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EMPIRICAL ANALYSIS ON THE ADOPTION OF QUALITY MANAGEMENT PRACTICES IN INFORMATION TECHNOLOGY SECTOR IN INDIA

DR. BEULAH VIJI CHRISTIANA. M
PROFESSOR
MBA DEPARTMENT
PANIMALAR ENGINEERING COLLEGE
POONAMALLEE

JOSEPH SASI RAJAN.M
SENIOR SOFTWARE DESIGNER
HP INDIA PVT. LTD.
BANGALORE

ABSTRACT

The Information Technology sector in India is found to be highly successful in the global scenario in term of its performance. The Indian "brand" image for affordable speed and quality is found to be in a growing trend. Intense quality and productivity improvements built client value and today these Indian companies deliver a wider range of software development tasks, as well as benefits in new service segments such as product design and information science (IS) outsourcing. Many firms have met top certification requirements for quality standards in demand around the world. Globalization has created a tough competition for India in the world market and India is forced to adopt Quality management practices that will contribute towards the enhancement towards productivity. Software Professionals are expected to take an active part in the implementation of quality management practices to remain highly competitive in the market by going for continuous process improvement and in the production of defect free products. It is in this scenario the study has been carried out to study the adoption of quality management practices in the IT sector as per the opinion of software professionals in the organization. Data for the study is collected from Software Professionals belonging to Organizations which emphasise more on the implementation of quality management practices and the sample for the study comprises of 170 respondents. The research design chosen for this study is descriptive and convenience sampling which is a non-probability sampling method is used. Primary data are collected using a structured questionnaire. Various statistical tools and techniques like chi-square tests, Correlation, Weighted average test, H test, U test etc. are used for analysis and interpretation.

KEYWORDS

quality, information technology, software professionals.

INTRODUCTION

The perception of India in the global economy has gone for a dramatic shift due to the significant mark it has made on the world map. The contributions made by the IT industry towards the country's GDP has led to a steady growth of the Indian economy. India's IT industry is supposed to provide world class technology solutions across the globe. Due to innovation and process improvement Indian economy has gone for a shift from an agricultural based economy to a knowledge driven economy. India today is considered to be the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. India's cost competitiveness in providing IT services, which is relatively cheaper when compared to many of the developed countries, continues to be the mainstay of its Unique Selling Proposition (USP) in the global sourcing market. The Indian IT sector is expected to grow at a rate of 12-14 per cent for FY2016 in constant currency terms. Indian IT's core competencies and strengths have attracted significant investments from major countries.

Effective integration of information technology into an organization's business processes has become increasingly crucial to prosperity. IT includes such items as the systems software, application software, computer hardware, networks and databases associated with managing an organization's information. When it comes to implementing quality standards in the IT realm, organizations face tremendous pressure to deliver systems and technologies that meets the ver-changing needs embedded with the required quality systems. The industry as a whole has fallen short of delivering technology that people understand and can use. Performance of IT organizations can be substantially improved by ensuring that tactical decisions support and integrate quality in their operations. Experiences convey that quality improvements in IT delivery and service support can be achieved by introducing such considerations as user satisfaction, integration and flexibility early on in the decision process and reinforcing them throughout the review process.

Organizations in an age of cut throat competition is forced to design their products and render services as per customer requirements. Therefore, quality measures and standards should be based on customer wants and needs. Quality should therefore be made a shared responsibility among employees with greater emphasis on clear standards and measurements. Dashboard measurements which provide quality status information clearly and quickly should be given due importance in this perspective. Knowledge sharing practices relative to quality management should be given greater significance. Continuous process improvement and adequate preventive measures should be taken to prevent the organization from rendering defective products and services.

