

Post Covid Shift in Organizational Culture and Total Quality Management in it Industry in India

Shamnad Shamsudin^{1, a)}

PhD Scholar, Dept of Management studies,

Noorul Islam centre for higher education,

Kumaracoil , Tamilnadu, India

Shams.247@gmail.com

Dr. V.P. Velmurugan^{2, a)}

Assistant Professor of Management Studies,

Noorul Islam center for higher Education

Kumaracoil, Tamilnadu.India

vpvharini@gmail.com

ABSTRACT

As far as human life, cultures, and economies are concerned, the coronavirus (COVID-19) pandemic is likely the largest worldwide pandemic in more than a century. The global spread of COVID-19 has been exponential, especially when compared to other global pandemics. There have been 3,386,825 fatalities and 163,312,429 confirmed cases of COVID-19 reported to WHO as of 18 May 2021. There have been a total of 1,407,945,776 doses of vaccination given as of May 18, 2021. Reported cases included more than 65,054,067 in the Americas and more than 53,704,835 in Europe, more than 9,705,215 in the eastern Mediterranean and 2,763,608 in the western Pacific, 3,412,133 in Africa, and 28,671,811 in Southeast Asia. The 2019 coronavirus epidemic (COVID-19) has triggered significant societal and economic shifts (WHO). These changes have also affected many aspects of India. As of May 18, India has a total of 2,55,13,398 confirmed cases and the death toll exceeds 2,83,572 (covid19india.org n.d.). Even after the advent of vaccines, this global dilemma seems to have no end, as it is evident that the virus is getting stronger with each mutation. For a country like India, with a population in the billions, the second wave had a harsh impact. The country suffers from a shortage of medical equipment, with the number of infected increasing every day. Mandatory lockdowns have had a crippling effect on organizations and their performance. This article focuses primarily on the extent of the impact of COVID-19 on organizational culture in total quality management. This paper assesses the impact of COVID-19 on Total Quality Management (TQM) and traces the shift in organizational culture after COVID-19.

Key words: Organizational Culture, Employee performance , Core values , Leadership

INTRODUCTION

The Hindu Business Line (2020) claims that the information technology industry in India has become a key economic engine. It's worth 10% of the country's total GDP. The world has taken notice of India's prowess in the IT industry, particularly in the fields of computer software and IT services. Over the last two decades, India's IT industry has contributed to the country's IT exports. In the preceding decade, when the sector was integrated, sales and jobs both increased. In FY 2021, the Indian IT-BPM market was predicted to be worth USD 191 billion, an increase of 7% over the previous year. By 2025, experts predict the digital economy will be worth \$1 trillion. One estimate puts the value of the domestic IT industry at \$147 billion for FY2020, based on data from NASSCOM (2020). Over 10 million people are now benefiting from the industry's indirect job creation. According to NASSCOM (2019), TCS, Infosys, Wipro, and HCL Tech—the top four main IT businesses in India—now employ a total of 1.02 million people. The Hindu BusinessLine (2020) reports that the government of India is invested heavily in fostering the expansion of the country's IT industry. Information technology (IT) is one of the government's 12 prioritised service industries.

Table 1. The market size of Indian IT sector (FY 2020).

Components	Value (Billion USD)
IT services	99
BPM	38
ER&d	31
Software	92
E-commerce	57

Source: Nasscom strategic report-2020.

According to the research, developing economies won't support remote employment since their digital infrastructure is still not able to support it. According to Business Standard (2020), IBM is a major employer in India's information technology (IT) services industry. They have a sizable staff in India and have implemented WFH for 99 percent of their workers. One of the biggest obstacles they must overcome is increasing their infrastructure's ability to handle the rising volume of internet traffic and help remote workers become more efficient in their new roles. As Powell (2020) explains, the epidemic has disrupted the typical balance between job and family life. The consequences of gender, job, and family for post-pandemic research are discussed. The paper delves further into the significance of core workers, remote workers, employees with growing family responsibilities, single employed parents, social support, and gender concerns connected to these groups. Many individuals, according to Howcroft and Taylor's (2014) research, were compelled to work from home as a result of the crisis. In this new environment, people will face difficulties that are beyond the norms of the typical workday. According to Bryant (2000), phrases like "flexibility,"

