

TOTAL QUALITY MANAGEMENT IMPACT ON HRM FUNCTIONS

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ABSTRACT

Everyone has experiences of poor quality when dealing with business organizations. Successful companies understand the powerful impact customer-defined quality can have on business. For this reason many competitive firms continually increase their quality standards. Total quality management has far reaching implications for the management of human resources. It emphasizes self-control, autonomy and creativity among employees and calls for greater active cooperation rather than just compliance. Indeed, it is becoming a maxim of good management that human factors are the most important dimension in quality and productivity improvement. This paper discusses TQM, principles, involvement, tools and techniques and concludes with the impact in human resource management.

Keywords: TQM, Hr Functions, Job Commitment, Training And Development

I. INTRODUCTION

TOTAL QUALITY MANAGEMENT (TQM) is an integrated organizational effort designed to improve quality at every level. TQM functions on the premise that the quality of products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by an organization. In other words, TQM capitalizes on the involvement of management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations

According to Hansson and Klefsjo (2003), it defined as “a management system in continuous change, which is constituted of values, methodologies and tools, the aim of which is to increase external and internal customer satisfaction with a reduced amount of resources.”

Same time this concept deal with **HUMAN RESOURCE MANAGEMENT** and management of processes, respectively. This addresses the issues of people and process. Human resource focus addresses issues of employee involvement. This entails continuous improvement programs, employee training, and functioning of teams. Employee involvement is considered a critical element of quality. Similarly, process management involves documentation of processes, use of tools for quality improvement such as statistical process control, and the degree of process integration within the organization.

II. PRINCIPLES OF TQM

- **Customer Centric Approach** – Consumers are the ultimate judge to determine whether products or services are of superior quality or not. No matter how many resources are pooled in training employees, upgrading machines and computers, incorporating quality design process and standards, bringing new technology, etc.; at the end of the day, it is the customers who have the final say in judging your company. Companies must remember to implement TQM across all fronts keeping in mind the customers.
- **Employee Involvement** – Ensuring total employee involvement in achieving goals and business objectives will lead to employee empowerment and active participation from the employees in decision making and addressing quality related problems. Employee empowerment and involvement can be increased by making the workspace more open and devoid of fear.
- **Continual Improvement** – A major component of TQM is continual improvement. Continual improvement will lead to improved and higher quality processes. Continual improvement will ensure companies will find new ways and techniques in producing better quality products, production, be more competitive, as well as exceed customer expectations.
- **Strategic Approach to Improvement** – Businesses must adopt a strategic approach towards quality improvement to achieve their goals, vision, and mission. A strategic plan is very necessary to ensure quality becomes the core aspect of all business processes.
- **Integrated System** – Businesses comprise of various departments with different functionality purposes. These functionalities are interconnected with various horizontal processes TQM focuses on. Everyone in the company should have a thorough understanding of the quality policies, standards, objectives, and important processes. It is very important to promote a quality work culture as it helps to achieve excellence and surpass customer expectations. An integrated system ensures continual improvement and helps companies achieve a competitive edge.

III. WHAT DOES IMPLEMENTING TQM INVOLVE?

The implementation of TQM means the empowerment of all employees through increased communication, education and training. Successful implementation requires the use of specialist knowledge. “Experts” are used to set up quality standards, procedures and work practices to effect the cultural change of the organization. While the initial investment is relatively high, the investment pays dividends in the long run. Worker expectations are fulfilled, customer loyalty & satisfaction generated, good operating standards are raised. The result is that lower overall operating costs can be expected. In the TQM organization, the focus of management is directed towards

- Meeting customer needs, which are all important and from which sales and profits will follow b) empowering all employees who are seen as resources to be developed
- Treating suppliers as business partners whose success is vital to the success of the business itself and who have invaluable technical expertise which can be utilized in improving the end customer experience.

IV. COMBINATION OF HRM, TQM, JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT

HRM is the efficient and effective utilization of human resources to achieve goals of an organization. Human resource management is the distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable work force, using an integrated array of cultural, structural and personal techniques. So we can say HRM is the process of acquiring, developing, maintaining and keeping relationships of human beings of an organization to achieve its core purpose.

