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RESEARCH ARTICLE

CHALLENGES IN TOTAL QUALITY MANAGEMENT IN HIGHER EDUCATION IN INDIA (WB)

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ABSTRACT

Concept of national education is changing in whole world. Dynamic changes in the national education system has helped to improve the education facility of the students. Even in India change in their process of higher education is noted. Indian higher education system has expanded at a significant pace through adding nearly 20,000 colleges as well as more than 8 million students in a decade. Bengal has played a crucial role in the development of the education system in this country. However, some issues has noted in its quality management of higher educational.

INTRODUCTION

The quality of higher education is an area of concern that decides the quality of resources in educational systems. In modern scenarios, Total quality management will help to identify the total values of education. It is the process of changing institutional cultures and backgrounds. TQM is based upon the educational systems to achieve the goals because the quality of management in higher education systems in India is based on the standard of existence. TQM is the main perspective to achieving the quality of excellence in higher education. It is a way of thinking that helps to implement strategies in higher education. However, India has the largest system of higher education and over the years India has witnessed an impulsive growth in educational management. Nowadays, the quality of educational systems is enhancing. If we talked about the west Bengal higher educational systems, we can see that west Bengal has the richest educational management in the Indian context. According to the reports, Higher education in India has changed its patterns and provided educational schemes, and policies to maintain and direct the quality.

LITERATURE REVIEW

Challenges of TQM in higher education: TQM has faced many challenges due to its unique functional changes in enhancing performance in higher education systems across the world.

The successful implementation of TQM in educational institutions provides a complete advantage to the students, to improve the quality, efficiency, and institutional performance. But now, the implementation of TQM has encountered many challenges due to a lack of management resources, communications, proper structures, funding, political appearances, and inaccurate training for the academic staff is the main barriers to TQM initiatives in the higher education system¹. On the other hand, the major obstacle to TQM implementation has been identified as, a lack of support from upper management. Over the few years, the quality of Indian higher education has faced many challenges. Indian educational systems are still facing issues with a lot of problems and challenges with basic requirements.

Enrollments: According to the reports of the All India survey on higher education (2018-19), the Gross Enrollment Ratio (GER) in India is only 26.3% in higher education, which is less than in developed countries in the world. GER measures the enrollment of students for higher education in the age group between 18-23 years².

¹Jena, P. K. (2020). Impact of pandemic COVID-19 on education in India. *International journal of current research (IJCR)*, 12, doi.org/10.24941/ijcr.39209.07.2020

²Chatterjee, S., & Bhattacharjee, K. K. (2020). Adoption of artificial intelligence in higher education: A quantitative analysis using structural

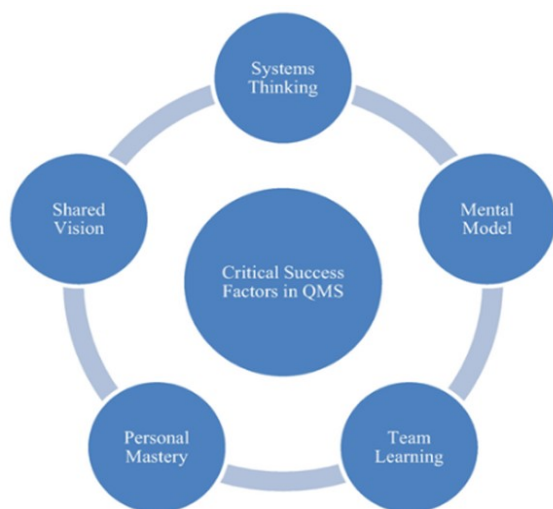


Figure 1. Success factors of QMS³

As per as the reports are concerned, increasing the enrollment demand at institutions has major challenges to Indian educational systems to fulfill the demand.

Poor faculties and infrastructure: According to the reports of GER in India, poor infrastructure and faculty systems are the major reason for the higher education systems in India. All institutions in India have the poor infrastructure for academic students. India has a lot of candidates who want to study NET/PHD, but they are still unemployed due to low vacancies in higher studies.