"friendliness," and "technical feasibility" are often used when describing WFH concepts. However, this kind of employment comes with a number of stresses that may contribute to feelings of isolation and a lack of personal time. The traditional style of management dogma relies on the presence and visibility of employees, and studies by Taskin & Edwards (2007), Mann & Holdsworth (2003), Valsecchi (2006), Limburg & Jackson (2007), and Lai & Burchell (2008) confirm that the intensification of work online can leave employees feeling they must be constantly available online. Increased Internet activity in response to the present COVID-19 issue will reflect the difficulties identified by earlier studies. Resources such as services, caring obligations, shared living space, and organisational resources are said to impact workers' productivity by researchers such as Townsend and Batchelor (2005), Cavazotte et al., (2014), and Dén-Nagy (2014). Donnelly and Proctor-Thomson (2015) write that people's health would suffer as a result of the rise in WFH opportunities because of their dependence on digital technology. Working from home may cause aches and pains in the head, eyes, neck, and shoulders. Randolph's (2017) research delves further, examining the effects of makeshift desks, which are known to have significant ergonomic flaws since they were never intended to be permanent workplaces. Additional difficulties with the telework model are discussed in research by Mann and Holdsworth (2003). He claims that unexpected shifts at work may cause a person's job and personal lives to blend together, which can then lead to feelings of resentment, isolation, anxiety, and guilt. A structural change in housework might further entrench gender disparity, according to studies by Bryant (2000), Wilson and Greenhill (2004), Panteli and Stack (2004), and Fonner and Stache (2012). Over four million individuals are employed in India's IT industry, claims Sharma (2020). There has been a noticeable change in India's IT industry since the shutdown began. Overnight, "Work-From-Home" (WFH) became the norm for all of these workers. In order to save costs, Tata Consultancy Services, India's biggest IT company, has ordered virtually all of its 450,000 workers to work from home. The author goes on to say that professionals now live in a time when the house serves as a second, smaller workplace. Office administrative expenditures, such energy, telephone, and infrastructure upkeep, will be greatly lowered as a result of the increased use of telecommuting. The benefits and drawbacks of telecommuting have been the subject of several academic research, publications in prestigious magazines like the Harvard Business Review, reports by consulting organisations, and numerous pieces in national and international media. Research published before COVID-19 and ongoing investigations up to 2020 are included in the review. Despite the mountain of literature, a hole has been discovered. The Indian Information Technology (IT) industry has yet to accumulate a single, all-encompassing body of literature detailing their experiences with remote work.

METHODOLOGY

This research aims to dissect the organisational practises that facilitated the spread of the COVID-19 epidemic. While the hybrid working model is still in its infancy, a thorough literature review has already been compiled. This review covers journal articles, conference papers, books, and collections of essays. A thorough search engine literature research was undertaken on the work strategies implemented by nations in general and India in particular since the hybrid work strategy is a noteworthy innovation. Methods included systematic

reviews, qualitative case studies using a more typical qualitative technique, and primary qualitative interviews with 30 IT industry administrators and specialists, professionals from the Bangalore area. Critical implications and effects of adopting hybrid work techniques were investigated using qualitative interviews. Hybrid model options, implementation, organisational effect, environmental, economic, and social outcomes were all discussed in interviews. The results of a systematic examination of financial indicators were also included in many company reports and financial statements as a means of gauging the efficacy of innovative approaches to business. New reports from the National Association of Software and Services Companies (NASSCOM) and the Electronics and Computer Software Export Promotion Council were also analysed for this research (ESC). The new hybrid work paradigm is being implemented as a response to the COVID-19 epidemic, and as a consequence, there is a dearth of data on which to base studies. The research also drew on the financial records of major consulting firms including Boston Consulting Group, Deloitte, and McKinsey, as well as other relevant corporations. Johnston (2014) claims that secondary analysis is likewise a methodical procedure involving procedural and evaluative elements. The low price and wide availability of secondary data are two of the main reasons why many researchers like it (Dale et al., 1988; Glaser, 1963; Smith, 2008). Research based on secondary data may add to the body of knowledge and has methodological advantages. The framework's empirical emphasis is on eight top Indian IT firms and their adoption and refinement of a hybrid work approach.

TOTAL QUALITY MANAGEMENT

The word "quality" may be interpreted in various ways. Quality is "a degree of excellence," as defined by the Oxford Dictionary. The meaning of common phrases like "prime quality" or "high quality" may differ tremendously from one individual to the next. Having a universally accepted definition of the word "quality" has been challenging since most individuals have an innate understanding of the concept. "Quality" is often used as an adjective. To be more precise, we can define quality as a comparative degree of perfection against which products and services can be judged (Cooper 1993).

The term "Total Quality Management" (TQM) refers to a set of principles that have been widely accepted as the best way to boost both product quality and company productivity. The phrase "Total Quality Management" (TQM) has been around for about half a century, yet it remains a relatively vague notion because of writers' struggles to define quality. Although few academics have agreed on a precise definition of Total Quality Management (TQM), according to Newell and Dale, many believe that quality improvement must be achieved in the following five basic areas to ensure that customer needs are fully met: people, equipment, methods, materials, and the environment. Kanji's definition of TQM is more all-encompassing: quality is consistently meeting customer expectations; total quality means attaining quality at low cost; and total quality management is to achieve total quality by enlisting the efforts of all employees. He stressed the need of putting the needs of customers first in all interactions, not only outside but also inside businesses. The definition of TQM provided by Oakland is as follows: The idea behind Total Quality Management (TQM) is straightforward. The complete approach to quality is predicated on the principle that all parts

