IMPLEMENTATION OF TQM PRINCIPLES IN HRD

IN ORGANISATIONS

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ABSTRACT

Improving quality has become a company-wide effort as the ever-increasing globalization of business underscores the stipulation of continuous enhancement Successful companies comprehend the powerful impact customer-defined quality can have on business. For this reason, many competitive firms frequently increase their quality standards. Total quality management has far feat implications for the management of human resources. It emphasizes self-control, autonomy, and creativity among employees and calls for superior active collaboration rather than just conformity. Indeed, it is becoming an aphorism of good management that human factors are the most important aspect of quality and productivity progress. This paper discusses TQM, principles, involvement, tools, and techniques and concludes with the impact in organizations.

KEYWORDS: TQM, HRD, Job Commitment, Training & Development

INTRODUCTION

Quality is a key to achieve excellence in management which includes functions such as finance, human resource, materials, and scheduling. Conventional management system focused on each of these identities autonomously. Modern management insists on higher effectiveness. Hence strategies such as Total Quality Management were introduced.

Total quality management (TQM) is an integrated organizational effort intended to improve quality at every level. TQM functions on the principle that the quality of products and processes is the responsibility of everyone who is implicated with the creation or consumption of the products or services offered by an organization. In other words, TQM capitalizes on the association of management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. Same time this concept deal with Human Resource Management and management of processes, respectively. This address the issues of people and process. Human resource focus addresses issues of employee involvement. This entails continuous enhancement programs, employee training, and functioning of teams. Employee involvement is considered a critical element of quality (Badungodage et.al.2007). Therefore TQM is the art of managing the whole to achieve excellence. Total quality management is the concept which changes the functioning of an organization totally. To adapt to this concept extensive as well as intensive education and training is just to make the total quality management system work. It was also accurately expressed by an eminent philosopher from China, Kuang Chung Trump (quoted by Deb, 2010) during the period of 7th Century B. C. He said,

"If you wish to plan for a year, sow seeds; If you wish to plan for ten years, plant trees; If you wish to plan a life - time, develop a man"

Human Resource Development (HRD) is a subject fascinating paramount significance at a national level, and it is much more of phenomenal germaneness in a developing and the most populous country like India. Over the years, organizations worldwide are becoming cognizant with the prominence of human resource. The real-life experiences authenticate the assumptions that no matter how mechanized the activities of an organization may become, it is extremely challenging to manage it unless the human efforts are integrated with them. In the present scenario of globalization and liberalization, it is extremely important to recognize the real worth of the people in any organization. It is not sufficient to address people as the strategic asset of the organization but to believe that they are the real and the most significant asset in any organization or firm. People are not just the packet of acquaintance and skills but they are the free agents who are proficient of handling the competition and dynamism of this era with their potential and are capable of bringing colossal values to an organization. HRD as an activity is extremely significant in achieving organizational excellence i.e. to excel with people, process and performance. To be a survivor in the present scenario of cut-throat competition, the organizations have to develop some appropriate HRD strategies to manage their workforce in an organized mode and align their latent with that of their corporate missions and objectives (Deb, 2010).

The human resource development in an organization is a vital provider to proper and meaningful quality management since the quality philosophy and practice have to be part and parcel of the entire workforce and not the concern of only a few. The increasing global competition forced Indian organizations too to give top precedence to the issues of human resource development (HRD). In today's globalization era, trade, business, and entire industrial sectors are changing rapidly. Taking into consideration the industrial sector, the progressive industries have long back realized that change is inevitable in every aspect of industry; like practices of management, welfare of workers, human resource development activities and quality of work life etc. The focus of HRD through training is essentially on enabling workers to self-actualize through a systematic process of developing their existing potentialities and creating a new one; relating and beating potentials, capabilities of workers both in the present and for future.

