

A Study on Total Quality Management Impact on Human Resource Function

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ABSTRACT

Everyone has experiences of poor quality once addressing business organizations. Fortunate firms perceive the powerful impact customer-defined quality will wear business. For this reason, several competitive corporations regularly increase their quality standards. Total quality management has the way of reaching implications for the management of human resources. It emphasizes self-control, autonomy, and creativeness among staff and entails larger active cooperation instead of simply compliance. Indeed, it's turning into a proverb of fine management that human factors are the foremost vital dimension in quality and productivity improvement. This article argues that TQM, principles, contribution, tools, and techniques and concludes with the impact of human resource management.

Keywords: TQM, Hr Functions, Job Commitment, Training and Development.

INTRODUCTION:

The main focus of TQM was and is continuous quality improvement within the areas of product or service, employer-employee relations, and consumer-business relations. Total Quality Management might be a executive approach that originated within the Fifties and has progressively become a lot of standard since the first Eighties. Total Quality management may be a explanation of the traditions, perception, and business of an organization that struggles to produce clients with commodities and services that satisfy their requirements. The traditions needs quality on the whole aspects of the company's operations, with processes being done right for the primary time to eliminate defects waste from operations.

Total Quality Management may be a methodology by that management and workers will get entangled in the continuous improvement of the assembly of products and services. it's a mixture of quality and management tools geared toward increasing the business and reducing losses thanks to wasteful practices. The various vital parts of:

TQM are:

- Customer-driven quality;
- High management leadership and commitment;
- Continuous improvement;
- Quick response;
- Actions supported facts
- Worker participation; and
- A TQM culture
- Benefits of TQM

Customer satisfaction homeward-bound advantages of TQM are;

1. Improvement in product quality
2. Improvement in product style
3. Improvement in a production flow
4. Improvement in worker morale and quality consciousness
5. Improvement in product service
6. Improvement in marketplace acceptance

Economic improvement homeward-bound advantages of TQM are;

1. Reduction in operation prices
2. Reduction in operation losses
3. Reduction in field service prices
4. Reduction in liability exposure

TQM in hour Functions:

Job style and Job analysis: Job style is that the personnel or engineering activity of specifying the contents of the task, the tools, and therefore the techniques to be used, the environment of the work and therefore the relationship of 1 to different jobs. In merely job style means that creation of jobs that people in a company need to perform. therefore job style will be designed because the operate of composing tasks, duties associate degreed responsibilities into a structural unit of labor for the aim of accomplishing a particular objective. Job analysis may be a systematic approach to gather data on a couple of job like tasks, duties responsibilities and therefore the skills needed to perform those tasks. meaning JA may be a systematic investigation of jobs and employee characteristics so as to form a group of knowledge that may be wont to perform varied HRM activities and functions. For the success of all the opposite HRM functions job analysis is incredibly vital. therefore apply TQM for job style and job analysis is incredibly vital. If we tend to use TQM for techniques of job style like job enrichment, job enlargement etc and to the method of job analysis to provide job specification and description we are able to gain such a lot of advantages instead of an organization World Health Organization don't seem to be active TQM in job style and job analysis.

STATEMENT OF THE PROBLEM:

This research topic is predicted under the title, "Total quality management impact on human resource function".

RESEARCH OBJECTIVES:

- ✓ To examine the extent of services accessible at Management for implementation of TQM parts.
- ✓ To compare opinion on the extent of TQM parts applications in the unit of time functions with and while not ISO 9001:2000 certification.
- ✓ To examine the influence of assorted demographic factors on the opinion on TQM parts applications in Management.
- ✓ To examine the influence of the extent of facilities and services on adoption of TQM parts among Human Resource.

REVIEW OF LITERATURE:

Human Resource Management:

(Daniel Jime´nez-Jime´nez and Marti´nez-Costa, 2009) they investigated from this study "HRM is important for TQM success in any sphere of activity Despite differences in nomenclature (workforce management, employee relations, employee satisfaction, etc.) and the different practices considered (training, teamwork, empowerment, etc.) there is a consensus in the literature that highlights the important role of human resource management in implementing a TQM system in an organization".