of the business, internal and external alike, have consumers whose needs must be determined and then met. TQM is considered a company-wide initiative that should include all staff members. It's a strategy for making corporations more productive as a whole. It's a strategy for unifying and energising the whole company, down to the smallest details and the highest ranks. TQM's primary function is to instil in individuals a sense of ownership over the quality of their work. Total quality management is defined by Zhang (2012) and Iyer (2013) as a strategic strategy that incorporates both technical and socio-cultural variables in order to enhance organisational performance. These sets of behaviours and beliefs stated to belong to its portfolio are also explored in the literature and may differ per research (e.g. Prajogo and Sohal, 2003; Akgün et al., 2014). Total quality management is generally recognised as a multi-item construct that extends beyond the simple application of quality standards and measures (Dale, 2015).

Trappey (1995) claims that during the 1980s, total quality management (TQM) has become a worldwide established management methodology. According to Rajagopal (1995) & Youssef (1996). (1996). Many firms in manufacturing and services have given substantial attention to the deployment of TQM. TQM has been shown to create increased product and service quality, increase production performance, and reduce costs, thereby increasing business competitiveness (Yang 2006). The perceived benefits of TQM implementation generate increased quality and efficiency, increase customer satisfaction, and thereby increase competitiveness. TQM, or total quality management, is a concept that has been widely discussed in recent years. Total Quality Management (TQM) is both a management concept and a collection of methods and processes that take a systemic approach to improving quality. We can say that quality is everyone's responsibility. Feigenbaum introduced the concept of TQM in the early 1960s to Western countries. Although TQM was developed and used in Japanese companies. The TQM philosophy has been successfully implemented by many companies and has gained a high reputation for offering high quality goods with low production costs. However, TQM is considered a more strategic, systemic component of organisational transformation. The goal of comprehensive quality management is to define, create, produce, and deliver goods and services that consistently and reliably meet or exceed the needs and expectations of consumers in a way that generates rave reviews from those customers. Yli-Olli 1998). TQM provides a set of critical success factors that centre on continuous improvement, meeting customer needs, minimising overwork and waste, increasing employee empowerment and involvement, team problem solving, process management, maintaining close relationships with suppliers, having top-level management's commitment and consistent support, training and human resource development, benchmarking, and continually measuring results using scientific methods (Terziovski and Samson, 1999; Buch and Rivers, 2002; Kayank, 2003; Agus and Hassan, 2011; Sabella et al., 2014; Aquilani et al., 2017) TQM is a multifaceted concept, as shown by a number of different research. Kaynak (2003), a leading proponent of TQM theory, conducted a study examining the connection between TQM practises and their impacts on business performance and recommended that academics interested in studying TQM pay special attention to a number of different research methods. problems, among the most important of which is the recognition of the multidimensionality of the TQM construct. (Mulugeta Kebede Adem 2020)

ORGANIZATIONAL CULTURE

From the very beginning, "culture" has had many definitions (Kroeber and Kluckhohn, 1963). However, culture can be understood as a reality-construction phenomenon that allows individuals to make sense of and draw conclusions about particular events, actions, objects, statements, and situations (including their own behaviour) in a way that is socially acceptable and meaningful to themselves and others. Researchers from all walks of life and fields have a hard time coming up with ideas that operationalize cultural identity. There is little consensus among those who claim ownership of the term "culture," since it has been employed in so many different ways by anthropologists, sociologists, and others. According to Goodenough (1964), a society's culture consists of the set of shared knowledge and beliefs that individuals must have in order to act in ways that are generally accepted by the society's members. In contrast to their genetic inheritance, humans are responsible for acquiring their culture. (2014 Research on Intern and Extramural Cultural Experience in Organizations)

To put it simply, an organization's culture is the pervasive mental framework held by its members and which in turn shapes their actions, customs, and other outward manifestations (Sathe, 1985; Schein, 1985). As a result, culture is an explanation for the differences across businesses (Sathe, 1985; Schein, 1985) Daniel I. Prajogo (2005). In light of the increasing visibility of the concept, several descriptions of "organisational culture" have emerged. (Lundberg, 1988) According to Tichy (1982), an organization's culture exists when its members agree on fundamental values. The term "organisational culture" was used by Pfeffer (1981) to characterise the consensus held among employees. According to Wilkins & Ouchi (1983), an organization's culture consists of "dense and shared social knowledge" among its members. According to Louis, a company's culture is a set of norms and beliefs that are widely held and understood. According to Swidler (1986), a group's core ideas, rituals, customs, and language all have symbolic values in common, which is consistent with the concept of culture as those values. Ogbor's (2001) description of organisational culture as "systematic norms, beliefs, and attitudes" is connected to the concept of organisational culture as embodied as shared understanding and meaning. According to Gagliardi (1986), an organization's culture is its shared set of norms and beliefs. Culture in the workplace is defined by common assumptions, according to Schein (1993). (Asif 2015). Hofstede (1998) argues that an organization's culture can be understood as a set of defining characteristics that can be inferred from the members' overt and covert actions. According to Schein (1984), an organization's culture is "the pattern of fundamental assumptions that a group has made, found, or evolved as it learns to cope with its challenges of external adaptation and internal integration—a pattern of assumptions that has worked well enough to be regarded persuasive, and thus it should be taught to new members as the proper way to see, think, and feel" about these issues. Organizational culture is the social glue that keeps a company together, according to Simpson and Cacioppe (2001). (Kurgun) Barney (1986), Hall (1993), Gurlek and Tuna (2018), and Shen (2018) all argue that culture has an inexorable impact on businesses and their competitive ability. Kuratko and Welsch (2004) argue that an organization's culture is crucial to its success because it shapes workers' values, beliefs, and resolve in the face of competition and in the pursuit of the company's objectives. Culture

