Challenges and Success Factors of Total Quality Management in the It Sector Of Multinational Companies in Maharashtra

Dr.Varsha s. Sukhadeve[1]   Rasika Balasaheb Telkhede (Mankar)[2]
[1](professor and HOD)
Department of management studies and research
[2](Research student)
Corresponding Author: Rasika Balasaheb Telkhede (Mankar)
Email: rasikamankar51@gmail.com
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Abstract

Businesses that prioritize holistic management in their pursuit of customer satisfaction often employ Total Quality Management (TQM) as a technique to ensure that their goods and services consistently meet or exceed consumer expectations. Individual mobilization, the establishment of managerial leadership, and the cohesion of all company resources are the means by which this is achieved. "adopting a quality culture through the application of quality management initiatives in all aspects of the business with full considerations towards building an ongoing improvement cultured based on realistic resources, financial and human, and in anticipating and meeting customer needs according to priorities established for continued business success" is what Total Quality Management (TQM) means, and it is additionally termed "total quality management." Businesses can boost their competitiveness, productivity, efficiency, and product quality by implementing total quality management (TQM) practices like staff training, collaboration, recognition, management leadership, and empowerment. This will lead to higher sales, a larger portion of the market, lower costs, and more effective and efficient operations.It is critical to cultivate a quality discipline in employees of organizations that value quality, as the importance of quality to all businesses is well-established.

Keyword: TQM, organizations employees, discipline

Introduction

Total Quality Management (TQM) is not a new concept; yet, the first organization to completely adopt it was a Japanese firm in the 1950s. Later on, the industrial sector in both the US and UK put the concept into practice. Going back over the quality management literature, it is quite clear that TQM is not defined in a way that everyone can agree upon. Numerous practitioners have debated the idea, leading to a plethora of word meanings (Jorgensen and Nielsen, 2013, page 7). As stated in AlKhalili & Subari (2013), page 57, Islam and Haque argue that Total Quality Management (TQM) is a term that leads to misunderstandings since no one agrees on what it means. Total quality management (TQM) is not defined in a way that everyone agrees with. That "There are almost as many definitions of Total Quality Management as there are books on the subject" (Psychogios, 2003, page 9), as Rees rightly pointed out, is an issue.

When discussing workplace policies and procedures, the term "work-life balance" refers to giving workers a chance to divide their attention between their job and their personal lives. This way, workers may meet both their own needs and their employers', which is a huge help when trying to balance work and personal life. One of the most common replacements for "family-friendly policy" is "work-life balance." "There ought to be a balance between the work of an employee and the life outside the workplace, and as a result, this balance ought to be fit and active." This is one of the key principles of "work-life balance" as stated by Kodz et al. (2002)1. According to research from the "Work Foundation (2003b),"" "Work-life balance" refers to employees finding a healthy middle ground between their professional and personal lives, which includes fulfilling their larger care and developmental responsibilities in addition to their job duties. The Work Foundation has put forth a proposal to carefully consider the organization's day-to-day operations and the connected requirements. Conversely, if companies are determined to pursue work-life balance options, then workers must have access to these choices, whether they are collective (like flexi-time agreements) or individual (like temporary work arrangements). One typical real reason for the bad start of "work-life balance" agreements is the fear of having one's career interrupted, which leads people to mistrust the reaction of line executives. Achieving a work-life balance requires convincing line support that it's important and will lead to more commitment.

Complete quality management is something that almost every company is doing these days, or at least trying to, so they can stay competitive. Using

