

# Role of Total Quality Management in Higher Education

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**Abstract:** *This particular study is directed towards the application of Total Quality Management in the education sector of Dehradun (Uttarakhand) focusing on the factors responsible for managing quality in higher education system of India thereby assessing its effect on Indian education system. This study also throws light on the fact that how improved quality of higher education would help in eradication the problems associated with Indian educational sector.*

## 1. Introduction

Indian education system is one of the largest education systems across the globe (British Council 1990). This fact can even be reflected by many academic studies of many renowned publications. But the timing is very critical as the gap between the expectations of the industry and the output of educational institutes is widening day-by-day and the national elections in India in 2019 are likely to provide many policy changes in educational sector (Richard Everett, Director Education & Society, British Council India 2016). India's statistic drift implies it will soon surpass China and will become the largest population of the world with a normal GDP yearly development of 7.8% in the course of the most recent decade, its white-collar classes that demands higher education will swell to more than 513 million individuals in the following decade (Ministry of human resource development-stats 2016). Therefore, changes in Indian educational system are require and those changes are very necessary. The demand for advanced education and the greatness of arranged changes throughout the following ten years in India will give the biggest open door in the world for global advanced education foundations. The Indian advanced education framework is confronting a phenomenal change in the coming decade. This change is being driven by monetary and statistic change by 2020, India will be the world's third biggest economy (World Economic Outlook, 2015) with a correspondingly quick development in the measure of its working classes. Right now, more than half of India's populace is under 25 years of age; by 2020 India will outpace China as the nation with the biggest tertiary-age population.

Despite significant progress over the last ten years, Indian higher education is facing many challenges:

- 1) There are limited colleges providing quality education with limited seats.
- 2) Many educational institutes are providing theoretical knowledge without much practical exposure.
- 3) Huge funds are required for quality education.
- 4) Reservation for OBC, SC and ST.
- 5) Indian colleges are keen to gain maximum admissions without focusing on quality of students.
- 6) Quality faculties are not present in Indian educational institutes and maximum subjects are taught by senior graduates.
- 7) Poor education system.
- 8) Insufficient government grants and funding.
- 9) Colleges without proper facilities and infrastructure are operating across India.
- 10) Ratio of faculty is to students is quite high as compared to other developing countries.

Education is "The process of receiving or giving systematic instruction, especially at a school or university" (Oxford Dictionary, 2016).

Government of India has started taking measures to make their educational framework more successful. As of late, one logic has been developed and it is named as, Total Quality Management.

Total Quality Management has been effectively implemented in various Higher Education Institutions (HEIs), and it has elevated the quality of higher education of those Institutes. "It is a process of inviting truth and possibility. It can be defined as the wise, hopeful and respectful cultivation of learning undertaken in the belief that all should have the chance to share in life" (Mark K. Smith, 2013).

On the basis of rigorous literature review it has been analysed that a lot of emphasis is being put on the quality and standard of education. Growth and survival of educational institutes totally depends upon the work culture, incorporation of voice of customers and error free processes which drive these institutes. It is being increasingly recognized that high quality of products and services are associated with customer satisfaction and they are the key points for survival for any educational institute. Whereas a lot of emphasis is put on various concepts of Total Quality Management (TQM) but the ultimate result of any educational institute can be calculated by the satisfaction level of students which has not been taken into account anywhere so in this work author has also taken into account the factors which puts a positive impact on satisfaction level of students.

Moreover, there are lots and lots of factor to measure the performance of educational institutes which makes an

educational institute impossible to handle so many factors hence in this study author has segregated these many factors under few major heads which makes easier for educational institute to handle.

## 2. Literature Review

Sari et al. (2016) gives data about quest for quality instruction in advanced education organizations. Advanced education pattern and frameworks of developing and developed nations was analyzed and data about late investigations were given in this examination. Investigations of numerous universal organizations about quality instruction are examined. The impacts of quest for quality in training on advanced education foundations of nations are incorporated into this investigation. Data about global colleges, data system and frameworks organize helped out together through utilizing present day innovation in advanced education foundations were clarified. Selection of new organization frames molded with rivalry condition in the establishments and the impressions of these received new structures in the advanced education foundations are likewise examined. The examination incorporates data about improvisation ponders started by advanced education foundations in all regions. On the basis of data acquired from this examination, the instance of Cyprus, a little island creating nation in Mediterranean Sea is shown & data about the basis, advancement, quality problems of safeguards taken against the problems in advanced education establishments of Cyprus are given.