allows businesses to launch innovative initiatives (Buschgens et al., 2013; Salge and Vera, 2012) that may improve productivity. (Alosan, Mohammed Saleh, 2020)

Literature review leads us to believe that a powerful company culture is a crucial instrument for behaviour management since it promotes outstanding performance among staff. A new hire should make an effort to learn about and adapt to the company's culture early in his tenure. It's important to highlight, nevertheless, that company culture is a major factor in both successful expansion and gratifying knowledge-based output. Responsible leadership, higher productivity in the workplace, and sustained shareholder value all depend on an organization's culture, which makes its management and understanding all the more important. To wit: (Bjardianto Pujiono, 2020)

The circumstances for the widespread use of social conversation amongst people have been established by cultural norms. Culture creates the pressure for people to behave in conformity with cultural morals. Gurlek, Tuna, and Parr (2018) and (2009) argue that an organization's culture is best understood as a common framework from which all actions emanate. According to Crane (1995), the circumstances necessary to realise an organization's mission are not set by the choices made within that mission. According to a popular theory found in studies of corporate culture, "common meanings serve as a lens through which business strategies are determined and executed." To ensure the success of their practises, firms should develop a company culture that is tailored to those practises. Howard-Grenville, 2006; Gurlek & Tuna, 2018). According to Esteves and Joseph (2008), a company's culture may either help or hurt its operations. As of the year 2020 (Gurlek) The culture of an organisation affects its effectiveness and efficiency. Recommendations are given for things like product quality, timeliness, safety, and other aspects of environmental behaviour. (Nadia Nazir), 2015.

EFFECTS OF COVID -19 ON ORGANIZATIONAL CULTURE AND TOTAL QUALITY MANAGEMENT

The coronavirus (Covid-19) was designated a pandemic by the WHO on March 11, 2020. (WHO). The pandemic was more more destructive to human lives, civilizations, and economy than preceding pandemics like Anthrax, SARS, and Ebola. COVID-19 has grown exponentially compared to previous pandemics that have hit the world. As of May 18th, 2021, 163,312,429 cases of COVID-19 were reported to WHO, with 3,386,825 fatalities. There have been a total of 1,407,945,776 doses of vaccination given as of May 18, 2021. Reported cases included more than 65,054,067 in the Americas and more than 53,704,835 in Europe, more than 9,705,215 in the eastern Mediterranean and 2,763,608 in the western Pacific, 3,412,133 in Africa, and 28,671,811 in Southeast Asia. The outbreak of novel coronavirus disease 2019 (COVID-19) has paved the way for drastic social and economic changes (WHO). These changes also affected many aspects of India. As of May 18, India has a total of 2,55,13,398 confirmed cases and the death toll exceeds 2,83,572. (covid19india.org n.d.).

This article focuses primarily on the extent of the impact of COVID-19 on organizational culture in total quality management. After COVID-19, there was a noticeable shift in the culture of many organisations, and this article evaluates that influence on Total Quality

Management (TQM). To begin, research into TQM's effectiveness requires a deeper understanding of how culture affects the implementation of the methodology.

The theory of Total Quality Management (TQM), which attempts to help businesses achieve their goals by delighting their customers. The term "Total Quality Management" (TQM) is used to describe the process of creating and refining a company culture that values and promotes the ongoing happiness of customers via the use of a standardised set of methods and procedures. TQM may also be seen as a management strategy for boosting the overall efficiency, productivity, adaptability, and competitiveness of a business (Ho and Fung, 1994). (Rad 2006) One school of thought holds that TQM techniques bring about cultural change, while another position contends that organisational culture has an influence on the adoption of TQM and its consequences. This discrepancy may be shown by a thorough analysis of the literature. Many writers suggest that the difference in viewpoints stems from seeing culture as something an organisation possesses rather to something it is (Bright and Cooper, 1993; Sinclair and Collins, 1994). Daniel I. Prajogo (2005). Nonetheless, there is a conceptual overlap between TQM and company culture (in terms of common values and practises). Because of the intangible nature of an organization's culture, the perceptions and reactions of personnel to TQM efforts may not be fully explained by the initiatives themselves. There have been many empirical studies on the correlation between organisational culture and TQM (e.g. Gambi et al., 2015; Lee et al., 2018; Patyal and Koilakuntla, 2018), however it is important to note that psychological dynamics and states have played a significant role in facilitating this connection. (Ababneh 2020)