(Aldakhlallah and Parente, 2002 etal) learn from this study "Enterprises that devote themselves to the implementation of TQM also need to perform HRM aggressively, if they are to increase the firm's performance significantly. A total quality system is comprised of two distinct systems: the management system and the technical system. The management system is concerned with issues of HRM" (Evans and Lindsay 1996).

Gunasekaran (1999) this study develops a conceptual model for the implementation of TQM. "The model presents seven major strategies in the successful implementation of TQM. Of these, six are related to HRM". This study considers 33 HRM practices, which are those that are most commonly identified in the literature as enhancers of TQM. We try to collect the results of these studies as an comprehensive article.

Total Quality Management:

(Eriksson and Hansson, 2003) concluded their study "TQM is a general philosophy of management that attempts to maximize the competitiveness of an organization through the continual improvement of the quality of its products, services, people, processes and environments. There are many definitions of TQM; interestingly, no single definition can express the whole picture. The implementation of TQM also benefits the company image, and improves the satisfaction and quality awareness of employees" (Yang, 2006). "Traditionally, it has been assumed that a company could gain competitive advantage through three different strategies: cost, differentiation or segmentation" (Porter, 1985).

Adams et al., 1999 these researchers have analyzed the "impact of TQM on business performance, examining the mechanisms that could lead to the improvement of management

Total quality management, a modern management philosophy, has become a widely used concept, linking the employers' emphasis on quality to a wider industrial relations approach. The TQM approach puts the responsibility for product or service quality directly on to the workforce. Besides a thorough management review, accompanied with much talk about "philosophy", "mission" and "leadership", a "customer orientation" and the aim of "zerodefects" are the key themes in TQM. Commitment to quality has to be companywide and led from the top.

Jackson and Ashton (1993) they argue that a "quality system resembles a new car without petrol: perfect in every respect, but it will not go. The quality fuel is staff attitude and motivation and it is essential that any business has to address this. The idea of treating other employees as internal customers is used to try to influence employee attitudes and obtain increased commitment to the employers' objectives". BS 5750 has been developed to a general strategy of TQM. Setting out how organizations can establish, document and maintain an effective quality system that will prove to customers that the organization is committed to quality and can supply their quality needs.

The relationship between HRM and TQM:

Schonberger, 1994 Traditional HRM practices conflict with "TQM and should be changed Although organizations have initially focused on a production-oriented perspective of quality", the recent literatures has underlined the importance of HRM for success (Vouzas, 2006). (Bou Llusar et al., 2009; Fotopoulos and Psomas, 2009) In fact, the "soft dimensions" of TQM (customer orientation, leadership, culture or HRM) as they have been described by many authors. "Therefore, the human resource function must take the lead in activities such as job design and teams that promote cooperation, empower employees to provide information, participation and autonomy, select employees that can adapt to the organizational culture, foster programmes of training and development with quality goals and define appraisal and compensation policies which support quality targets. A fruitful cooperation between HRM and TQM can produce better organizational results. The alignment of HR and quality policies, such as creating and communicating the TQM vision, preparing the organization and employees for TQM implementation and generating quality awareness among the employees across all levels, functions, and departments, should contribute to an increase company performance" (Palo and Padhi, 2005).

Management authors have tended to focus on the concepts associated with HRM and TQM rather than providing evidence of their close relationship. This relationship by stating:

(Giles and Williams, 1991) he said that study "Quality management has high personnel content. It gives strategic importance to policies and processes that personnel managers have traditionally considered to be on their patch".

Herbig, 1994 this research explained that "The role of the HRM department is therefore central to the success of total quality. TQM and HRM are in pursuit of the same goals – productivity, profitability, a customer-oriented company and a motivated workforce Management style Impact on management Identification of management/behavior, skills and employee styles and attitudes. attitudes Modification of these where they inhibit the successful introduction of TQM Skills Analysis of training and Meeting demands development needs, skills requirements and gaps".