REVIEW OF LITERATURE

- ❖ Ogbari, M. E. and Borishade, T. T. (2015) examined the relationship between total quality management and customer satisfaction in service industries. It aimed to evaluate the relationship between of top management commitments and customer retentions as well as to examine the influence of organizational reputation on customer's continuous patronage. Relying solely on secondary data collected from various archival sources, findings shows that strong relationships exists between total quality management and customer satisfaction in the achievement of organizational goals especially in the current dispensation of globalization and stiff competitions. The authors recommend a holistic adoption of TQM and customer services tenets and its entrenchment as policies in all organizations for quality customer services and satisfactions.
- ❖ Suby Khanam1, Faisal Talib2, Jamshed Siddiqui (2014) in their comprehensive study reviewed a total of 153 TQM/IT related research papers from different sources and 89 articles were finally filtered out. The paper reflects the extent of work undertaken in the area as well as tries to restructure and organize the available knowledge on TQM and IT in ICT industry
- ❖ Rahul Singh (etal) 2014 understood the importance of Total Quality Management philosophy or Business Excellence Models – Strategy and attempted to integrate the concept of TQM implementation within a broader perspective of business as a part of corporate strategy in an organization. The concerns and issues for TQM implementation are discussed. The paper attempts to give a holistic perspective of TQM implementation as a part of Business Excellence Strategy Implementation. Large companies had higher Implementation levels across almost all practices except for teamwork and open organization when compared to small - and medium - sized companies. TQM practices were statistically more significant in manufacturing companies compared to service companies and firms having a higher degree of innovation also showed higher levels of TQM practice implementation.

- ❖ Patange Vidyut Chandra (2013) in their paper focused on the crucial aspects of TQM right from introducing concepts in an organization, especially for those who have not traditionally tuned themselves too much with understanding customer needs and business processes. Major focus is on empowerments, as it is understood to play very crucial role during identify the management culture before attempting to install TQM, TQM for success or failure assured due to this planning. Visionary leadership may offer an overriding perspective for someone instituting TQM. Institutionalizing TQM principles as an organization’s culture process for managing the transition from the existing system to the new system with synergies.
- ❖ Harjeev Kumar Khanna, S C Laroia, D. D. Sharma (2010) in their study explored the current practices adopted by manufacturing organizations in India. The main objective of the paper is to provide empirical evidence on top management’s awareness and understanding of the quality management and its role towards business survival and competitiveness. Only 50 organizations participated in the survey. The survey findings indicate that Indian organizations are well aware of TQM practices. But implementation level is low than the awareness level. The factors that are implemented more are process management (mean-3.84), customer focus (3.78) and top management commitment (mean3.57)

RESEARCH METHODOLOGY

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

TYPE OF RESEARCH DESIGN: The type of research design adopted in this study is **Descriptive Research**. Descriptive research includes surveys and fact finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exists at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where and how.

SAMPLING METHOD: The sampling method used in this study is Convenience Sampling which is a non - probability Sampling method.

SAMPLE SIZE: Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The sample size for the study is 170 which is finalized through a pilot study.

DATA COLLECTION: Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are Primary data collection and Secondary data collection. Primary data are collected through a structured questionnaire. Secondary data are collected through journals, magazines etc.

HYPOTHESES

H01: Continuous innovation and improvement does not have a significant impact on the Quality Management practices in the IT sector.

H02: Product and Service Design and Top Management commitment towards quality are independent.

H03: There is no significant difference in the opinion of respondents towards the various quality management practices that contribute towards customer benefits.

H04: Benchmarking practices with world class IT organizations do not have a significant impact of product and service quality.

OBJECTIVES OF THE STUDY

1. To study the necessity of IT sector in adopting Quality Management systems and the features which enhances its effectiveness.
2. To find out the influence of top management commitment towards quality management systems through continuous innovation and improvement in product design and service quality
3. To know the various quality management practices in IT organizations that play a vital role in rendering better customer benefits
4. To analyse the impact of benchmarking practices on product and service quality.

TABLE 1.1: NECESSITY TO GO FOR QUALITY MANAGEMENT SYSTEMS

S. No.	Modules	No. of Respondents	Percentage
1	Quality Culture	22	13
2	Enhanced Product & Service design	39	23
3	Customer Focus	51	30
4	Continuous innovation & Improvement	46	27
5	Team Work	12	7
Total		170	100

The table above depicts that 30% of the respondents are of the opinion that the main drive to go for quality management systems is customer focus, 27% prefer quality systems mainly because of continuous innovation and improvement, 23% of the respondents are for enhanced product and service design, 13% prefer to have it mainly to establish a quality culture and only 7% of them are for team work.

Majority of the respondents prefer to have quality management systems in the organization mainly because of customer focus.

TABLE 1.2: TRANSPARENCY IN MAINTAINING QUALITY MANAGEMENT SYSTEMS

S. No.	Opinion	No. of Respondents	Percentage
1	Yes	119	70
2	No	51	30
Total		170	100

From the above table, it is found that 70% of the respondents feel that there is transparency in maintaining quality management systems and 30% of them have a negative opinion in this regard.