According to Zoo (2009), total quality management is a strategy for enhancing the quality of an organization's operations by considering the interaction of all of its parts. To rephrase, it may be claimed that the synergistic impact of individual outputs is related to total organisational performance. (Guilherme Tortorella and Ricardo Giglio 2020). The essence of a TQM-based organization is a customer-focused culture that continuously, incrementally improves products and services through employee involvement and participative management. Additionally, "a recognition that the system, not the employees, is responsible for most inefficiencies" (Jurov and Barnard, 1993c, p. 3); a focus on employee training; the elimination of fear of retaliation; the use of problem solving teams; the application of statistical methods; long-term planning; and the use of "a recognition that the system, not the employees, is responsible for most inefficiencies" (p. (Boelke 2015). Getting the task done correctly the first time around is a fundamental tenet of Total Quality Management (TQM), which also places an emphasis on the involvement of upper-level management in these endeavours. (Boelke 2015).

According to Saleh and Hasan (2015), a company can reap many benefits from implementing TQM, including higher employee engagement, better communication, higher output, higher quality with less rework, lower quality costs, larger market shares, lower turnover, and higher employee and customer satisfaction. According to Bon and Mustafa (2013), TQM's true value lies in its ability to drawing attention output. There are many writers who agree with this; for example, Klaassen and Wiersma (2014) state that TQM is essential to an organization's success. The foundation of Total Quality Management (TQM) is the idea that

flaws in work may be reduced or eliminated altogether (Sharma, 2013; Sivankalai and Yadav, 2012). The TQM approach also encourages consumers to trust their service provider more (Fatemi et al., 2016). To be released in 2020 (Edward Asante). According to Lawler (1995), TQM has a positive effect on quality, productivity, and employee development when it is completely implemented. This is because of the increased emphasis on cooperation, creativity, innovation, training, communication, trust, and decision making. (Noorliza Karia 2006).

The pandemic's effects on business have been significant as well. Losses in the travel, tourist, and hospitality sectors have been substantial because of the closures and the need for people to isolate oneself from society. Disruptions in the supply chain have led to lower output and higher production costs for businesses across many different sectors. Many companies have made it possible for their workers to work from home, eliminating the need for them to travel for things like business visits and promotional tours. Demand for many products and services has dropped as a result of high unemployment and an increase in the number of people staying at home instead of working, though health concerns have increased the demand for some products, including those used in the home, such as cleaning agents, health care products, and household goods. Companies have had to adapt to a growing demand for online purchasing in order to keep revenues steady as a result of changes in consumer buying habits. Maintaining cash flow to pay creditors and workers was crucial in an uncertain economy (Donthu and Gustafsson, 2020). It was possible for businesses to function under both a formal legal framework and an unwritten social agreement. They are capable of managing successful enterprises that provide consumers with needed products and services. A company cannot function without the involvement of individuals in the form of consumers, workers, suppliers, investors, etc. (Herron 2020)

According to McKibbin and Fernando (2020), economic activity has decreased considerably, leading some economists to forecast both a recession and a depression. According to Nicola (2020), supply chain disruptions have occurred as a result of mandatory health rules and lockdowns, which in turn have increased demand for particular items. Sigala (2020) adds that the economy may have been hurt further by falling consumer expenditure because of growing unemployment rates. As a result, companies had to fight for employees who were limited to their homes and neighbourhoods. Academic studies are needed to help businesses and governments adapt to this new reality. Ratten, J. 2020. COVID-19 has established conditions favourable to remote work. Indeed, the productivity consequences of telecommuting have been acknowledged as a major subject in telecommuting research (Hoornweg et al., 2016), as has the influence of technology (Lal and Dwivedi, 2009; Walsh, 2019), and the perception of closeness (Lal and Dwivedi, 2009). (Ruiller et al., 2019). Employee well-being and work-life balance (Jacobs, 2008), remote worker engagement (Maruyama & Tietze, 2012), and employee dedication to company objectives (Jacobs, 2008) (Grant et al., 2013). T. 2020 (Troshani) Lower-income people will be hit harder and the recovery will take longer if the economy is closed or partly open for a longer period. (Economist 2020)

TELEPHONIC INTERVIEW

Thirty managers, specialists, and professionals working in the IT industry in the Trivandrum region, India, were surveyed by phone. Below is an examination of the interviews.

Q: Has your organization adopted a work-from-home or work-from-anywhere approach?