SIGNIFICANCE OF THE STUDY-

HRD function is responsible for culture of continuous improvement process, which is also a basic requirement of TQM implementation to achieve overall performance excellence. TQM implementation require alignment of employees with business direction as brought out in the vision and mission statements by the CEO. The continuous improvement is the only way of life for achieving overall performance excellence of the organization and to bring this in an organization the employees play a lead role in a structured scientific way. To accomplish this objective, training is must. The training must be experimental, because the trainees will retain 20% out of what they hear and about 90% what they do, it should be practical and given on as needed basis. Training can start from top management itself i.e. members of quality council, senior management because the most important requirement of TQM to function in any organization is 100 percent commitment by the top management, there is no way to push TQM if the top management is not convinced, committed or determined to implement it. The training can start in subjects like: TQM, Problem solving techniques, Benchmarking, Business process re-engineering, Productivity improvement techniques, Quality circle, Kaizen Gemba, ISO 9000, ISO 14000 etc.. For years many companies made statement that their strength is the people who work for them, but this turn out a hollow statement. The companies still blindly follows Taylor's system of few planner, few engineers and managers planning all steps of every process, defining carefully worked job description and enforcing the unthinking to follow the instructions. This attitude has to change with immediate effect. The draft of such process has to be circulated

among the employees, who have to carry out the process, ask for their opinion, and seeks improvements, ask suggestions and then finalize the final process with the involvement of all the concerned. That is the way mature world-class organizations functions efficiently and effectively. Making continuous improvement a habit cycle like Japanese is yet to mature in Indian industries. Many authors and researchers have written papers regarding the theories and implementation of Total Quality Management (TQM) in different industries such as manufacturing and services, while few of them have focused on the TQM with HR perspective. Therefore, this research provides an overview of the evolution and changes in the way of TQM implementation owing to modern technologies. As the competition increases globally the role of the managers are not only to maintain the order and daily routine, but they are responsible to drive the development and comprehensive changes and continual improvement to meet the needs of society and customers' requirements.

SCOPE OF THE STUDY

An endeavor has been made to revise the interrelationship between TQM and HRD and how the integration of both management techniques is advantageous for the growth and development of organizations. As this study enclosed so many sectors in general additional study can be taken up for different sectors of the industries separately. Research can be done within the specific department also such as manufacturing, HRD, finance, and marketing etc. to measure the impact of TQM implementation in each department performance. Research can also be done on the application of TQM tools and techniques in different departmental practices

OBJECTIVES

- To seek out the impact of TQM principles in overall performance excellence of the organizations.

- To know the importance of Training and Development in TQM implementation and its impact on business aggressiveness.

- To seek out out the impact of TQM within the method of the organizations.

- To seek out the role of top management for TQM implementation.

- To know the advantages of TQM implementation with relevance worker job satisfaction and their performance evaluation.

A Hypothesis for the Study-

H1: Implementation of TQM principles has an impact on overall performance excellence.

H2: Implementation of TQM principles in HRD ends up in business aggressiveness.

H3: Implementation of TQM principles in HRD enhance systematic operating method of organizations, that ends up in defect/error-free product, method, and services.

H4: Implementation of TQM principles in HRD will increase employee's performance and job satisfaction

RESEARCH METHODOLOGY-

The research methodology is divided into two separate groups, primary data and secondary data analysis. A structured questionnaire was administered to top management and general employees of the organisations, executives from various departments such as HR, sales and marketing, finance, manufacturing etc. have been taken into consideration. All

attempts were made to conduct face to face interviews wherever possible. E-mail and telephonic interviews were also conducted with respondents

The interview queries were ready in light-weight of each the theoretical and experimental aspects. People selected for interviews were from regardful levels of the company's organisational structure

Two type of questionnaire were framed one is for the top management and another one is for the general employees to understand the actual situation of TQM implementation in the organisations from HR perspective. Questionnaire includes different type of question as:

- Close-ended questions with Dichotomous, Multiple choices, Likert scaled, grading scale and Contingency type of questions

- Open-ended questions

Data Collection Procedure

The researcher administrated two types of questionnaire one is for the top management and another is for general employees to the actual situation of TQM implementation.

- Questionnaire to top management: 20 questions have been asked from the top management in which Likert scale. 80 senior persons from 35 companies responded to these questions.

- Questionnaire to general employee: 28 questions were asked to general employees. 450 employees from 35 companies responded to these questions. Employees were asked 10 questions on 5s and 16 questions were asked on management, employees, social environment, training, and customers.

