IMPACT OF TQM PRACTICES AND ELEMENTS OF OCTAPACE CULTURE IN HIGHER EDUCATION SECTOR

DR R B AYESWARYA,

ASSISTANT PROFESSOR, DEPT OF COMMERCE, STELLA MARIS COLLEGE, CHENNAI, TAMIL NADU

Email: ayeswarya_rb@yahoo.co.in

ABSTRACT

Higher education is a key driving force for sustainable economic and social development. It stands as a focal point in contributing to the economic growth, improvement of quality of life and facing challenges. Presence of strong educational system leads to performance, prosperity, competitiveness and skill raising and sharing. Knowledge creation and its diffusion is the key element to create high-wage employment and enhancing productivity growth. The Mckinsey 2019 report stated that mobile operators can tap the potential of meducation in three ways (viz) (i) Ride the connectivity wave (ii)Enable the meducation ecosystem (iii)lead as an end-to-end meducation provider. Organisational Culture is an abstract term. OC is the integrated pattern of human behaviour that includes thought, speech, action and artifacts and depends on man's capacity for learning and transmitting knowledge of succeeding generations (Deal and Kennedy 1982). The objective of the study is (i) To assess the impact of OCTAPACE culture in Higher education sector (ii) To provide suggestions for improvement of TQM practices and OCTAPACE culture in HE sector.

KEYWORDS*: Organisational Culture, MBNQA, Total Quality Management (TQM), Higher Education, OCTAPACE.*

INTRODUCTION

A most prominent contemporary excellence practice followed by organizations (production and service) is Total quality Management (TQM). It is an integrated firm wide management philosophy aimed at continuously improving the working process of business, products and services by focusing on meeting or exceeding customer expectations to enhance customer satisfaction and organizational performance (Baird etal., 2011). Organisations had implemented TQM to improve their success rate in business or by differentiating their product/service this leads to increasing the profit market share and superior performance. The following are the TQM practices enhancing Organizational Performance.

CUSTOMER FOCUS

The core factor of TQM deals with meeting out the expectation of customers/stakeholders both internal and external.

CONTINUOUS IMPROVEMENT

It is improving the activities on the education system, processes and continuous monitor of academic performance**.**

TEAMWORK AND INVOLVEMENT

Participation of all employees in Quality enhancement activities (eg) Team structure, Quality circles etc.,

TRAINING AND DEVELOPMENT

It leads to the attainment of academic excellence through training programmes, refresher programs etc.

COMMUNICATION

Cooperation between various departments/schools. These focuses on the priority of working in cross-functional teams

ORGANISATIONAL CULTURE

Jaquas (1951) " It is customary and traditional way of thinking and of doing things, which is shared to a greater or lesser degree by all its members, and which new members must learn and at least partially accept in order to be accepted into service of the firms.

OCTAPACE CULTURE

The culture was formulated by Udai Pareek(2002). This culture profile indicates 8 (Octa) steps to create functional ethos cover the core value of the organization. This culture profile aims to find out that how many of the eight values are prevalent in the organization

(1)Openness - Indicates how much autonomy prevails to give and receive ideas, suggestions, feedback and feelings.

(2)Confrontation - Face and explore issues at hand.

(3) Trust – Confidentiality of information and simplification

(4)Authenticity – Means what one feels, says and does.

(5)Proaction- Conveys an initiative, preplanning and taking preventive action and also involves taking preventive measures.

(6) Autonomy – Means allowing individuals to act and plan on their own

(7) Collaboration – Professional help among each other

(8) Experimenting – Develop and encourage innovative approaches in problem solving.

REVIEW OF LITERATURE

Jayraj K. Pandya (working paper) the purpose of the study is to identify appropriate model of higher education. The OCAI model of Cameron is found appropriate for the reason being it has wider acceptability in higher education.

AhmedHani Mohammed(2016) The study aimed to explain the factors affecting the performance of higher education institutions in Iraq and has concluded that three elements Quality Management Practice, Organisational Learning and Organisational Culture affected the performance of Higher Education

Alassandra Vechi(2009) The objective of the paper is to address the extent to which Quality Management is culture specific. The study identified that accumulation of scientific knowledge relevant to the applicability of QM across national settings, enables the manager to understand the QM practices and the transfer of best management practices from one country to another.

RESEARCH GAP

The current study aims to find out the impact of TQM and OC that influence HE. Among the different types of OC, the study has taken the influence of OCTAPACE culture in HE sector whose impact is tested on the other areas like FMCG, Public sector undertakings etc.,

RESEARCH METHODOLOGY

The study has used descriptive and explorative research design. The study has used convenient sampling technique and obtained 33 responses through the questionnaire on OCTAPACE culture elements framed by Udai pareek in 2002. The primary data was obtained through research questionnaires distributed to the faculty working in various departments of arts and science colleges. The secondary data was obtained through Journals and other published resources.