Political appearances: Increasing political interference in higher institutions in India is playing an essential role in most colleges and universities. Most of them are using students to participate in political issues, rather than their objectives. Thus, the TQM has faced challenges in various ways.

Impact of TQM on higher education: Another aspect is to review the literature regarding the impact of TCQ on educational system substitutes that it directly affects in an integrated system of institutions. TQM's has a great impact on applying management principles in higher education. Higher education must be focused on the quality of research in the academy in adopting the core values and methods. The main impact of the TQMs procedure has been faced by the authority of the educational institutions in higher study⁴. The impact of TQM measures the importance of quality of learning and teaching process in higher education study. Therefore, TQM has highly impacted higher educations in India. Furthermore, it has to be mentioned that TQM implementations should be applied to everyone in the institutional body and have to ensure the aim to improve if needed.

equation modelling. *Education and Information Technologies*, 25(5), 3443-3463. 10.1007/s10639-020-10159-7

³Isaac, O., Aldholay, A., Abdullah, Z., & Ramayah, T. (2019). Online learning usage within Yemeni higher education: The role of compatibility and task-technology fit as mediating variables in the IS success model. *Computers & Education*, 136, 113-129. doi.org/10.1016/j.compedu.2019.02.012

⁴Isaac, O., Aldholay, A., Abdullah, Z., & Ramayah, T. (2019). Online learning usage within Yemeni higher education: The role of compatibility and task-technology fit as mediating variables in the IS success model. *Computers & Education*, 136, 113-129. doi.org/10.1016/j.compedu.2019.02.012

Literature gap: As per the studies, most of the concepts have been taken from the data based on world and Indian scenarios. Due to no proper data, on West Bengal's higher educational scenario the research has not been preceded. There is a lack of information regarding higher education in West Bengal. It is simplified that a gap of insufficient information is there in this research work.

AIMS/ OBJECTIVES OF STUDY

The study aims to understand the challenges that West Bengal's authorities faced in TQM in higher-level education as well as the scenario of Indian educational systems.

Objectives are

- To find out the TQM in West Bengal's higher education
- What are the challenges faced by the authorities in the TQM
- To recognize the impact of these challenges on the education system
- To recommend the strategies to overcome these impacts to achieve a better education system

RESEARCH QUESTIONS

- How TQM is managed in the higher education of West Bengal?
- What are the challenges faced by the authorities in managing TQM in higher education?
- What is the impact of these challenges on the higher education system of West Bengal?

METHODOLOGY OF THE STUDY

To summarize the methods of this research, the main resources have been taken from journals, research work, and AISHE data. This research has been conducted precisely on the issues of private universities and colleges. The secondary sources of this research work are taken from PR journal articles, and GER data in India as well as West Bengal. This research design work on specific challenges and the impact of the TQM process in higher educational institutions in India as well as west Bengal⁵. The TQM process works on a positive approach to identify descriptive data. Regarding this, we have used the data based on the Gross Enrollments Ratio of All India survey of higher education in 2018-19. It is also used the GER data of West Bengal from 2012 to 2019. The current scenario of West Bengal has faced significant challenges based on GER. Most B.ed and M.ed universities have been under the situation of privatization. As per the reports, WBUTTEPA possessed 427 private colleges and only 19 governmental colleges in this scenario. The data has also shown the main challenges faced by authorities in terms of implementing TQM in higher education. An analysis of this research presents the transformations of TQM in higher education. As we know that higher education in India has remarkably grown in the higher education sectors. The TQM measures the importance of the quality of the learning process.

⁵Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458. doi.org/10.1016/j.jclepro.2019.118458

We have also discussed the teaching process in higher education study in the Indian educational scenario⁶. The TQM has identified the core value of the educational systems and implemented the policies based on the system. This study focused on the requirement for the basic challenges and how to overcome the situations in higher education. The key factors on validated data concerning, challenges in TQM implementation under the issues of West Bengal (WBUTTEPA) scenario. TQM has focused on challenges such as a lack of management resources, communications, proper structures, funding, political appearances, and inaccurate training⁷. The main barriers to TQM initiatives in the higher education system have been based. The positivism philosophy and deductive approach have been used here. These studies have been designed as a blueprint to conduct the research analysis on the TQM systems.