INTERVAL ESTIMATION

n = 170

p = 119/170=0.70

q = 1-p = 0.30

zα/2 = 1.96 at 95% confidence level

Standard error = $\sqrt{pq/n} = \sqrt{(0.70)(0.30)/170}$

Interval Estimation = $[p \pm z\alpha/n(\text{standard error})]$

= $[0.70 \pm (1.96)*(\sqrt{(0.70)(0.30)/170})]$

It is inferred that at 95% confidence Interval, the respondent’s opinion about transparency in maintaining quality management systems lies between 0.67 and 0.73 in the sample statistic and therefore it may be in the range of 67% and 73% in the population parameter.

TABLE 1.3: QUALITY MANAGEMENT FEATURES ENHANCING THE EFFECTIVENESS OF IT SERVICES

S. No	Factors	R1	R2	R3	R4	R5	R6	R7	Total	W. Avg	Rank
1	Top Management Commitment	10	12	23	29	30	38	28	567	20.25	6
2	Benchmarking	33	31	20	37	14	11	24	753	26.89	3
3	Training & Education	6	11	17	32	40	44	20	549	19.60	7
4	Customer Focus	12	22	36	41	30	19	10	698	24.92	4
5	Product & Service Design	48	30	31	22	20	10	9	848	30.28	1
6	Continuous process improvement	31	38	32	21	13	12	23	775	27.67	2
7	Team Work	21	30	18	36	12	30	23	680	24.28	5

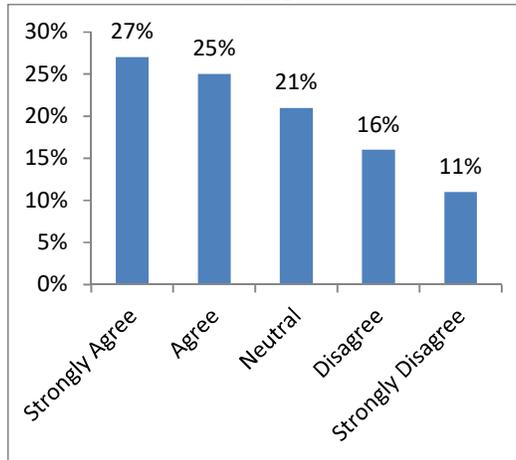
The above table depicts that product and service design is supposed to draw special attention in enhancing the effectiveness of IT services as it is ranked 1st by majority of the respondents followed by continuous process improvement and benchmarking practices which are ranked 2nd and third respectively. Customer focus occupies the 4th position followed by teamwork, top management commitment and effective training programmes.

Inference: It is inferred that product and service design is considered to be a significant feature of quality management in enhancing the effectiveness of IT services.

TABLE 2.1: SIGNIFICANCE OF CONTINUOUS INNOVATION AND IMPROVEMENT IN IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS

S. No.	Opinion	No. of Respondents	Percentage
1	Strongly Agree	49	27
2	Agree	40	25
3	Neutral	36	21
4	Disagree	27	16
5	Strongly Disagree	18	11
Total		170	100

FIG. 1



The above table depicts that 27% of the respondents strongly agree that continuous innovation and improvement is vital for implementation of quality management systems in IT organizations and 25% of the respondents agree in this regard. 21 of the respondents have a neutral opinion, 16% disagree and 11% strongly disagree towards the significant role played by continuous innovation and improvement in the Quality Management systems in the IT organizations.

Inference: Majority of the respondents are found to have a strong opinion that continuous innovation and improvement plays a significant role in the quality management systems in the organisation.

H₀: Continuous innovation and improvement does not have a significant impact on the Quality Management practices in the IT sector

H₁: Continuous innovation and improvement have a significant impact on the Quality Management practices in the IT sector

TABLE 2.2: CHI-SQUARE TEST FOR GOODNESS OF FIT

Oij Observed Frequency	Eij Expected Frequency	Oij - Eij	(Oij - Eij) ² / Eij
49	34	15	6.6
40	34	6	1.05
36	34	2	0.117
27	34	7	1.44
18	34	16	7.529
Calculated value of χ^2			16.736

$\alpha = 0.05$

$n = 5$

Degrees of freedom: $n-1 = 5-1 = 4$

Table Value = 9.488

$E_{ij} = O_{ij} / n = 170/5 = 34$

$\chi^2 = \sum (O_{ij} - E_{ij})^2 / E_{ij} = 16.736$

Calculated value > Table value

$16.736 > 9.488$

Hence **H₀ is rejected**. Hence it can be concluded that Continuous innovation and improvement have a significant impact on the Quality Management practices in the IT sector.