ANALYSIS AND INTERPRETATION

The study has used percentage analysis and Chi-square test to test the hypotheses

<table>
<tr><th colspan="6">Table 1:Gender</th></tr>
<tr><th></th><th></th><th>Frequency</th><th>Percent</th><th>Valid Percent</th><th>Cumulative Percent</th></tr>
<tr><td rowspan="3">Valid</td><td>Female</td><td>31</td><td>93.9</td><td>93.9</td><td>93.9</td></tr>
<tr><td>Male</td><td>2</td><td>6.1</td><td>6.1</td><td>100.0</td></tr>
<tr><td>Total</td><td>33</td><td>100.0</td><td>100.0</td><td></td></tr>
</table>

Table 2: Openness is the practice of Free interaction amongst employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	13	39.4	39.4	39.4
	Disagree	2	6.1	6.1	45.5
	Strongly agree	18	54.5	54.5	100.0
	Total	33	100.0	100.0	

Table 3: Confrontation refers to   Facing problems and challenges inherent in the work situation

		Frequency	Percent	Valid Percent	Cumulative Percent
valid	Agree	20	60.6	60.6	60.6
	Disagree	1	3.0	3.0	63.6
	Neutral	4	12.1	12.1	75.8
	Strongly Agree	8	24.2	24.2	100.0
	Total	33	100.0	100.0	

Table 4: Trust involves Offering moral support and help to employees, collagues in   times of crisis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	16	48.5	48.5	48.5
	Neutral	2	6.1	6.1	54.5
	Strongly Agree	15	45.5	45.5	100.0
	Total	33	100.0	100.0	

Table 5: Authenticity denotes Congruity between feelings and expressed behaviour

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	45.5	45.5	45.5
	Disagree	1	3.0	3.0	48.5
	Neutral	10	30.3	30.3	78.8
	Strongly Agree	7	21.2	21.2	100.0
	Total	33	100.0	100.0	

Table 6: Proaction is the task of Preventive action on most matters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	20	60.6	60.6	60.6
	Disagree	2	6.1	6.1	66.7
	Neutral	4	12.1	12.1	78.8
	Strongly Agree	7	21.2	21.2	100.0
	Total	33	100.0	100.0	

Table 7: Autonomy denotes Employees take independent actions relating to their jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	3.0	3.0	3.0
	Agree	16	48.5	48.5	51.5
	Disagree	2	6.1	6.1	57.6
	Neutral	5	15.2	15.2	72.7
	Strongly Agree	9	27.3	27.3	100.0
	Total	33	100.0	100.0	

Table 8:Collobaration denotes Team work and Team spirit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	13	39.4	39.4	39.4
	Disagree	1	3.0	3.0	42.4
	Neutral	1	3.0	3.0	45.5
	Strongly Agree	18	54.5	54.5	100.0
	Total	33	100.0	100.0	

Table 9: Experimentation is the task of Employees trying out innovative ways of solving problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	19	57.6	57.6	57.6
	Strongly Agree	13	39.4	39.4	97.0
	Strongly Disagree	1	3.0	3.0	100.0
	Total	33	100.0	100.0	

The study has applied the Chi-square analysis to test the following hypothesis
H1: There is association between Gender and Openness (i.e) intention of free interaction among employees
H2: There is association between Gender and Confrontation attitude among employees
H3: There is association between Gender and moral Trust among employees.

H4: There is association between Gender and authenticity among employees.

H5: There is association between Gender and Proactive attitude of employees

H6: There is association between Gender and autonomy on execution of jobs of employees

H7: There is association between Gender and collaborative attitude of employees

H8: There is association between Gender and innovative methods of solving problems.

Table 10: Chi-square Analysis Table

Independent variable	Elements of OCTAPACE	Chi-Square	Significance
	Openness	7.629	0.022
	Confrontation	1.384	0.709
Gender	Trust	2.362	0.323
	Authenticity	2.555	0.465
	Proaction	1.384	0.709
	Autonomy	2.482	0.648
	Collobaration	16.411	0.001
	Experimentation	1.569	0.456

FINDINGS

- The study has observed that 93.9% of the respondents are female.
- Openness is strongly accepted among 54.5% of employees
- 60.6% of employees agree that confrontation is essential at the work place.
- 48.5% of employees agree that trust is an enhancing factor among employees
- 60.6% of employees agree that proaction is highly essential in matter of organizational importance
- 48.5% of respondents   strongly agree to autonomy in jobs.
- 54.5% of respondents strongly agree to collaboration in work environment.
- 57.6% of respondents strongly agree to innovation in solving problems.
- The Chi-square analysis shows that H1 and H6 are accepted since the P values of 0.02 and 0.00 are lesser than 0.05.

SUGGESTIONS

- Communication strategies will have to be effectively implemented by the top management to facilitate cross functional teams with new employees and existing employees.
- Confrontation need to be looked and perceived by employees on a positive scope to be focused on the satisfaction of internal and external stakeholders
- Trust is to be strengthened among employees irrespective of gender especially among new employees to enhance communication
- Authenticity, Autonomy and Collaboration are to be strengthened among employees to enhance quality in the educational system. It helps to enhance customer focus, Continuous improvement,

teamwork and communication.

- Openness and experimentation is to be encouraged further and in a strong manner among the academic community so that it will facilitate training and development.

CONCLUSION

The study concludes with an intention that TQM practices has a strong influence on the elements of Organisational Culture. The study has a scope to carry on longtitudinal analysis to assess the impact of TQM on other areas by overcoming the limitations it faced in the current study.

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