Bunglowala, A., and Asthana, N. (2016) states that Education has dependably been confronting the challenge in affirming that the nature of instructing and learning happens powerfully. In this study, author talks about the essentialness of the successful use of Total Quality Management instructing and learning pattern. Add up to quality administration. At first Total Quality Management strategy was given as a suggestion to businesses. The point of this examination is to broaden the approach of Total Quality Management reasoning in instructing and learning process. Applying Total Quality Management to instructing and learning administration is a customary and sound system to guarantee adequacy of understanding and educating way. We likewise propose a PDCA cycle for showing quality administration demonstrate. The study set up that Total Quality Management approach is proposed to help and guide understudies and instructors with upgraded layout of educating and learning process that will animate and rouse managed learning in the classroom.

Aktharsha and Karthick (2016) described that fast changes in instruction framework all through the world and the innovative progression; it required solid rivalry to build the Quality of Education quality. In the meantime, the quality must be recommended by adequate standards or gauges. The usage of value frameworks is critical for school training that looks for their spot in the Economy. In Indian Education, quality need to be furnished into ISO standard, which depend on standards of the Total Quality Management, yet in same time numerous greater change need to made. Then again, U.S and European nations

accomplished their standard of value in the instruction framework accomplishes the ethnicity of value training in their economies. This study audits the nature of training should be made in the Indian Education Context and the conditions of the ISO standard is required in the nation, or if nothing else in a few States of us.

Orindaru, A. (2015) confronts that higher training is confronting more difficulties than any other time in recent memory, at a moment that desires are as higher as never, assets are getting harder to discover and getting saw on the instructive market is one of the greatest issues. Inside this system, understudies have turned into the focal point of advanced education foundations regarding creating advanced education promoting procedures. In light of an optional information investigation, the advancement of recognitions identified with how understudies are seen inside colleges was examined and deciphered. Fundamental discoveries demonstrate that from an aloof player, the understudy has turned into a dynamic player completely responsible for their learning results.

T. Sudha (2013) states that the nature of advanced education is everyone's worry today. Different examinations and report given by commission at the official level perceived and given some suggestions for change. Government and other organizations are using some measures for the improvement. Be that as it may, these by themselves, won't fill the need unless organizations and staff start taking proactive measures for solving the problems. A test of remote foundations staring its work in Indian education sector will represent the danger of even survival of poor performing establishments. The benefits of Total Quality administration have been seen by numerous organizations around the globe. Numerous associations have accomplished greatness and focused lead by putting into training Total Quality Management arrangement. A large portion of the standards of Total Quality Management can be actualized in the zone of instruction and preparing. Hence there exists need of Total Quality Management and clarifies the ways how advanced education establishments can enhance the quality by executing Total Quality Management standards.

Senthilkumar and Arulraj (2011) summarizes that the motivation behind this study is to build up another model, in particular administration quality estimation in Indian advance education (SQM-HEI) used for the estimation of administration quality in top level instructive organizations. Data were gathered by methods for an organized survey containing six segments. Namely A, B, C, D, E and F containing 12, 5, 7, 5, 4 and 16 questions respectively on 7-point Likert scale which ranged from Excellent to Worst in increasing order of 1 to 7, whereas last 16 questions the personal profile of the respondent. The SQM-HEI model uncovers that the nature of instruction depends on the best hiring of personnel (TM), the amazing tangible assets (ECSF), an extensive variety of orders (DA) which cleared the various understudy structure and way to enhance the employment criteria of graduates (situation as intervening component) leaving the higher instructive foundations in Indian education. The

above given model demonstrates that the position is the intervened elements for different measurements of value instruction. This model would help in distinguish 3 administration territories to be engaged improving higher level of education establishments for enhancing the nature of. These 3 elements measured value connected between the sub-measurement factors and it is exceptionally essential for enhancing the nature of advanced education in India. The specialist in theory says that, training is a difference in conduct of understudies. Henceforth, the higher instructive organizations should approach to adjust the sub-measurements of value factors to improve the result of training. The model portrayed in this study will help scholastic establishments when mapping the level of administration quality and along these lines improves the same.

Rezeanu (2011) depicts the nature of any general public permits everybody to find, improve and utilize their own particular abilities. Without access to training, the past explanation has no significance. With a specific end goal to work legitimately, the entire instruction framework must be founded on an abnormal state of value. The quality framework is a mix of authoritative structures, obligations, methodology and administration assets to actualize quality-arranged monetary effectiveness. Sufficient execution of the aggregate quality administration (Total Quality Management) is a strategy that can enable instructors to adjust to natural change.