After composing the questionnaire, a pilot study was conducted on 30 samples from this data

35 companies of various sectors surveyed for the research. From these companies, 80 senior level personnel were surveyed while 450 general employees were surveyed

Tools and Techniques Used for Data Analysis

- The reliability test was done by calculating Cronbach alpha.

- Frequency tables and graphs

- Pie Chart

- Hypotheses were tested by using t-test

- Factors were explored using principal component analysis, SPSS software was used.

- Factors were confirmed by CFA method.

- Structural equation model was framed by path analysis.

- Finally, a report has been written.

LIMITATION OF THE STUDY

The present study has the conventional limitations common for any survey research method, namely latent bias in the selection of the samples. However, an attempt has been made to minimize this through proper selection of the sample and an interview process. Since the study was restricted to few cities in India especially in Mumbai, because of time, money, and place constraints, the conclusions drawn in the study may not be extrapolated to India as a whole. Organizations in other parts of the country may show evidence of different characteristics. The disinclination of the respondents to part with the organization in order with respect to survey need was a major constraint.

Findings

The analysis found that staff is extremely actuated in sample organizations, both top management and general staff responded completely. Most of the organizations implementing TQM principles and located it plays a positive role in enhancing employee's performance and market share. Top management involvement and coaching and development found necessary success factors for TQM implementation. PDCA and ISO 9000 found major quality practices within the sample organizations. setting management system, GMP, 5S, Quality circle, and client satisfaction survey are a number of the opposite quality practices implemented in most of the organizations.

The findings of the information analysis interpret prime management are dynamic in nature, always check the method and arrange before implementation. TQM implementation improve the business fight, the organizations become learning with higher client satisfaction, and Training becomes the a part of structure strategy. Analysis found that employees work as team and radio-controlled by clear goals with highest t- worth, that shows prime management provides correct strategic direction for TQM implementation. There are following issues explored through factor analysis:

- Management employee's dynamism by Training and development

- Personal involvement of Top management

- Method management and observation

- Health and safety of staff

- TQM implementation done by keeping customers in mind

- Organizations follow a scientific operating method by implementing 5S tool of TQM

- Enrichment through Training

- staff job satisfaction

- Quality work life

- worker direction and motivation

- interdepartmental coordination

All these factors results in overall performance excellence of a corporation.

Since this study was targeted to handle the particular state of affairs of TQM implementation in Asian country from employee's views throughout the organization. The analysis found today's organization's are abundantly active

towards TQM implementation. tho' queries were asked indirectly by general staff during an easy language on TQM implementation, results from each prime management and general staff found to be same, it means that most of the businesses implementing TQM principles and its positive impact has been recognized throughout the businesses from prime to the lowest level, and staff are extremely actuated. Instead of positive responses from the highest management and general employee's, the research identified some problems, which require to be addressed are as follows:

The dearth of talent pool centers and job rotation policy in organizations: Though most of the high-tech corporations have their pool of talent center and job rotation policies however still its missing in alternative organizations (especially in SMEs), that may be a major drawback for the organizations and may result in loss of gifted staff from their organization.

A Subjective approach towards quality practices: Research conclude that organizations follow quality practices and TQM models in keeping with their producing and union vogue. because it was found within the analysis, most of the organizations follow ISO & PDCA as their quality models. Whereas on alternative hand quality circle, 5S, EMS, GMP, HACCP, JIT and client satisfaction survey are found to be used as alternative quality practices within the sample organizations.

Lack of holistic approach: Findings of the analysis indicates still there's an absence of holistic approach for TQM implementation within the organizations in India; organizations don't seem to be focusing TQM implementation in totality. TQM has a higher presence in producing departments as compared to alternative departments. Secondly, producing industries found to be additional quality conscious instead of service sectors.