COLLECTION OF INFORMATION: One of the largest challenges in a high-population country like India is the inaccessibility of education at all levels of people in the country. The reason behind this inaccessibility is the privatization of education. Since 2015 the growth rate of private un universities all over India is 47% A growing trend of private B.Ed. and M.Ed. universities has been seen in West Bengal in the last seven or eight years⁸. The number of private B.Ed. colleges under Burdwan University is 110, whereas the number of government colleges under the same university is only 6⁹. Another university WBUTTEPA possessed 427 private colleges and only 19 government colleges.

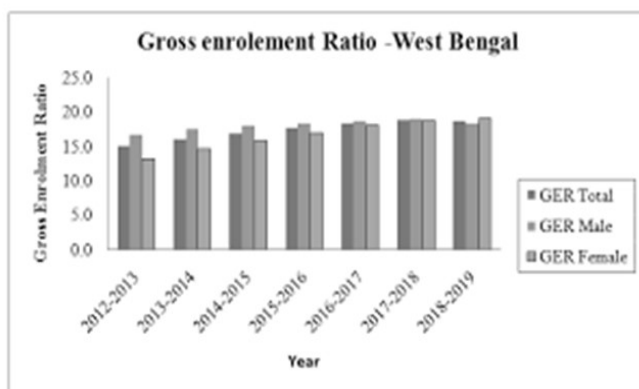


Figure 2. Gross Enrolment Ratio (GER) in West Bengal (2012-2019)¹⁰

⁶Palvia, S., Aeron, P., Gupta, P., Mahapatra, D., Parida, R., Rosner, R., & Sindhi, S. (2018). Online education: Worldwide status, challenges, trends, and implications. *Journal of Global Information Technology Management*, 21(4), 233-241. 10.1080/1097198X.2018.1542262

⁷Latif, K. F., Latif, I., Farooq Sahibzada, U., & Ullah, M. (2019). In search of quality: measuring higher education service quality (HiEduQual). *Total Quality Management & Business Excellence*, 30(7-8), 768-791.10.1080/14783363.2017.1338133

⁸Mukhopadhyay, M. (2020). Total quality management in education. SAGE Publications Pvt. Limited.

⁹Giri, Debasri&Maity, Arun. (2019). Emerging Trends of Privatization of B.Ed. & M.Ed. Education in West Bengal. doi:10.1016/j.econedurev.2011.01.001

¹⁰trp.org, (2019), Retrieved from: <https://www.trp.org.in/wp-content/uploads/2019/09/ARSS-Vol.8-No.3-July-December-2019-pp.-37-41.pdf> [Retrieved on: 12th November, 2022]

Gender baseness has been a challenge regarding providing the scope of higher studies to daughters by Indian parents. According to the Gender Enrolment Ratio (GER) in higher studies in West Bengal, the ratio gap between male students and female students is narrowing down day by day. The standing of this ratio as per the report of 2018-19 is 20.0 male and 18.7 female. A new trend regarding the recruitment process of teachers in the higher education sectors has been experienced. There has been seen a 40% faculty shortage in almost every state in India. It has been seen that the dropout rate of students in West Bengal declined in the year 2020 from 3.3% to 1.5% but after the pandemic situation the scenario has changed a bit.

ANALYSIS OF COLLECTED DATA, AND INTERPRETATION OF RESULTS

The collected data recommended some major impacts of challenges in TQM in higher education in West Bengal as well as all over India.