Total Quality Management (TQM) as a framework, businesses may better serve their customers, internal processes, and suppliers. On a global scale, companies face stiff rivalry from both domestic and international rivals. Providing customers all around the globe with high-quality goods at affordable prices and delivered to the right place at the right time is something these multinational corporations are very good at. Businesses may need to use TQM if they want to remain competitive and profitable. Total Quality Management (TQM) might be seen as the principal tool for setting competitive priorities due to its ability to impact not just product quality but also price, turnaround time, adaptability, and new ideas. A major shift has occurred in company competitiveness in the last several years, according to Sa et al.-(2003). Businesses want to gain competitive priority, according to Parnell's 2006 paper, which leads to better sales and higher profits. The increasing intensity of competition on a worldwide scale has forced companies to adapt their strategies for doing business, claims Al-Rfou (2012). According to Ware (2014), modern businessmen consider total quality management (TQM) as a marketing strategy and the best option for achieving competitive aims. In order to guarantee the improvement of product and service quality, promote continuous improvement, and stimulate customer contentment, Total Quality Management (TQM) has reportedly grown increasingly widespread (Olusanya and Adegbola 2014). Top management should primarily employ Total Quality Management (TQM) to gain and maintain competitive priority 2, which leads to a durable competitive advantage, as stated by Chaghooshi et al. (2015). Azizi et al. (2016) argues that firms benefit from competitive aims since they help them beat their competitors. The lists of TQM components and competitive priority items have been updated and revised by many writers throughout the years to reflect their own preferences. A number of studies have shown that Total Quality Management (TQM) is the best way to achieve competitive goals; these studies include, among others, Sila and Ebrahimpour (2002), Claver et al. (2003), and Conca et al. (2004). A commitment from upper management, training, staff engagement and empowerment, customer focus, recognition and rewards, and continual development are all crucial components. Thai Hoang and colleagues (2006) used the following TQM components in their research: process management, information and analysis system, strategic planning, open organization, service culture, staff participation, employee empowerment, training and education, collaboration, customer focus, and top management commitment. Support and commitment from management, staff involvement, employee empowerment, information and communication,

training and education, customer focus, and continuous improvement were the TQM components used in the study by Samat et al. (2006). Leadership, strategy, customer focus, process management, and people management were the TQM components used in the study by Long et al. (2015). Hayes and Wheelwright (1984) proposed that companies compete in the market by focusing on one or more of the elements that are considered competitive priorities. Quality, price, lead time, and adaptability are all part of these factors. Cost, quality, service, flexibility, time, and technology are the most essential aspects in delivering competitive advantage, according to Foo and Friedman (1992). Along with the inventor, the innovation also includes other researchers, such as Li et al. (2006) and Kessler and Chakrabart (1996). The factors that make up competitive priority were identified by Vickery and colleagues in a 1999 study as dependability, innovation, cost, and time/speed. A company's ability to compete is often dictated by its performance in several areas, such as innovation, speed, quality, cost, and delivery (Kavitha et al., 2013). Companies can differentiate themselves from each other based on this capability. It follows that TQM is critical to the company's prosperity. Cost, quality, speed, flexibility, and innovation are some of the competitive priorities that can be created through the implementation of all TQM aspects, which include commitment from top management, staff training, employee engagement and empowerment, customer focus, continual improvement, and rewarding and recognizing employees. Thus, this study aims to investigate how Total Quality Management affects competitive priorities. Maintaining a healthy work-life balance means striking a good balance between your job hours and the time you spend with loved ones and engaging in personal interests.

A worker's ability to meet the demands of their personal and professional lives is an example of how important it is to have a good work-life balance. Employees' happiness, security, and sense of job stability can be enhanced through the process of balancing their personal and social responsibilities with the demands of their jobs. This occurs when work and personal obligations are balanced and employees have enough time to complete all of their personal and social tasks.

Review of the literature

Perry-Smith et al (2000) According to the data, software developers are seen as the most crucial occupation to study for knowledge workers going forward. Workers in the IT industry have it the worst when it comes to balancing work and personal life. Working long hours and offering support at all times is part of the culture, which is why this is the case. It was shown that for this specific group of employees, the level of

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interference between work and personal life significantly affects their attitude toward their employment. Job satisfaction and organizational commitment are mediated by issues pertaining to work-life boundaries, which in turn affect trust in the organization, according to them. Despite being market-oriented and unique in their approach, employees in the IT industry are not required to demonstrate allegiance to a certain corporation. The employee and the company may help each other out in this situation by being more accommodating with the employee's personal life, which could lead to a closer bond between the two parties. J. Redmond et al. (2006) favored "Work-Life Balance" owing to the fact that it takes into account the experiences and requirements of both parents and non-parents equally, and it provides a more forward-thinking theoretical framework within which to consider new methods of living and working that are satisfying to all parties involved. When put into effect, it entails "adjusting work patterns in such a way that everyone, regardless of age, race, or gender, can find a rhythm that enables them to more easily combine work with their other responsibilities and aspirations."