TQM is the way of managing for the future and is far wider in its application than just assuring product or service quality. It is a way of managing people and business processes to ensure complete customer satisfaction at every stage, internally and externally. TQM combined with effective leadership, results in an organization doing the right things right, first time. Therefore TQM is the art of managing the whole to achieve excellence.

Job involvement means the degree to which a person identifies with his or her job, actively participates in it and consider his or her performance important to self-worth. That means intensity of a person's psychological identification with the job.

The success and the progress of an organization is heavily depends on the combination of HRM, TQM, organizational commitment and the job involvement. Attraction and retention of the best employees within the organization, increasing job satisfaction, getting higher level performance from the employees are the most important tasks in HRM. But to achieve all of these things and to reach to organizational goals an organization should have employees with organizational commitment and job involvement.

Organizational commitment means the extent to which an individual identifies with and is involved with his or her organization and/or is unwilling to leave it. There is a positive relationship between job satisfaction and job involvement. When job satisfaction is high due to pay people fairly, improve the quality of supervision, match people to jobs that fit their interests and decentralize organizational power job involvement is also high. When there is job dissatisfaction job involvement is also low. Job involvement starts with the quality of the HR practices. The organization develops the policies according to the HR practices.

V. TQM IN HR FUNCTIONS

5.1 Job design and Job analysis

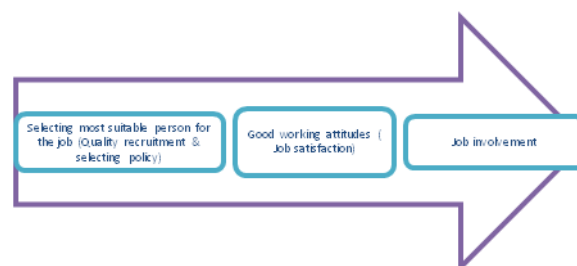
Job design is the personnel or engineering activity of specifying the contents of the job, the tools, and the techniques to be used, the surroundings of the work and the relationship of one to other jobs. In simply job design means creation of jobs which individuals in an organization have to perform. So job design can be designed as the function of arranging tasks, duties and responsibilities in to an organizational unit of work for the purpose of accomplishing a certain objective. Job analysis is a systematic approach to collect information about a job such as tasks, duties responsibilities and the skills required to perform those tasks. That means JA is

a systematic investigation of jobs and jobholder characteristics in order to create a collection of information that can be used to perform various HRM activities and functions. For the success of all the other HRM functions job analysis is very important. So apply TQM for job design and job analysis is very important. If we use TQM for techniques of job design such as job enrichment, job enlargement etc and to the process of job analysis to produce job specification and job description we can gain so many benefits rather than a company who are not practicing TQM in job design and job analysis.

5.2 Recruitment, Selection, Hiring and Induction:

Recruitment means the process of finding and attracting suitably qualified people to apply for employment. Recruitment is the set of activities an enterprise uses to attract job candidates who have the abilities and attitudes needed to help the enterprise achieve objectives. Selection is the process of making the choice of the most appropriate person from the pool of applicants recruited to fill the relevant job vacancy. Hiring is the process of appointing the candidate selected to the post/job which is vacant. And also induction is the HRM function that systematically and formally introduces the new employees to the organization, the job, the work group to which the new comer will belong and the work environment where the new comer will work. Recruitment is one of the most important tasks that a company undertakes and can be costly and time consuming, involving advertising costs, interview expenses and staff time.

TQM in HRM we always recruit the right people to the right position. Because of that everyone gets the right job as to their skills, interests and qualifications. So their job satisfaction is in a higher level. Assessment centers are tailored to provide a positive environment for participants and deliver robust for your organization that enables you to make fair judgments and decisions. Following the selection process TQM solutions will help you to develop induction and probationary period tools for the job holder. These development tools are designed to be used by organization to develop quality people, who will make a difference to the business, they measure and give manageable results on the individuals progress and identify further support and development opportunities. Organizations which are practicing TQM can be an employer of choice. That means one for who people wants to work. There is desire to join the organization and once they join they stay. So the best people are joining to our organization and the organization can select most suitable people among that. Job involvement and organizational commitment of those selected people are in a higher level because they can work in a pleasant working environment.