Analysis: Work-from-home (WFH) arrangements are favoured by employers over WFA ones. Information technology (IT) workers have indicated an increased propensity to work remotely since the COVID-19 outbreak, according to respondents. This first impression was prompted by concerns about workers' health and safety, but companies ultimately backed investments in the appropriate technical resources and a more adaptable workplace culture. More and more of them came to believe that remote work, whether it be done from home or elsewhere, was a viable option for the future of the workplace.

Q: How can organizations adapt to remote work?

Analysis: Management at the company was unhappy with the idea of telecommuting. The company claimed that reduced productivity, hiccups in communication, delayed projects, and security concerns were to blame. However, businesses have gradually warmed up to the idea of a digital workplace and developed efficient human resources procedures to oversee the efforts of telecommuters. The Indian government has helped companies by altering some of the laws that had previously stood in the way of long-term work-from-home (WFH) strategies as opposed to the more flexible work-from-anywhere (WFA) ones.

Q: Do employees have access to the right technology tools to support remote work?

Analysis: The COVID-19 pandemic may have caused some short-term difficulties for businesses, but it has ultimately been instrumental in encouraging more and more businesses to embrace remote work and its many advantages. Most staff members have access to the company's internal messaging and collaboration platforms. Some workers who have followed the WFA strategy encounter difficulties while operating in coastal areas.

Question: List the software application used for telecommuting and the benefits of the application.

Analysis: Many new and current software programmes have been developed since the beginning of the epidemic that allow for virtual and client interactions. Microsoft Teams is used for company communication because of its integration features. Zoom, Google Meet, and many more are also very well-liked pieces of software.

Q: What is the communication strategy in place for remote work monitoring?

Analysis: For any group to succeed, communication is essential. In today's digital world, establishing a reliable means of communication is more important than ever. Microsoft Teams is widely used by businesses. There are companies who like using software like Prohance and SAPIENCE.

Question: How do employees manage professional life in less formalized environments?

Analysis: There is a wide range of reactions from various firms. Managing a home and looking after children is difficult, and many workers struggle with this. Since most schools now offer courses online, their staffs are under much more strain than before. Some workers, however, have a more favourable work-life balance than others due to shorter commuting times and more time spent with loved ones.

Q: What budgets have IT companies provided for telecommuting?

Analysis: A company's budgetary freedom has been damaged by the COVID-19 pandemic. Some businesses just can't afford to put cash into cutting-edge equipment. Only a minority of businesses really provide laptops and other devices to their employees, much alone try to boost connection using virtual private networks (VPNs) and offer lenient policies during times of excessively poor Wi-Fi. For those working from home, some companies pay as much as INR 15,000.

Q: How are network security issues resolved?

Analysis: An rise in phishing attempts and other forms of cybercrime has been linked to the growing number of individuals who do business from their homes. In order to discover the security flaws in their systems, businesses often undertake security audits. To ensure their personnel are following all safety rules, several companies provide training.

Q: What specific difficulties do employees face when working remotely?

Analysis: The majority of responders have mentioned the following problems: Network and connectivity problems Power issues Problems caused by improper configuration There's more to do while working from home, and it's getting harder (WFH) Mental and physical illness

DISCUSSIONS

Due to the present pandemic, everyone has been compelled to rapidly deploy resources to a faraway location. While certain regions of India still lack adequate information technology infrastructure, most businesses in India have jumped on the remote work bandwagon. Information technology is one of the leading industries in India fostering resilience during the early phases of the pandemic by being a forerunner in the application of labour solutions during the COVID-19 pandemic. The research delves into the consequences of the operational techniques used by top Indian IT firms. A number of prominent IT firms were chosen for this research because of their innovative use of hybrid work tactics, including remote work and "anywhere, anytime" work. Thirty administrators, specialists, and professionals working in the IT industry were interviewed, and the results showed that around 70% of businesses can only operate using a work-from-home model. The results demonstrate the advantages and disadvantages of adopting a more flexible approach to work. The repercussions are discussed further by breaking down the effects on businesses, workers, and the economy as a whole.

A thorough literature search revealed that telecommuting in the IT industry is not novel. According to the study's findings, the speedy adoption of hybrid work strategies can be

attributed in large part to companies' preparedness with regard to technology across a variety of digital platforms, including Secured Borderless Workplaces, Wipro Virtuadesk, Managed Framework, and other collaboration platforms. TCS's 25 x 25 method and Redington's De-risking the continuum are used as building blocks for an explicit hybrid model. The research also shows that a hybrid strategy may help businesses save money in the long run. TCS says that if the 25 by 25 approach were implemented, it could save \$3.7 billion a year in expenses. Some of the ergonomic and psychological concerns of workers who use a combination of methods are also discussed. Table 11 demonstrates that in 2020 TCS will have grown by 7% in comparison to the previous year, which is in line with the research of Choudhury (2020). In a similar vein, businesses that provide their employees the flexibility to work from home or other locations have seen rapid expansion thanks to the improved motivation and productivity that has resulted. The results of several employee surveys have also shown rising levels of satisfaction among workers, suggesting that they are not encountering significant difficulties adapting to the new paradigm. But this conclusion contradicts those of Powell (2020) and Howcroft and Taylor (2001). (2014). Insights into how the new strategy would effect the city's economy and cause disruptions in retail space, transportation, gas use, and consumer behaviour are also included in the study. Clients' rights have been safeguarded, and workers' needs have been taken care of, by Indian IT firms. Indian IT firms' new hybrid model provides proof that this strategy may work and has several benefits for both employers and workers. To meet the problems of governance, infrastructure, and organisational culture, Indian IT firms are investing in the upskilling and digital competency development of their employees.