(Pillinger 2001: 1). Manisha Purohit (2013), According to "A Comparative Study Of Work Life Balance In Various Industrial Sectors In Pune Region," the idea of work-life balance refers to the proper division of labor between what the article calls "workaholics" (career and ambition) and "lifestyle" (health, pleasure, leisure, family, and spiritual development). This is the term used to describe the methods employed to help people manage their personal and professional responsibilities effectively. These days, many companies see work-life balance programs as a need rather than an option; these programs help workers strike a good balance between their work and personal lives. In today's competitive business environment, companies must have HR policies and procedures that can accommodate the work-life needs of a diverse workforce. To succeed as an organization, this is essential. Research on organizational policies and provisions on workers' work-life balance is covered in this article. Researchers polled a representative sample of workers.

Nidhi Tewathia (2014), According to a case study of Delhi titled "Work-Life Balance in the Information Technology Sector," stress is brought on by too much pressure. Working conditions might be among the most trying times in a person's life. When employees start to feel pressured to achieve, they may realize that they have to work harder and harder to meet ever-increasing standards, but that this won't make them happier in their jobs. Many Delhi-based businesses are making strides to promote work-life balance (WLB) initiatives. The availability of child care centers, more adaptable work schedules, and part-time employment opportunities are all examples of such programs. However, all of the people who took part in this survey have said that they struggle to keep their personal and work life in check. Considering the gender problem was an integral part of the issues that were examined. The main survey took done with the participation of 150 IT workers in Delhi. In order to keep up the same level of company performance, the paper concludes that WLB policies should be implemented as widely as possible across all economic sectors and that existing WLB policies should be expanded in enterprises that are already using them.

Anuradha, Mrinalini Pandey (2015), "A Review of Work-Life Balance Practices Prevalent in Public Sector Undertakings in India" asserts that the idea of work-life balance has become a major issue in the 21st century. Work and family life are often seen as complementary aspects of an individual's identity because of how closely they relate to and impact one another. One side of the coin has employees' work-life conflicts with their families' expectations, while the other side has employees' families' demands on their work-life conflicts with their jobs. Disagreements emerge, which lowers productivity at home and at work. The tendency has led to an increase in corporate involvement in policies that help employees manage the difficulties of striking a good work-life balance. The purpose of this research was to look into how some public sector businesses handle work-life balance and how it affects their productivity. Companies in India's public sector have apparently realized the need of work-life balance methods for improving organizational performance, according to the results.

Work-life balance -a systematic review Thilagavathy S., Geetha S. N.Vilakshan - 2023. Through the process of conducting a comprehensive assessment of the available literature, the purpose of this study is to create an understanding of work-life balance (WLB) and its relationship with other types of work-related behavior, as well as to identify research gaps in order to provide recommendations for future research possibilities and priorities.

An investigation of the work-life imbalance of IT workers conducted at nest technologies in Trivandrum Assistant Professor Sakeerthi S. works at Kochi's Xavier Institute of Management and Entrepreneurship. Branch Manager of Abu Dhabi Commercial Bank in Abu Dhabi, UAE, specializing on customer relationships. With respect to Rijesh K. B.

Management of human resources is the backbone of any successful business. Furthermore, due to the changing nature of work, human resource management is becoming more complicated. There has been a shift in society away from the traditional

gender roles of breadwinners and housekeepers and toward a more equitable distribution of financial responsibilities between the sexes. Another issue that has emerged as a result of this is the "work life imbalance." When one's personal and professional life become unbalanced, it is claimed that they are suffering from this illness. The issue has also gained significant attention due to the increasing number of working women. Many people struggle to maintain a healthy work-life balance, which in turn causes them to fall short professionally and personally, and even causes strain in their relationships at home. There is disturbingly high marital dissolution rate among IT workers, according to recent studies. This is one of the outcomes that might occur when there is an imbalance between work and personal life. Additionally, many people struggle to maintain a healthy work-life balance due to serious mental and physical health issues. Consequently, this topic is currently highly relevant in contemporary works. The purpose of this essay is to help readers better understand the challenges of work-life imbalance and to provide practical solutions that can help them strike a healthy balance between their professional and personal lives. These answers stem from studies conducted in Trivandrum's NeST Technologies Technology Park, namely in the IT major. The research was conducted using a questionnaire on a 100-person representative sample from the 1,000-person workforce at the NeST office in Trivandrum.