Dragut (2011) justifies the nature of college training has turned into a theme of real significance produced by the work showcase that has limited a considerable measure recently, and in the meantime, it has turned out to be all the more requesting. A certificate allowed even by an exceptionally eminent college will never again ensure any work in the field the graduate went to specialization. The advanced education framework quality isn't just the understudies' significant concern, yet in addition their folks', and additionally the planned bosses, government and society when all is said in done, together with the college educators and the whole staff, who really give a quality instructive process.

Tausanidis, N. I., and Antoniadou, M. A. (2010) helps to find out that there is an expanding marketization of product administrations and, the creators contend, advanced education is experiencing intensely this pattern. Advanced education establishments (HEIs) are as of now subject to quality affirmation and other remotely forced systems that have been effectively connected in the private division. This article examination the dangers of such affirmation strategies, which methodically disregard the idea of HEIs as destinations of learning creation, particularly in less created, rising and creating nations with a little tertiary instruction segment. In such nations, open organizations can't manage the cost of high venture without relinquishing other social and financial targets, for example, enlarging access, institutional assorted variety, group associations, cross-institutional coordinated effort and asset sharing, and learning exchange. The feedback in this article is coordinated predominantly at the forced outside assessment that is intended to look at and group

establishments, with a definitive point of lessening the quantity of HEIs getting open subsidizing, or if nothing else of decreasing the financing of at least one of the missions (instructing, examine) in which HEIs exceed expectations. The creators finish up by proposing that such legislative systems just mirror another endeavor to control, and to move the concentration far from government strategies that have prompted the massification of advanced education without the vital infusion of assets.

Tooley, J. (2005) has discussed about the attempt done by the association of public and private organisations. People of Karnataka and senior authorities of government of Karnataka visited private-unaided colleges of Gilbanga and Mysore to study the effect of grant-in-aid on education in Karnataka. The examination showed how returned budgetary organisation incited issue of potential maltreatment of appropriation and to noteworthy inefficient viewpoints. Results generated were that grant-in-aid was successful in helping poor students but not on solid grounds.

Koch, J. V. (2003) depicts that in spite of as yet having numerous supporters and much use outside advanced education, add up to quality administration (Total Quality Management) has had a surprisingly little effect on schools and colleges. While various establishments of advanced education have supported "quality" activities, almost these have concentrated on non-scholastic exercises. Along these lines, advanced education Total Quality Management has focused on procedures, for example, enlistment, tangible plant, charge given for and acquiring. It was disregarded the mostly on basic inquiries confronting the institute, for example, personnel residency, educational programs, educational cost and charge levels opposite grant help. Total Quality Management has had for all intents and purposes nothing to say in regards to these issues. Two-third of foundations that started Total Quality Management extends in the 1990s deserted them in light of the fact that by far most have been disappointments. Why? Since Total Quality Management has neglected to address the most vital problems. Nor, in view of the idea of scholastic cultural and the trouble of characterizing the exact idea of advanced education, is it ever prone to do as such. Total Quality Management's opportunity has come and goes in advanced education.

### 3. Research Methodology

**Research Area:** This study adopted a deductive approach to study the effect of Total Quality Management implementation on higher education system of India. Both deductive and inductive approach are important (Bryman2008). Based on extensive literature survey author has tried to find out the effect of Total Quality Management implementation on higher education system. This study has been conducted in the capital city of Uttarakhand i.e. Dehradun.

**Research Objective:** To find out the factors responsible for implementing Total Quality Management in educational sector.

Extensive literature review concludes that there are nine factors that affect the satisfaction level of student while attaining higher education. In order to implement Total Quality Management in educational sector you need to elevate the satisfaction level of students being derived from these factors. These nine factors are as follows:

- 1) Working environment
- 2) Academic and moral mentoring
- 3) Practical and theoretical guidance
- 4) Additional facilities
- 5) Industrial and alumni exposure for placement
- 6) Satisfaction level of students
- 7) Sporting facility
- 8) Faculty help and guidance
- 9) Assurance of placement and academic help

Whereas only five factors were found to have a significant impact on the overall satisfaction of students they are:

- 1) Academic and moral mentoring
- 2) Practical and theoretical guidance
- 3) Additional facilities
- 4) Industrial and alumni exposure for placement
- 5) Satisfaction level of students

Rest four factors were having insignificant impact on the overall satisfaction of students.

#### 4. Findings

Total Quality Management if being properly implemented in Indian educational sector especially in higher education would lead to better professional individuals that would lead to the economic development of the country in the best possible manner. Hence, we can say that there is some effect of Total Quality Management on higher education system of India. This effect of TQM on education is positive.

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