5.3 Team Work

Team work is the process of working collaboratively with a group of people in order to achieve a common goal. Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. Since Team Work facilitates job satisfaction and job involvement and TQM encourage job satisfaction and job involvement the development of people and their involvement in improvement activities both individually and through teamwork is a key feature in a company's approach to TQM.

A key aspect of this is making full use of the skills and knowledge of all employees to the benefit of the individuals and the organization and to create a group culture. The organizations with TQM practices, they are encouraging teamwork from their HR practices. HR manager's role in teamwork is very important. HR role in teamwork is to encourage, support and help in solving their problems. HR managers work closely, friendly manner with team members. Teams and team working is highly valued in today's organizations. That will increase the productivity of the production as well as the job involvement of employees. An organization can gather following benefits from quality team working.

- Continuous learning
- Flexibility in working
- Better employee attitudes
- Co-ordination and supportiveness
- Building good partnership between employees and managers
- Create more commitment and involved employees within the organization

5.4 The role of teams in Team working

- Aid the commitment of people to the principles of TQM.
- Provide an additional means of communication
- Improve relationships
- Help to develop people and encourage leadership traits
- Build collective responsibility and develop a sense of ownership
- Aid personal development and build confidence.
- Develop problem-solving skills
- Facilitate awareness of quality improvement potential
- Help to facilitate a change in management style and culture

5.5 TQM & Training & Development

There should be an affective training and development procedure in an organization. If there is an effective training & development programme, the output of employees will be a quality one. First organizations are identifying the training needs of employees by performance appraisal. In HRM, we are doing individual

training. Here we are doing individual training. Here we are choosing the most suitable ones for training. The training will be having for limit number of people in the organization. So others may de-motivate, because they are not having a chance to develop their skills.

Training will be developed the technical skills of low level of employees. Development procedure is helpful to develop the managers' skills of executive level. But in TQM we mainly discuss about teamwork and the quality of everything that we are doing. Here we are focus on total quality not about individual training.

But the training programme must be a quality one. From that only we can gain the maximum benefit for the training cost. Organizations are spending lot of cost on training and development. So spending that much of cost, they are expecting a higher level of contribution of employees to achieving the organizational goals. Organizations are mostly expecting the job involvement and organizational commitment of employees after T & D programme.

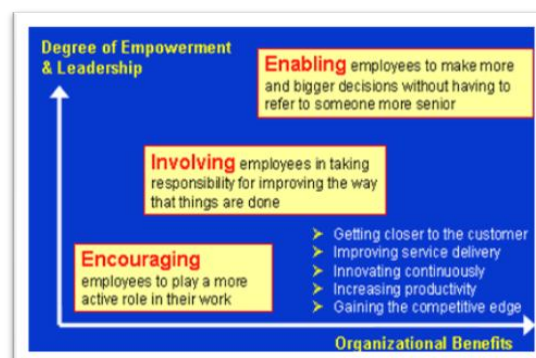
In general, HRM is responsible for providing training and development. With their background, HR departments are well-positioned to take the leading role in providing such programs consistent with the TQM philosophy. HR managers have an important opportunity to communicate a history of their organization's TQM program and its champions. Equally important, HRM can tell stories of employees who are currently inspiring the TQM philosophy. As corporate historian, the HR department should be primarily responsible for relaying the TQM culture to members of the organization in employee orientation training.

5.6 TQM and Employee Empowerment

Employee empowerment is a term used to express the ways in which non-managerial staff can make autonomous decisions without consulting a boss/manager. These self-willed decisions can be small or large depending upon the degree of power with which the company wishes to invest employees. Employee empowerment can begin with training and converting a whole company to an empowerment model. Conversely it may merely mean giving employees the ability to make some decisions on their own.

There are employee empowerment workshops, books, magazines and articles. The thinking behind employee empowerment is that it gives power to the individual and therefore makes for happier employees.

Following diagram explains the three levels of Employee Empowerment:



For employee empowerment to work successfully, the management team must be truly committed to allowing employees to make decisions. They may wish to define the scope of decisions made. Building decision-making teams is often one of the models used in employee empowerment, because it allows for managers and workers to contribute ideas toward directing the company.