Figure 3. TQM and its Components

Cost of Higher Education: One of the major findings from the collected data is privatization in education has a huge impact on TQM. There is a blockage in the accessibility and affordability of higher education for all economic background people. An education sector possessed by any private sector looks for the profitability of the organization. This is a common fact that those sectors are for making business and that produces the higher cost of availing higher education. Not only that but also the introduction of several self-finance courses in the government education sectors also increased the costs. Education is a basic right for all the people of India the government must take the responsibility of creating chances for all the people to afford higher studies in the state or country. The economic strength of the students of India and the affordability of higher studies is not a proper balance, which is why several students are dropping out just after completing a basic course of education that hampers the overall quality of higher education in the state.

Analysis of GEO: There were a lot of stigmas associated with women's education in India. Indian parents are not so encouraging with their daughter's education as compared to their son's education, especially in remote areas.

Early age marriage of girls is been another reason for the lesser participation of female students in higher studies¹¹. It is seen in the data that the gender differences in the context of accessing higher studies are narrowing down slowly. Several government policies are admired here for the increased participation of female students in higher education. Everyone's education is important in society for TQM.

Shortages of Faculty: There is a shortage of teachers in the education sector all over India including West Bengal. It has been seen as a new trend in the recruitment process of teachers or professors that contractual-based hiring or part-time hiring at a lower salary with respect to permanent teachers. It includes the dissatisfaction of the faculty managers that put an impact on the TQM.

Dropout Rate: Declination in the drop-out rate has been seen in the higher education sector in the state of West Bengal. A sudden change has been reported after surviving the pandemic situation¹². The Covid period enormously affected the dropout of the students and it is a big challenge for the TQM in higher studies.

FINDINGS, REVEALED FROM THE STUDY: India has noticed huge changes in its education process since the very beginning of the 21st century. Here West Bengal played a key role in this progression of the education sector in India. It requires a TQM process for continuing further development in this sector. Still, there are existing various challenges regarding TQM in higher studies in West Bengal and as well as in all over India. The present study first identified several challenges related to the quality management of higher studies such as increased dropout rate after the pandemic, shortage of faculties in the college universities, privatization of education, and the increased cost of higher studies. Proper data and its analysis have been given. The present study also emphasized several aspects of TQM in higher studies in India including West Bengal.

Quality of Higher Education: A high-quality higher education brings several new dimensions to an individual. It develops good leadership qualities and awareness regarding the importance of protecting independence, sovereignty, and many other components of the governing structure of the country. Quality higher studies can make quality students or aspirants for the civil services of the country India or the state of West Bengal. They can be more concerned with the administrative aspects of the states.

Innovativeness in Higher Education: The influence of western cultures has been introduced in the Indian higher education sectors. Innovative technology always produces vast opportunities for progression in every sector. Several new tools for properly assessing the students have been introduced such as semester systems in higher studies, the Choice Based Credit System (CBCS), and many other things. Such innovative ideas and processes are included in the education sectors of India, which helps to present the study in

a simpler way to the students. It is embracing the TQM of higher education in India (WB).

Scope of Research in Higher Education: The infrastructure of research as a component of higher education is not as developed in India as well as in West Bengal. This can be counted as a challenge regarding the TQM of higher education in the Indian context¹³. The lack of availability of support funds by the government is one of the reasons.

CONCLUSION

The challenges related to the TQM process regarding the high education in West Bengal and overall, in India have been identified. Several data have been suggested that the high population, higher cost of higher education, privatization of the education sectors, and shortages of teachers and teaching staff in the higher education sector remain the primary reason for the issues related to quality management. The impact of TQM in higher education is also pointed out in the study. In conclusion, quality higher education produces qualified human resources for all the sectors of the countries, so it requires a proper management process.

SUGGESTIONS

As the data suggested that the dropout rate increased during the pandemic situation across the country, it is suggested that the government can be more responsible to continue the decline in the dropout rate during the crisis. After the analysis of some other challenges like a shortage in faculty, and the emerging growth of private colleges and universities, it is suggested that the government can extend its economic support to the educational sector for quality management. Even in the case of research infrastructure, specialized supervision in this sector is required. It is suggested that many more innovative policies are required to get introduced an effective TQM process in higher education in India.

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