung et. al. (2010)* demonstrated that TQM is a mediator in the relationship between KM and innovation. Conversely, *Molina et. al. (2007)* considered knowledge exchange as mediator between TQM and performance. Concerning the methodological part of the mediator, the arbiter "speaks to the generative component through which the focal independent variable can impact the dependent variable of interest", *Baron and Kenny (1986)*, who implies that not just does TQM, produce KM in admiration of performance, additionally that KM creates TQM concerning performance. These findings affirm the related writing of the relationship. While some researchers considered KM as a facilitator of TQM, *Barber et. al. (2006); Hung et. al. (2010); Stewart and Waddell (2008)*, other scholars associated TQM as antecedent for KM, *Choo et. al. (2007); Colurcio (2009); Jayawarna and Holt (2009); Lin and Wu (2005); Molina et. al. (2007)*.

The other approach supposes that TQM is a supporter for KM. *Lin and Wu (2005)* introduced "ISO 9000 procedure based knowledge management architecture", which bolsters information stream in the organization. *Colurcio (2009)* in a case study research publicized that TQM practices are facilitators of knowledge creation and dissemination. *Choo et. al. (2007)* presented a theoretical structure taking into account quality programs and KM. According to this study, quality programs are considered as effective enablers of KM. *Jayawarna and Holt (2009)* analyzed the relationship between knowledge creation and transformation in the R&D context.

Taking into account their contextual investigation research, they reasoned that TQM practices enhance knowledge creation and transformation. In an empirical study that was directed by *Molina et. al. (2007)*, the relationship between TQM practices and knowledge transfer is analyzed. They demonstrated that there is a noteworthy and positive relationship among TQM and knowledge transfer.

Total Quality origins can be traced back almost 80 years to the first use of statistical tools to improve the quality of manufactured products in the United States of America. The genesis of modern quality management had its roots in manufacturing. With the blossoming of the public sector in almost every economy, quality imperative are no longer the sole concern of manufacturing. As a result, service organizations are facing the same ground realities as those that confronted their manufacturing counterparts in the past. This led to quality moving from its manufacturing origins into public organizations. There has been countless discussion on whether quality concepts from the manufacturing or private sector can be transferred to the public sector in some meaningful way. Whereas TQM advocates tend to contend that big privately owned businesses and large public powers confront the same sort of bureaucratic problems, more critical experts argue that the private and public sectors operate under different frameworks and conditions *Hassounah (2001)*. However, this debate has become somewhat irrelevant since, to a large extent, the public-private sector dichotomy does not exist anymore in most countries. As a result of contracting-out, public services are provided by public, private and none governmental organizations *Caddy & Vintar (2002)*. Thus, the borders between public, private and none governmental organizations have become increasingly blurred.

*Bvuma and Russell (2001)* make a point that "municipalities exhibited numerous components of customary administration, including hierarchical structures, low levels of training, a poor work culture and an overall orientation towards inputs and process rather than gathering the elementary wants of all South African citizens". However, the mandate of local government requires new capacities, attitudes and approaches. Relationship between municipal councils and the administration, management and the operational officials, municipality and the consumers and municipalities and the international world.

Municipalities will need to manage the consequences of globalization, such as restructuring, promoting comparative benefits of the area for competitive industries, as well as supporting the growth of local enterprises. The introduction of TQM approaches to municipalities might serve as a postmodern organizational theory in the framework of a comprehensive change linked with quality. In this context TQM is essentially seen as part of cultural reconstruction to challenge the rigidities of bureaucracy *Tuckman 1994)*. The need for change has driven new initiatives in South Africa. Within the first three years of the new democracy, 1995-1997, substantial effort was devoted to reforming and restructuring the bureaucracy. English become the language of administration, municipalities were amalgamated and substantial authority was devolved to departments,

provinces and municipalities. Despite these reforms, progress in improving results in terms of organizational performance in municipalities is mixed *Bvuma & Russell (2001)*.

## SCOPE OF THE STUDY

The research had firstly set about characterizing the general methodology for catching the key issues and builds from the divided writing base of Total Quality Management in Local Government Bodies and generally examined zones of TQM in Jammu Municipality and Srinagar Municipality.

The research tried to explore the views under different categories – Total Quality Management (TQM) Principles, Key Resultants of TQM, Perceived Benefits of TQM and TQM Implementation Obstacles.

This research also elaborated and brought about an understanding by considering the investigation of following questions,

❖ What is the present (and future) orientation of TQM in JMC and SMC?

❖ What is the sensitivity of TQM Implementation Obstacles on the Organizational Innovation Performance of JMC and SMC?

The best effect of this research will be to the academicians who mean to examine the ramifications of TQM in public sector organizations. This research should give a brisk output to the Local Government Bodies so as to enhance their organizational performance and increase customer (citizen) satisfaction.

## OBJECTIVE OF THE STUDY

❖ *Objective-1:* To determine empirically the extent of awareness and current application of TQM Principles in Jammu and Srinagar Municipalities;

❖ *Objective-2:* To identify key obstacles to the application of TQM in Jammu and Srinagar Municipalities;.

### RESEARCH METHODOLOGY

*Secondary Data Source*: The research is based on secondary data that includes various Research articles, Authors, Journals / Periodicals published from time to time by reputed Journals worldwide. Also the secondary data was accumulated from the official website of Jammu and Srinagar Municipalities.

### FINDINGS

There is a great scope for carrying out total quality management practices in the municipalities of J&K as the basic framework for practicing total quality management practices is available in the organization whether it is

leadership, strategies, human resource, technology etc. all enablers were identified in the municipalities. The bigger among the two municipalities is SMC having a vast area of operation and offering services as compared to JMC in terms of every perspective whether it is human resource, operations, processes etc. It was observed that awareness of the concept of quality was more prominent in JMC as compared to SMC because of its small area of operation and less number of employees. Moreover, the basic hurdles in the implementation of total quality management concept were identified in both the municipalities whether there is resistance from employees or strategies not completing the quality concepts were present in the municipalities.

## CONCLUSION & SUGGESTIONS

Both SMC and JMC Local Government Bodies were created by The Jammu & Kashmir Municipality Act, 2000 for offering the identical municipal services in the two capital cities of Jammu and Kashmir. Each municipality requires introducing the concept of total quality management in its working and offerings. Both the municipalities possess the good potential for carrying out the concept of quality but there is proper requirement of commitment from its leadership. Moreover, the backbone for making every idea successful in the organization i.e. the employees of the organization must be made aware and familiar towards the concept of total quality management and its benefits to the organization and the employees as well in order to implement the concept smoothly. There is also requirement for reframing various policies and strategies of the organizations so as to make a proper path for the implementation of total quality management which in turn will make the services of the organization more efficient and effective as compared to the current status of the municipalities.

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