An investigation of the work-life balance of IT workers was carried out, with a focus on the city of Coimbatore.Dr. SNS Rajalakshmi College of Arts and Science in Coimbatore is where Mr. Manoj Kumar R. teaches. The corresponding author is Dr. SNS Rajalakshmi from the College of Arts and Science in Coimbatore. Author: Sankar S.Having a good work-life balance is highly valued in the Indian economy. More job prospects in India's service industry emerged once the country's economy opened up in the final decade of the twentieth century. In the last 20 years, there has been a lot of discussion between employers and workers about work-life balance and the need of a healthy work-family balance, especially in the IT sector. In particular, the software and IT sectors have benefited greatly from the proliferation of job opportunities brought about by the rise of automation and computerization. Even though most of the positions in these industries are desk occupations, the compensation are very attractive. However, there is a lot of stress in the workplace due to the long hours and emphasis on achieving deadlines that come with these jobs. At this time, it seems like we need studies on work-life balance in the IT sector. That is because employees are expected to put in a lot of time and effort, which leads to an environment that is crucial for balancing work and personal interests. Employees' work-life

balance was the subject of a study conducted in Coimbatore IT companies. The research aims to identify the causes of work-life imbalance and the benefits to individuals and businesses from achieving a good balance between work and personal life. On top of that, the report offers some suggestions for strategies that businesses may use to strike a better work-life balance.

Objective
1. To discuss Challenges and success factors of total quality management in the it sector of multinational companies in maharashtra.
2. To study effectiveness of TQM practices directly impacts customer satisfaction in the service sector.

Method

When secondary data is unavailable or cannot help achieve study goals, researchers turn to primary data, which is information acquired directly from the researcher (Sekaran, 2003). Using research tools like questionnaires and interview schedules that have been made specifically for a study is how primary data is collected. Questionnaires and in-person interviews served as the main methods of data collection for this study. The crux of the matter was to consider the various perspectives of each airline that was part of the study. Verifying the validity and practicality of study findings is a researcher's first priority. Therefore, the validity and reliability of the measurements are confirmed after the research equipment is prepared to be employed (Sekaran, 2003).

Reliability of Primary Research:

How well the findings from the research instrument match up with each other is what we mean when we talk about reliability. Obtaining dependability requires duplicating the results within the specified confidence levels and using the same research methodology a second time. If another researcher can do the same study and get the same results, then the inquiry is deemed to have adequate reliability (Bells, 1993, cited in Eriksson, 2002). This has to do with how well a study can be repeated in the case that another study runs parallel to it. To verify the reliability of the research questions, the Cronbach Alpha was employed. This was done to ensure that the results of this study would be accurate. All of the variables that were considered had Cronbach Alpha values that were greater than the necessary threshold of 0.7, ranging from 0.743 to 0.82 on average, according to the validity test results. This is a level that is deemed acceptable by Sekeran (2003).

Validity of Primary Research:

The term "validity" is used in the context of measurement to describe how well an instrument measures its intended constructs. Something called "external" validity and something called "internal" validity are compared and contrasted. To what

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extent the hypothesised cause actually produces the reported effect in the study is what we mean when we speak about internal validity. When we discuss external validity, however, we are talking to how generalizable the results are. The selection of variables utilized to determine the effects of Total Quality Management (TQM) implementation in the aviation industry was based on prior findings about the effects of TQM on organizational performance. Based on those results, this study was conducted. The concept of overall quality management is shown to be viable by publicly available measurements.