TABLE 2.3: TOP MANAGEMENT'S COMMITMENT TOWARDS PRODUCT AND SERVICE QUALITY

S. No.	Statements	SA	A	N	D	SD	Total
1	Good Product Design	27	45	39	32	27	170
2	Service Quality	45	36	25	34	30	170
3	Top Management's Commitment	21	27	32	44	46	170
Total		93	108	96	110	103	51

CHI-SQUARE TEST

H₀ (Null hypothesis) : Product and service design is not dependent upon the top management's commitment towards quality.

H₁ (Alternate hypothesis) :Product and service design is dependent upon the top management's commitment towards quality.

Calculation:

Degrees of freedom= (c-1) (r-1)

= (5-1) (3-1) = (4)*(2) = 8

Significance level = 95% = 0.05 (error value)

Chi square (calculated value) = 25

Chi square (tabulated value) = 15.507

O _i	E _i	(O _i -E _i) ²	(O _i -E _i) ² /E _i
27	31	16	0.5161
45	36	81	2.25
39	32	49	1.53125
32	36.7	22.09	0.60190
37	34.3	7.29	0.21253
45	31	196	6.32258
36	36	0	0
25	32	49	1.53125
34	36.7	7.29	0.19863
30	34.3	18.49	0.53906
21	31	100	3.22580
27	36	81	2.25
32	32	0	0
44	36.7	53.29	1.45204
46	34.3	136.89	3.9909
Calculated value		25	

$$\chi_{cal} = \frac{\sum(O_{ij}-E_{ij})^2}{\sum E_{ij}} = 25$$

Since 25 > 15.507 (c.v > t.v)

Therefore, H₀ is rejected.

It can therefore be concluded that Product and service design is dependent upon the top management's commitment towards quality.

TABLE 2.4: CORRELATION BETWEEN TOP MANAGEMENT COMMITMENT AND IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS IN IT ORGANISATIONS

KARL PEARSON'S CO-EFFICIENT OF CORRELATION

X	Y	X ²	Y ²	XY
52	49	2704	2401	2548
63	50	3969	2500	3150
41	36	1681	1296	1476
9	27	81	729	243
5	18	25	324	90
ΣX = 170	ΣY = 170	ΣX² = 8460	Y² = 7250	ΣXY = 7507

$$r = \frac{n \sum xy - (\sum X)(\sum Y)}{\sqrt{(n \sum X^2 - (\sum X)^2) \sqrt{(n \sum Y^2 - (\sum Y)^2)}}$$

$$r = \frac{5(7507) - (170)(170)}{\sqrt{5(8460) - (170)^2} \sqrt{5(7250) - (170)^2}}$$

r = 0.87

Thus, r is positive

Conclusion: Hence it is concluded that top management commitment has a significant impact on the quality management practices in the organization since they are positively correlated with each other as the value of 'r' is positive and nearer to one.

TABLE 3.1: CUSTOMER BENEFITS OF USING QUALITY MANAGEMENT SYSTEMS IN INFORMATION TECHNOLOGY ORGANISATIONS

S.No	CUSTOMER BENEFITS	R1	R2	R3	R4	R5	TOTAL	W.AVG	RANK
1	Accuracy	33	30	48	22	29	526	35	1
2	Reliability	18	23	43	34	50	437	29	5
3	Consistency	19	27	53	31	36	480	32	3
4	Efficiency	25	28	30	52	35	466	31	4
5	Flexibility	32	37	23	38	40	493	33	2

The above table reveals that accuracy is the most significant customer benefit of using quality management systems in IT companies since it is ranked 1st by majority of the respondents, followed by Flexibility, Consistency, Efficiency and finally Reliability which are ranked 2nd, 3rd, 4th and 5th respectively.

It can therefore be concluded that accuracy is the most significant customer benefit that IT companies deliver because of the implementation of quality management systems in the organization.

TABLE 3.2: KRUSKAL-WALLIS TEST (OR) H TEST

S. No	BENEFITS	SA	A	N	D	SD
1	Accuracy (A)	33	30	48	22	29
2	Flexibility (B)	32	37	23	38	40
3	Consistency (C)	22	27	53	31	36

H₀: There is no significant difference in the opinion of the respondents towards the benefits that customers get because of implementation of quality management systems.

H₁: There is significant difference in the opinion of the respondents towards the benefits that customers get because of implementation of quality management systems.