The literature review supports the hypothesis that company culture affects TQM practises. So, it stands to reason that if the epidemic continues to have an impact on corporate cultures, we will see ripples in TQM initiatives. The values of the workplace are now commonplace in the family unit. Because of the unprecedented pandemic, several companies have urged their staff to work from home. Staff members have been working remotely for a number of months now in an effort to adjust to the new normal. There were both in-person and video-based means of communication between staff and upper management. This new norm has changed the dynamic between businesses and their staff. Already noted are the measures being taken by businesses all around the globe to adjust to the new normal and keep operations running smoothly. Because the economy continues to function even in difficult times. Because of this, businesses have begun implementing work-from-home rules, with the help of security and technology that allows workers to use digital tools to complete their tasks and keep the office running smoothly. We've shown that organisational culture important formative for firms and their employees; but, it may be difficult for workers to identify with that culture if they have little direct exposure to it. Since each company has its own unique culture, new employees often struggle to adapt to their new surroundings and end up being less productive as a result. Additionally, this uncertainty will have an effect on the foundations of company policy, particularly TQM activities.

Implications: During COVID-19, when India fell under complete lockdown, the concept of telecommuting emerged, and the boundaries between the workplace and home started to

dissolve. New workplace techniques, such as flexible workplaces, decentralised offices, work from home (WFH), and work from anywhere (WFA), have triggered widespread upheaval among workers and businesses throughout the globe. Flexible office space is seeing rapid growth in India, making it the second biggest market in the area. Many companies throughout the world, including social media powerhouses Facebook and Twitter, have already made WFH a permanent option for their staff. There is no longer any need for commutes because of the proliferation of remote work. Since many businesses now consider telecommuting a permanent policy, it has expanded working hours and boosted productivity. With the support of a hybrid work model, businesses can attract and retain top personnel, foster an environment conducive to innovation, and increase the value they provide to their stakeholders. It's more adaptable, paperless, and digital, and it boosts output while pleasing workers. The commencement of a new transformation always involves some kind of fallout. Productivity rose, but it had far-reaching effects on workers' personal lives and made underlying mental health problems more obvious.

Managerial Implications: TQM and performance indicators have been shown to have a positive correlation, highlighting the significance of both in fostering long-term success. Managers may learn more about how to inspire workers to use TQM and ISO certification by looking at the rationale behind these efforts. Barriers to TQM knowledge and comprehension may be revealed and exploited by companies in the planning or early phases of TQM processes to help them succeed. Companies that have been utilising TQM for some time may also use them to assess how well the methodology is working and make adjustments as necessary. Shops typically find their way via lean thinking, which encourages the development of novel techniques to improve the efficiency, agility, and resilience of operations on the shop floor. Ergonomics, logistics, and lean management: Working in unison, these three components help ensure that production lines can continue to run smoothly even in the face of a pandemic. Human-system contact may be minimised with the use of lean logistics and ergonomics, as evidenced by the work of Tiago Alfonzo, Anabela C. Alves, and Paula Carneiro.

Consequences for employees: A good thing has come out of the new approach to work. Employees became close to one another as they began to spend more time together at work and at home. The organisation fostered a culture where all employees felt valued and heard. The results of the employee survey indicate rising levels of satisfaction among workers. Workers put in positive, productive hours. Since the monetary cost of transportation, fuel, and upkeep has been reduced to a minimum, more money is available for employees to use.

Resulting effects on the economy: Impacts on city economies are expected to be substantial as a result of the structural shift toward remote labour (Lundet al., 2020). With fewer people making the commute to work each day, the economy will be impacted in a number of ways, including via changes in the demand for office space, the supply of parking lots, the price of petrol, and the number of people who eat out and shop in metropolitan areas. In an effort to save expenses, several companies are planning to shrink the size of their office space. Everything from cafés and restaurants to retail and service establishments that rely on office employees to survive will be affected. It's also likely that people's consumption habits will

shift in the years ahead. The demand for home office equipment, digital tools, and greater connection has risen as workers shift their budget priorities away from transportation, meals, and clothing. Smaller cities have benefited from the growing trend of remote labour. Women now have more employment options, and they may choose their own schedules, thanks to the rise of telecommuting. Feminine representation may grow in the near future. Based on the data, Infosys is the company with the largest percentage of women employees.