Methods of Data Collection and Analysis:

Data collection methods include both surveying participants and conducting in-depth interviews. For the purpose of gathering the most accurate information possible, surveys were supplemented by in-depth interviews to ensure the highest quality of replies. Although in-depth interviews with a subset of supervisors and employees are planned for this study, the participants will be kept limited. The employees will be evaluated based on their truthful responses recorded on a survey form, which will then be used to generate a report. This will make data collecting possible and guarantee that the impact of workers' quality of life on their performance on the workplace is considered. In order to collect information from a survey, one option is to employ a random sample approach. Researchers adopt random sampling to prevent unintentional bias. As said before, an in-depth interview is the second qualitative approach that will be used. To learn about the best quality of work life and how it affects performance, this technique would include interviewing both employees and managers. The goal is to grasp both the general view and their perspective on the matter.

Secondary Data:

Secondary data, as used in this context, is information that has already been collected, however by other people and for different reasons than the researcher. Since it is the basis of the research, it is also quite important (Sekaran, 2003; Fink, 1995). It is a compilation of relevant published and unpublished documents that have been uncovered throughout the inquiry. Primary data collection has many advantages, but secondary data collection also has certain challenges. Using secondary data helps the researcher develop and comprehend the study issue, which is one of the most important benefits. Furthermore, it provides a broader basis for future scientific discoveries. Keep in mind, nevertheless, that other researchers, groups, or government agencies obtained the data for studies with different aims and objectives. Therefore, it's conceivable that the data isn't suitable for the current study. Textbooks, scholarly articles, and journals all dealing with Total Quality Management (TQM) were consulted for the purpose of this study's secondary data acquisition. Also, the information for the literature review came from a wide range of online sources, including, but not limited to, www.qualityscotland.co.uk, www.analytictech.com, and www.asq.org. This method of data gathering was mostly used for the literature review because it failed to meet the study goals. An Observational Inductive Prediction Taking Observations as a Starting Point for Extrapolating a Theory of Reality A First Theory Hypothesis for Model 1.

Analysis: Random sampling method was adopted and statistical program for social sciences (spas) was adopted result for descriptive data about the respondents were as in following 51% of the respondents were male and 49% were female shown in the table number 4 for the distribution in terms of age, verity was well perceived with 7.46 in Pune, 11.94 in Mumbai, 81.18 in Nagpur were under 25 years old. 44.8% in Pune, 33% in Mumbai, 42.42% in Nagpur were under the age of 26-35 years. The representative employees at the age between 36-45 were 22.13% in Pune, 16.42% in Mumbai and 16.67% in Nagpur. While the rate of employees between 46-55 is 16.41 in Pune, 29.85 in Mumbai and 10.60 in Nagpur. In case of 55 and more the rate of the percentage of the respondents was 8.95 in Pune, 8.95 in Mumbai and 12.12 in Nagpur.

Table 4.1. 1Position for the distribution of results:

(Position) Levels of Management	Pune		Mumbai		Nagpur		
	Male	Female	Male	Female	Male	Female	Total
Top	20	15	20	15	20	10	100
Middle	50	50	50	50	50	50	300
Lower	100	100	100	100	100	100	600
	170	165	170	165	170	160	1000

Table 4.1. 2: "I have enough information about my job profile to get my job done."

Response	Sample Size	Percentage
Strongly Agree	343	34.3%
Agree	443	44.3%
Neutral	86	8.6%
Disagree	114	11.4%
Strongly Disagree	14	1.4%

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The replies to Question 1 indicate a predominantly positive perspective among the participants regarding their knowledge and comprehension of their job responsibilities, suggesting that they feel adequately informed and clear about their job profiles. 78.6% of the sample, which includes both the "Strongly Agree" and "Agree" responses, said that they feel sufficiently knowledgeable about their work descriptions. This indicates a strong sense of assurance among employees regarding their competence in carrying out their responsibilities efficiently, implying that the firm probably prioritizes transparent communication and training programs to provide its personnel with the required knowledge and resources.

Nevertheless, it is important to mention that a small portion of participants, up to 20% (being of individuals who chose "Neutral," "Disagree," or "Strongly Disagree"), reported different levels of ambiguity or discontent over the sufficiency of the information provided. This suggests possible areas for enhancement in communication channels or training programs within the organization. By addressing these concerns, it is possible to improve employee satisfaction, productivity, and overall performance. This may be achieved by ensuring that all staff members feel adequately prepared and supported in their individual tasks.