Values	Attribute	Rank
22	C	1
23	B	2
26	A	3
27	C	4
29	A	5
31	C	6
32	B	7
33	A	8
34	A	9
36	C	10
37	B	11
38	B	12
40	B	13
48	A	14
53	C	15

R₁ = Σ Ranks of A = 3+5+8+9+14 = 39

R₂ = Σ Ranks of B = 2+7+11+12+13 = 45

R₃ = Σ Ranks of C = 1+4+6+10+15 = 36

$$H = \frac{12}{n(n+1)} \left[\left(\frac{R_1^2}{n_1} \right) + \left(\frac{R_2^2}{n_2} \right) + \left(\frac{R_3^2}{n_3} \right) \right] - 3(n+1)$$

$$H = \frac{12}{15(15+1)} \left[\frac{(39)^2}{5} + \frac{(45)^2}{5} + \frac{(36)^2}{5} \right] - 3(15+1)$$

H = 0.05 (969) – 48 = 0.06

Calculated value = 0.45

Table value

From χ²- table with degree of freedom (K-1) = 3-1 = 2. Table value = 5.991

Conclusion

Calculated value < Table value: 0.45 < 5.991.

Accept H₀

The table value of χ² for degree of freedom 2 at 95% level of significance is 5.991. Comparing calculated value and table value of χ², it was found that calculated value is lesser than table value. Hence H₀ is accepted. Therefore, there is no significant difference in the opinion of the respondents towards the benefits that customers get because of implementation of quality management systems.

TABLE 3.3: RANKING OF QUALITY MANAGEMENT PRACTICES CONTRIBUTING TOWARDS THE VARIOUS CUSTOMER BENEFITS

S. No.	Factors	R1	R2	R3	R4	R5	Total	W.Avg	Rank
1	Employee Involvement	44	31	25	34	36	523	34.87	1
2	Quality Circles	36	24	43	27	40	499	33.27	3
3	Teamwork	22	38	30	41	39	473	31.53	4
4	Training & Education	30	22	39	36	43	470	31.33	5
5	Employee Encouragement	21	45	43	26	35	501	33.40	2

When the various quality management practices that are considered to be vital for customer benefits are analysed it is found that employee involvement is considered to be the most significant factor as it is ranked 1st by majority of the respondents followed by employee encouragement and quality circles which are ranked 2nd and 3rd respectively. Teamwork occupies the fourth position and training and education imparted towards enhancement of quality management practices is found to be the least preferred option.

TABLE 3.4: MANN-WHITNEY U-TEST

Functions	HI	I	FI	SI	NI
Employee Involvement	54	32	48	21	18
Employee Encouragement	23	46	19	30	25

H₀: There is no significant difference in the opinion of respondents towards the various quality management practices that contributes towards customer benefits

H₁: There is significant difference in the opinion of respondents towards the various quality management factors that contributes towards customer benefits (μ₁ ≠ μ₂)

Values	Attribute	Rank
18	A	1
	B	2
21	A	3
23	B	4
25	B	5
30	B	6
32	A	7
46	B	8
48	A	9
54	A	10

Calculation

$$R_1 = \sum \text{Ranks of A} = 1+3+7+9+10 = 30$$

$$R_2 = \sum \text{Ranks of B} = 2+4+5+6+8 = 25$$

Where $n_1 = 5, n_2 = 5$

$$\mu_u = \frac{n_1 * n_2}{2}$$

$$\mu_u = 5 * 5 / 2 = 12.5$$

$$\sigma_u^2 = \frac{n_1 n_2 (n_1 + n_2 + 1)}{12}$$

$$\sigma_u^2 = 5 * 5 (5 + 5 + 1) / 12 = 22.92$$

$$\sigma_u = 4.79$$

$$U_1 = n_1 n_2 + \{n_1 (n_1 + 1) / 2\} - R_1$$

$$= 5 * 5 + \{5(5 + 1) / 2\} - 30$$

$$U_1 = 10$$

$$U_2 = n_1 n_2 + \{n_2 (n_2 + 1) / 2\} - R_2$$

$$= 5 * 5 + \{5(5 + 1) / 2\} - 25$$

$$U_2 = 15$$

$$U_1 = 10 \quad \left. \begin{array}{l} U_2 = 15 \\ Z = U - \mu_u \end{array} \right\} U = \min = 10$$

$$Z = U - \mu_u$$

$$\sigma_u$$

$$Z = -0.521$$

$$|Z| = 0.521$$

Table value

At $\alpha = 5\%$ for 2-tail

Table value = 1.96

Calculated value < Table value

0.521 < 1.96

Accept H_0 . The table value at 95% level of significance for 2-tail is 1.96. Comparing calculated value and table value, it is found that calculated value is lesser than table value. Hence H_0 is accepted. Hence it can be concluded that there is no significant difference in the opinion of respondents towards the various quality management practices that contributes towards customer benefits.