Organisational Implications Businesses are reimagining their workplace layouts to reflect changes in the marketplace. Because the WFH method required much less land, it was able to keep prices low. TCS hopes to save overhead by not having to rent as many offices now that employees may work remotely. The corporation opted to put its R&D departments inside the spacious empty offices and utilise the rest as a cutting-edge workspace for its staff. TCS estimates that by adopting the 25-25 approach, the company may save its general and administrative spending by around \$50 million per year. According to research by Global Workplace Analytics (2021), a company may save almost \$11,000 annually if an employee works remotely. According to the results of this research, TCS, which has over 440,000 workers, may drastically cut its overhead expenses by adopting the 25-25 approach (Table 11). TCS anticipates an improvement in output as a result of less employee commute time and a dispersed workforce liberated from conference rooms and walls. By attracting top personnel and forming cohesive teams, a borderless workplace may help companies better respond to emerging market demands. Employees who are able to work from home are able to save money on health care because they have a better work-life balance and adopt healthier behaviours.

Increased satisfaction and loyalty among workers is anticipated as a result of the WFH model's more accommodating workplace environment. HCL technologies conducted a study which shown an uptick in worker satisfaction after allowing remote work. As a result, if workers are happy in their jobs, it should benefit both the company and the worker, and the worker should remain with the company.

TQM techniques are founded on the ideals of continuous improvement and employee participation, both of which have important implications for future study. Possible future research directions might include these elements. Statistical insignificance between leadership and performance might point to the presence of an indirect or non-linear relationship. Some TQM factors may have a mediating link between them and performance, since they show no statistical significance with any other TQM variables. It's also possible that there are mediating connections between the various performance indicators. Multiple performance metrics and TQM procedures may be linked through a third party, or directly. TQM procedures and their correlation with different indicators of performance may be studied in contexts outside the manufacturing sector. Future research may include incorporate moderators like enterprise resource planning, ISO certification, business age, and firm size. To investigate whether or if the drivers and inhibitors of TQM practises and ISO certification vary between nations and sectors, a comparative research might be carried out.

CONCLUSION

TQM, or Total Quality Management, is an ethical and all-encompassing strategy for enhancing a company's goods, services, and procedures to better meet the needs of its consumers and boost its performance and longevity. All performance indicators are shown to improve as a consequence of TQM methods. Having better management does not improve productivity. The research of Choi and Eboch [11] and Kannan and Tan [50] corroborates this view. Improvements in inventory management, innovation, social responsibility, and market and financial success may be attributed to better process management. When training goes well, business results, employee output, and consumer outcomes all increase. Increased social responsibility has been linked to effective supplier quality management. Operational efficiency, customer outcomes, and market and financial success are all boosted by customer-centric activities that are both efficient and well-executed. Corporate social responsibility and employee productivity both benefit from strategic quality planning that is both thorough and realistic.

TQM procedures have been shown to boost many different indicators of business success. Because each element of TQM procedures enhances a different facet of business performance, it's crucial that they all be well-managed. When all of the TQM pieces work together, it may have a profound effect on a company's bottom line. In order to successfully adopt TQM, businesses must increase employee participation and expertise, as well as strengthen their corporate structure and devote necessary resources.

Work techniques and consequences of these tactics in response to Covid-19 are suggested based on a qualitative assessment of voluminous literature, interactive interviews with IT industry professionals, and analysis of financial statements of chosen prominent Indian IT businesses. According to the research, the Indian IT industry has reimagined the WFH approach and is using it to develop, thrive, and survive in the present volatile, unpredictable, complicated, and ambiguous business climate. With the "office model giving way to a new concept that delivers the workplace wherever," the information technology industry in India is benefiting on this shift. The study's findings reflect the effects on businesses and their staff. The results on the economy and the environment from using a hybrid system are laid out clearly. The best IT firms have often accepted these shifts as permanent methodological shifts. Despite several technological and cultural obstacles, our research shows that IT firms have adopted the WFH model of completing customer deliverables. Nonetheless, there are caveats to our investigation. The first is the fact that the epidemic is still occurring and the hybrid work model is only getting started. The research was limited to the Indian IT industry. Therefore, there may be a restriction on extrapolating the study's findings to other geographical settings. Time and money restrictions meant that the survey could only include eight of the largest IT firms in India. This is a qualitative research, thus there are caveats associated with the fact that it relies heavily on a review of the existing literature and interviews with subject matter experts. An empirical investigation of workers and top-level management would provide further insightful insights that would reinforce and expand the conclusions of this research. It would be interesting to learn more about how hybrid work techniques have been implemented in different nations and industries. The time frame of the

research is also too short to draw any firm conclusions about the growing trend of businesses using new work practises or their financial outcomes. Future studies may use a wider time frame for tracking indicator changes.

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