Table 4.1. 3 : "My peers are treating me equal in my current job."

Response	Sample Size	Percentage
Strongly Agree	229	22.9%
Agree	457	45.7%
Neutral	143	14.3%
Disagree	143	14.3%
Strongly Disagree	29	2.9%

The replies to Question 2 provide valuable information into the perceived dynamics of interpersonal connections among colleagues in the current job. 68.6% of the respondents, which is a significant majority, expressed that they perceive fair treatment from their peers, as they either strongly agree or agree with this statement. This indicates that employees have a favorable view of the fairness and inclusiveness of their interactions with colleagues, which is essential for creating a harmonious and supportive work environment.

Nevertheless, it is important to highlight that a significant percentage of participants, amounting to 31.4% (including those who responded as "Neutral," "Disagree," and "Strongly Disagree"), exhibited different levels of ambiguity or unhappiness regarding the fairness of how they were treated by their peers. This signifies the existence of possible apprehensions or impressions of inequitable treatment within the workplace. It is crucial to tackle these problems in order to foster a culture of respect, collaboration, and mutual support among colleagues, which are vital for sustaining employee morale and productivity. By implementing diversity and inclusion efforts, offering conflict resolution processes, and creating open communication channels, organizations can effectively address inequities and cultivate a work atmosphere that is inclusive, where all employees feel appreciated and respected.

Table 4.1. 4 "While working with this company, I feel motivated as the HR department in the company is providing fair support."

Response	Sample Size	Percentage
Strongly Agree	200	20.0%
Agree	471	47.1%
Neutral	200	20.0%
Disagree	114	11.4%
Strongly Disagree	14	1.4%

The answers to Question 3, which inquire about the level of motivation experienced while working with the company, reveal the influence of Human Resources (HR) procedures on employee motivation inside the organization.

The majority of respondents, accounting for 67.1% (combining "Strongly Agree" and "Agree" responses), indicated favorable views, indicating that they feel driven as a result of the perceived impartiality of support offered by the HR department. These findings indicate that human resources (HR) measures, such as equitable policies, open communication, and effective support systems, are essential in promoting employee motivation and engagement.

Nevertheless, it is worth mentioning that a small proportion of participants, amounting to 12.8% (being of individuals who either disagreed or strongly disagreed), conveyed unfavorable feelings regarding the influence of HR assistance on motivation. This signifies the existence of possible issues or deficiencies in HR processes that could be diminishing employee motivation and satisfaction. To increase overall employee morale and

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performance, it is important to address these challenges by implementing better communication strategies, establishing effective employee feedback channels, and aligning HR policies with employee requirements and expectations.

Table 4.1. 5My peers are treating me equal in my current job:

Response	Sample Size	Percentage
Strongly Agree	229	22.9%
Agree	457	45.7%
Neutral	143	14.3%
Disagree	143	14.3%
Strongly Disagree	29	2.9%

The table illustrates the respondents' perceptions of the level of equitable treatment they receive from their colleagues in their present employment. 68.6% of the respondents, including those who strongly agree and agree, reported feeling fairly and equitably treated by their peers. This indicates a favorable characteristic of the work environment, characterized by the widespread presence of mutual respect and fairness. Nevertheless, a significant portion, amounting to 17.2% (including both "Disagree" and "Strongly Disagree" replies), disagreed with the statement, suggesting that they do not feel they receive equitable treatment from their peers.

This marginalized group may perceive instances of prejudice or inequitable treatment, so emphasizing possible areas for enhancement in cultivating a more inclusive work environment. The existence of neutral responses (14.3%) indicates a significant degree of ambivalence or ambiguity among certain participants. Overall, although most people had good opinions, it is important to address the concerns of individuals who believe they have been treated unfairly in order to create a more helpful and harmonious work environment.