Top management commitment and employees empowerment is one of the most important and vital principle in total quality management, because it is often assumes to have a strong relationship with customer satisfaction. In TQM implementation top management commitment in creating an organizational climate that empowers employees is very imperative. Thus, this can be achieved with top management commitment in training employees and giving employees opportunities to be responsible for the quality of their work.

Employee Empowerment in TQM brings about a flattened organizational chart where there is a shared responsibility between the managers and the employees.

5.7 TQM and Employee Recognition

Recognition is a key success factor even at higher levels of management.

Employee recognition is the timely, informal or formal acknowledgement of a person’s or team’s behavior, effort or business result that supports the organization’s goals and values, and which has clearly been beyond normal expectations.

To be really effective in a particular job, we need to understand the psychological scenario behind ‘praising’ others for their good work, to apply the principles of employee recognition. The cost of a recognition system is quite small and the benefits are large when implemented effectively.

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work.

There are two aspects to employee recognition:

- 1) The first aspect is to actually see, identify or realize an opportunity to praise someone. If you are not in a receptive frame of mind you can easily pass over many such opportunities. This happens all too frequently.
- 2) The other aspect of employee recognition is, of course, the physical act of doing something to acknowledge and praise people for their good work.

VI. DIMENSIONS OF TQM IN LEADERSHIP

According to Schmidt and Finnigan (1992), there are twelve behaviors that successful quality leaders demonstrate. They were considered as the dimensions of the leadership behavior. These dimensions are,

- | | | |
|----------------|---|---|
| D ₁ | - | Giving priority attention to the needs of external and internal customers |
| D ₂ | - | They empower rather than control |
| D ₃ | - | They emphasize improvement rather than Maintenance |
| D ₄ | - | They emphasize prevention rather than correction |

- D₅ - They encourage collaboration rather than Competition
- D₆ - They train and coach, rather than direct and Supervise
- D₇ - They learn from problems
- D₈ - They continually try to improve communications
- D₉ - They continually demonstrate their commitment to quality
- D₁₁ - They establish organizational systems to support the quality effort.
- D₁₂ - They encourage and recognize team effort.

According to the theory TQM success is measured in five main areas of effectiveness, efficiency, productivity, quality, and non-quality related measures such defects, error rates, cost of poor quality and deliveries not on time etc. (Oakland, 1995, Pp.173-187). TQM success is measured in terms of employee perception of the quality. Accordingly TQM success is the perception of a person to see in the production of the final product that, he should be educated in the process and should be participated with full authority and self-control with the intention of being innovative, so that the ultimate product or service to be free of errors in accordance with the current prevailing quality concepts. There are seven dimensions identified for the measurement of success of TQM. They are,

- D₁ - Educative Process
- D₂ - Participative structures
- D₃ - Greater autonomy and self-control
- D₄ - Decreasing trend of errors towards zero defects
- D₅ -Adherence to quality concepts
- D₆ -Creativeness or innovativeness
- D₇ -Perception of customer satisfaction.

VII. CONCLUSION

In summary we can identify that TQM is defines as an integrated organizational effort designed to improve quality at every level.TQM functions on the premise that the quality of products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by an organization. In other words, TQM capitalizes on the involvement of management, workforce, suppliers, and even customers.

At the same time this concept deals with Human Resource Management and management of processes, respectively. This addresses the issues of people and process. Human resource focus addresses issues of employee involvement. This entails continuous in order to meet or exceed customer expectations. Improvement programs, employee training, and functioning of teams. Employee involvement is considered a critical element of quality. Similarly, process management involves documentation of processes, use of tools for quality improvement such as statistical process control, and the degree of process integration within the organization.

Therefore when we consider about TQM in Human Resource Management the HR functions in aligning with TQM are as follows.

- Job involvement
- Job design
- Job analysis
- Selection and Recruitment
- Training & Development
- Employee empowerment & Recognition
- Teamwork and Leadership
- Employee participation

At last we can identify that Total quality human resources management is “an approach to human Resources management that involves many of the concepts of quality management.”

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