Inadequate information of TQM normally employees: there's an absence of technical/inadequate information of TQM among general staff as a result of they were unable to answer once queries were asked to them directly in technical terms of TQM, though they responded completely for constant queries once asked in easy language. It shows organizations have to be compelled to offer intensive still as intensive education and coaching to any or all the employees in order that they'll perceive the importance of TQM implementation and will feel answerable for their job role Since findings of the analysis and findings of the literature set with one another, thus we are able to conclude that Implementation of TQM principle in HRD in Organisations results in overall performance excellence. The research found that employees are highly motivated in organizations, both top management and general employees responded positively. Most of the organizations implementing TQM principles and found it plays a positive role in enhancing employee's performance and market share. Top management involvement and Training and development found important success factors for TQM implementation. PDCA and ISO 9000 found major quality practices in the sample organizations. Environment management system, GMP, 5S, Quality circle, and customer satisfaction survey are some of the other quality practices implemented in most of the organizations.

CONCLUSIONS

After in depth interview from top management and general employees it was found that all well-known companies who already world class leaders in their respective fields through TQM implementation their top management are very well aware of TQM principles and practices, they know why they are practicing certain TQM tools and techniques and how they are getting benefits from it whereas SMEs and some of the big firms middle and lower level employees have inadequate knowledge of TQM principles and practices and its impact, though they responded positively when asked in a

simple language this may be because of either organisations implement TQM but not spread its awareness throughout the company or they are not efficient to train their lower and middle-level employees about TQM, Organizations need to follow companywide communication framework, and have to create an atmosphere of transparency, mission and vision of the organizations should be communicated properly to all the employees and for total employee involvement quality training and education programme should be provided to achieve the goals of organisation. Unless and until all the employees would not feel responsible for their job they would not be able to give their total commitment and involvement therefore this is the top management responsibility to break the barriers between the department, provide support in quality initiatives, act as consultant, spread awareness, continuously upgrade the knowledge and skills of their employees through proper training and development programs, making necessary organizational arrangements for TQM implementation. Employee training is fundamental for many TQM programs such as the adoption of new quality concepts, the set-up, and practices of customer satisfaction systems, the use of statistical quality control, or the change of culture or quality control. Moreover, employees require three basic areas of training: principles of TQM, the use of TQM tools and problem-solving techniques.

The research found the lack of talent pool centres in Indian industries which inhibits the growth of individual career and could demotivate the talented employees and may force him to leave the organization, ultimately loss of the organization. An organization should focus on the creation of talent pool centers and provide an opportunity for the growth and development of talented employees. The organization can retain their employees by providing them chance work in cross-functional area which could be their area of work interest and skill for the same. The job rotation policy should also act as the staircase for the growth and development of the employees.

The research concluded that The TQM principles are getting appreciation in Indian industries but still few industries view TQM as subjective approach according to their manufacturing and servicing style. They are practicing TQM in bit and pieces which will give them minuscule benefit. What is needed by the industries are acceptance and implementation of TQM principles in totality.

Therefore in a total quality environment, employees need to understand the goal of customer satisfaction, to be given the training and responsibilities to achieve the goal and to feel that they do indeed make a difference. Training department under HR, whose system and approaches evolved along with their overall quality system. Training plans (yearly) jointly designed by HR/Training manager along with the quality engineers and strategic planning group. The CEO of the company himself should take initiative to convince, train and educate all employees' right from top management till shop floor about an advantage of TQM by providing necessary information and examples of TQM implementation.

Policy, People, and Process are three basic primary factors for TQM implementation in addition to communication, commitment, and continuous improvement. These four Ps are important into delivering quality products and service to customers. Leadership driven policy and strategy are essential to aid customer, employee, and favorable society results, and besides these people partnerships, resources and processes are focussed towards ultimate excellence in key performance results.

Total quality management is people's process and involvement of the top management is a must for its success. Hence the entire organization must have a review of total quality management and accept to implement it in earnest. The assurance for the total commitment is mandatory for the total quality management implementation to start.

The organization should define its value system for every employee to follow which is the vital first step towards the attainment of the worldclass management system.

Finally, we can conclude that organizations who want to increase customer satisfaction, continuous improvement and return on investment have to focus on the growth of their human resource. Total quality management is the concept which changes the functioning of an organization totally to adopt this concept the technique involved is extensive as well intensive education and training and must to make the total quality management system work. Even the total quality management system warrants persistent enhancement at all levels thereby needing a system constant up-gradation of the skill level of it's all the employees which can happen only by incessant education and training.

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