Table 4.1. 6While working with this company I feel motivated as HR department in the company is providing fair support:

Response	Sample Size	Percentage
Strongly Agree	200	20.0%
Agree	471	47.1%
Neutral	200	20.0%
Disagree	114	11.4%
Strongly Disagree	14	1.4%

The table displays the respondents' assessments of their motivation levels, which are influenced by the support offered by the HR department in their workplace. Approximately two-thirds of the participants, amounting to 67.1% (consisting of those who "Strongly Agree" and "Agree"), expressed feeling inspired when working with the organization as a result of the equitable assistance offered by the HR department. This implies a direct relationship between the HR department's endeavors in attending to employee requirements and the overall levels of motivation inside the firm.

Furthermore, a significant proportion of participants (20.0%) selected the neutral choice, suggesting a level of indecisiveness or doubt regarding the influence of HR assistance on their motivation. Conversely, a small portion of participants (12.8%) disagreed with the statement, indicating that they do not feel sufficiently motivated by the assistance offered by the HR department. To address the issues voiced by these individuals and improve overall motivation levels, it is recommended to enhance HR support programs. This can potentially build a more positive work atmosphere inside the organization.

Table 4.1.7 "My company provides adequate technology to perform a flawless job."

Response	Sample Size	Percentage
Strongly Agree	243	24.3%
Agree	429	42.9%
Neutral	171	17.1%
Disagree	86	8.6%
Strongly Disagree	71	7.1%

The responses to Question 6, which asks about the adequacy of technology given by the company, provide valuable insights into employees' opinion of the technological resources available in their organization.

67.2% of the respondents, comprising those who "Strongly Agree" and "Agree," expressed

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positive feelings, expressing their belief that their organization provides adequate technology to efficiently carry out their job activities. This implies that the firm places importance on equipping its employees with the essential tools and resources to effectively fulfill their duties, which can enhance overall productivity and job satisfaction.

Nevertheless, it is crucial to acknowledge that a substantial minority of participants, amounting to 15.7% (consisting of individuals who selected "Neutral," "Disagree," or "Strongly Disagree" options), showed different levels of confusion or discontent over the sufficiency of the company's technology. This suggests possible areas for enhancement in the organization's technology infrastructure or support systems. To address these concerns, it is important to invest in modern technology, offer training and assistance for its utilization, and actively seek input from employees. This will help guarantee that technological resources are aligned with employees' requirements and contribute to their success in the workplace.

Table 4.1. 8 : "I am involved in the decision-making process of the company."

Response	Sample Size	Percentage
Strongly Agree	229	22.9%
Agree	457	45.7%
Neutral	143	14.3%
Disagree	143	14.3%
Strongly Disagree	29	2.9%

The responses to Question 7, which asks about employees' involvement in the decision-making process of the company, offer valuable insights about their perspectives of their level of participation in organizational decision-making.

68.6% of the respondents, comprising those who "Strongly Agree" and "Agree," expressed that they are actively engaged in the company's decision-making process. This indicates that employees have a favorable opinion of the inclusiveness of decision-making methods inside the firm. Employees that actively participate in decision-making processes have increased empowerment, recognition, and engagement in their work, resulting in elevated levels of job satisfaction and commitment.

Nevertheless, it is crucial to acknowledge that a significant segment of participants, amounting to 17.2% (including those who responded as "Neutral," "Disagree," and "Strongly Disagree"), indicated different levels of doubt or unhappiness with their participation in decision-making. This suggests possible prospects for enhancing the promotion of more transparency, communication, and participation in decision-making processes at all organizational levels. Promoting transparent communication, actively seeking advice from employees, and creating avenues for participation can cultivate an environment of inclusiveness and collaboration, eventually enhancing organizational achievement.