TABLE 4.1: SIGNIFICANCE OF BENCHMARKING IN ENFORCING EFFECTIVE QUALITY MANAGEMENT SYSTEMS

S. No.	Degree	No. of respondents	Percentage
1	Large Extent	31	18
2	Reasonable Extent	43	25
3	Average	49	29
4	Certain	32	19
5	Not at all	15	9
Total		170	100

It is observed from the above table that 18% of the professionals feel that benchmarking practices for enforcing quality management systems is vital, 29% of the respondents have got a moderate opinion towards the significance of benchmarking in enforcing effective quality management systems, 25% of the respondents say its significance is only to a reasonable extent, 19% are certain about it and 9% have got a negative opinion in this regard.

It can therefore be inferred that majority of the respondents feel that benchmarking practices play a significant role in enforcing quality management systems in the organization.

H_0 (Null Hypothesis): There is no significant difference in the opinion of the respondents towards influence of benchmarking practices in enforcing quality management systems.

H_1 (Alternative Hypothesis): There is significant difference in the opinion of the respondents towards influence of benchmarking practices in enforcing quality management systems.

TABLE 4.2: CHI – SQUARE TEST FOR GOODNESS OF FIT

Oij Observed Frequency	Eij Expected Frequency	Oij - Eij	(Oij - Eij) ² / Eij
31	34	3	0.264
43	34	9	2.382
49	34	15	6.617
32	34	2	0.117
15	34	19	10.617
Calculated value of χ^2			19.997

$\alpha = 0.05$

$n = 5$

Degrees of freedom: $n - 1 = 5 - 1 = 4$

Table Value = 9.488

$$E_{ij} = O_{ij} / n = 170 / 5 = 34$$

$$\chi^2 = \sum (O_{ij} - E_{ij})^2 / E_{ij} = 19.997$$

Calculated value > Table value

19.997 > 9.488

Hence H_0 is rejected.

Conclusion:

Since the calculated value (19.997) is greater than Table Value (9.488), it is inferred that there is significant difference in the opinion of the respondents towards data protection.

SUMMARY OF FINDINGS

The necessity of IT sector in adopting quality management practices revealed that customer focus is the key driver for opting for quality management practices in organization as it is considered to be the preferred option for majority of the respondents and more than 70% of the respondents taken for the study feel that quality management practices are transparent. Product and Service design is considered to be the key attribute that enhances the effectiveness of IT services. Continuous innovation and improvement have a significant impact on the Quality Management practices in the IT sector. Testing of hypothesis revealed Continuous innovation and improvement have a significant impact on the Quality Management practices in the IT sector. It is also found that product and service design is dependent upon the top management's commitment towards quality. Top management commitment has a significant impact on the quality management practices in the organization since they are positively correlated with each other as the value of 'r' is positive and nearer to one.

Accuracy is the most significant customer benefit of using quality management systems in IT companies since it is ranked 1st by majority of the respondents. No significant difference in the opinion of the respondents towards the benefits that customers get because of implementation of quality management systems. Employee involvement is considered to be the most significant Quality Management practice in contributing towards customer benefits. When the hypothesis is tested to identify whether there are any significant differences in the opinion of respondents towards the various quality management practices towards customer benefits, it is rejected as per the study. Therefore, the customer benefits are found to have equal influence from the various quality management practices. It is found through the study that that benchmarking practices play a significant role in enforcing quality management systems in the organization and testing of hypothesis also reflected the same results.

CONCLUSION

Integration of information technology into an organization's business processes has become increasingly crucial to prosperity. Effective quality management practices are vital for the productivity of the organization as well as to have a competitive edge in the global scenario. Continuous improvement and innovation is found to play a crucial role in the implementation of quality management practices. Top management commitment towards quality is more vital in this regard. Product and service quality is supposed to play a crucial role. Accuracy is the most significant customer benefit of using quality management systems in IT. Benchmarking practices is supposed to have a powerful impact and hence great care can be taken by the IT organizations with other organizations with more efficiency and productivity. Quality standards should have customer focus and it should focus on their wants and needs. Impartation of quality should be made a shared responsibility among employees with greater emphasis on clear standards and measurements.

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