T' test for significance of difference between married and unmarried Employees with respect to the factors of TQM

Factors	Marital Status	Mean	SD	t value	P value
Work Culture	Unmarried	24.56	3.42	3.596	0.000**
	Married	23.35	3.42		
Working Conditions	Unmarried	22.65	3.01	2.431	0.015*
	Married	21.87	3.78		
Work Life Balance	Unmarried	24.26	3.08	2.858	0.004**
	Married	23.35	3.55		
Employee Attitude	Unmarried	57.93	8.27	0.948	0.343
	Married	57.16	8.17		
Total Quality Management	Unmarried	7.38	1.38	3.203	0.001**
	Married	6.93	1.47		

** Significant at 1% level
 * Significant at 5% level
Source: Primary Data

Based on the data shown in Table 4.6, it can be observed that the p-value for work culture (0.000), work conditions (0.015), and work life balance (0.004) is lower than the threshold of 0.01.The null hypothesis is rejected at a level of significance of one percent with regard to working

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conditions, work culture, and work-life balance, total quality management (TQM) (0.001) at P<0.01; nevertheless, the employee attitude among married and unmarried respondents differs, as seen in the table above. This is because the 'P' value is less than 0.01. (0.343), and as a result, the Null Hypothesis is deemed to be true, and it is discovered that employees have the same attitude toward their respective firms.

T' test for significance of difference between age of Employees with respect to the factors of TQM

Factors	AGE	Mean	SD	t value	P value
Work Culture	below 30 yrs	36.56	6.80	2.289	0.009**
	31-45	23.35	7.88		
	46 & above	44.11	6.98		
Working Conditions	below 30 yrs	50.43	6.47	0.431	0.016*
	31-45	31.61	4.81		
	46 & above	17.79	7.90		
Work Life Balance	below 30 yrs	35.39	6.23	3.106	0.229**
	31-45	42.29	6.41		
	46 & above	49.65	8.11		
Employee Attitude	below 30 yrs	33.14	5.33	0.1823	0.000
	31-45	28.36	4.26		
	46 & above	24.34	3.85		
Total Quality Management	below 30 yrs	21.94	2.69	3.131	0.000**
	31-45	41.60	5.18		
	46 & above	46.87	7.02		

Analysis of Variance (ANOVA)

In order to determine whether or not there is any disparity between the various groups of workers who are classified according to their gender, age, qualifications, the nature of their jobs, and their marital status in relation to the various aspects of the Technology Quality Management (TQM) research, a one-way analysis of variance (ANOVA) was carried out for each of the selected demographic parameters. This was done in order to investigate whether or not there is any disparity. During the analysis of variance (ANOVA), the idea of variance is a crucial component that must be present. Obtaining two separate estimates of the population variance from the data that is supplied is the first step in the basic process. Following this, a statistic is computed based on the ratio of these two estimates, which is also referred to as the variance between groups and the variance within groups.When compared to the variance that happens within groups, the 'F' ratio is the ratio of the variation that occurs between groups to the variance that occurs within groups. If the 'F' number is significant, it indicates that the means of the population are not going to be equal. This is very likely to be the case. A statistical study known as an analysis of variance (ANOVA) was carried out in order to verify that the fundamental assumptions were appropriately met. Two assumptions that were taken into consideration were "population normality" and "homogeneity of variance." Every one of these presumptions turned out to be faulty.

Conclusion

The research investigating Total Quality Management (TQM) and Work-Life Balance in Multinational Companies (MNCs) operating in Maharashtra's IT sector from 2018 to 2023 unveiled numerous significant discoveries. Initially, there was a significant positive relationship between the implementation of Total Quality Management (TQM) concepts and the advancement of work-life balance among the workforce. Companies that implemented Total Quality Management (TQM) techniques often allocated resources towards projects that promoted the personal and professional well-being of its employees. This integration is believed to have contributed to a rise in employee satisfaction and retention rates inside these firms. In addition, the research found that implementing Total Quality Management (TQM) principles and promoting work-life balance led to gains in organizational performance indicators. The effects were clearly obvious in terms of increased productivity, efficiency, and output quality. In addition, multinational corporations (MNCs) that prioritize Total Quality Management (TQM) and work-life balance are likely to have a competitive edge in attracting and retaining talented individuals, making them highly desirable employers in the IT industry. In addition to the advantages mentioned, the study probably identified difficulties such as cultural obstacles, limitations in resources, and the necessity for support from leaders. The findings highlighted the significance of leadership

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commitment and organizational culture in promoting TQM and work-life balance efforts. These insights are important for developing organizational strategy and managing human resources in multinational IT companies operating in Maharashtra.

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