Human resources appropriate recruitment, Effective policies and procedures career development, and remuneration policies Shared values Ability to identify attitudes, Shared values are pertinent in improve motivation, morale an TQM program.

Deming, 1982, 1986 very useful this research studies and suggestion "In the achievement of total quality in the organization the human resource dimension is very important Continuous quality improvement depends upon the best use of the talents and abilities of a company's workforce. To achieve world class quality, it is imperative that a company empowers its workers. Companies must develop and realize the full potential of their workforce and maintain an environment conducive to full participation, personal and organizational growth. This can be achieved through creating the appropriate human resource development through training, employee participation and involvement, building quality awareness among employees, and motivating employees. The main issues considered in human resource development are: human resource management, employee involvement, quality education and training, employee recognition and performance, and employee well-being and morale. The human resource development in an organization is an important contributor 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".

Rahman, 2002 It is generally accepted that a "TQM environment fosters employee empowerment. In fact, five of Deming's 14 points relate directly to the notion of involvement and empowerment According to the literature, TQM should promote empowerment of front-line employees, giving them more responsibility and information" (Schuler and Harris, 1992), and so undermining middle managers' traditional role in implementing and monitoring the instructions of top management.

Snape et al., 1995 "TQM means taking on greater responsibility, often for the same pay Thus, for quality initiatives to work, there must be sufficient participation and communication on the part of all employees in quality decisions, because they can improve the organizational processes".

(Simmons et al., 1995; Snape et al., 1995) "Organizational job descriptions should reflect these variables and be designed to promote quality. Moreover, jobs descriptions require a customer and innovation orientation and continual improvement (Blackburn and Rosen, 1993; Schonberger, 1994), allowing employee autonomy, responsibility and flexibility However, although job descriptions should be explicit and formal (Schuler and Jackson, 1987), because of the importance of documentation to the system" (Fernández, 1996), TQM may require a move away from detailed, fixed job descriptions in order to foster flexibility and teamwork (Bowen and Lawler, 1992; Snape et al., 1995).

Utey et al. (1997) Some empirical research has found support for these arguments. showed how TQM programs improve employee participation in decision making. argued that organizations that have motivators present are more likely to have successful quality management implementation than those that are use hygiene factors to improve performance. Wood and Peccei (1995) observed how communication fosters a consciousness of quality. Finally, (Boon et al., 2006) found that organizational trust and empowerment have a strong relationship with the propensity of employees to remain within the organization.

Teamwork:

Aubrey and Felkins, 1988; Kochan et al., 1995; Wilkinson, 1992; Yang, 2006 are survey in this project work Teamwork is central to TQM There is a consensus in the literature that multidisciplinary teamwork in teams composed of members from different organizational functional areas promotes TQM.

Teamwork is necessary because it involves the collaboration between managers and non-managers, between functions, as well as with customers and suppliers (Dean and Bowen, 1994). Within the context of TQM, teamwork is an important outcome and a condition for continuous improvement. It facilitates collaborative efforts to solve quality problems (Waldman, 1994), places overall responsibility for quality with the team while reducing the potential for individual blame (Wilkinson, 1992), allows greater sharing of information within the work group (Oakland, 1989) and facilitates greater co-operation to improve continuously the functioning of the work group. In line with this argument, and in agreement with the results of Boon et al. (2007), teamwork was perceived as the dominant TQM practice, which has a strong association with job satisfaction.

NEED FOR THE STUDY:

In Karnataka many Management and Technical institutions have ISO/NAAC/ NBA certificates but, it seems the quality of employees in those organizations is not satisfactory. Some of the problem like lack of infrastructure; shortage of qualified manager, employee's attitude towards learning, poor employee results and placement in adequacy in organization. So this is the right time to give more importance to quality in all level. The

implementation of information technology and quality management has dramatically bearing on the functioning of the today's management in fulfilling the expectations of the workers. "Implementation of Total Quality Management in the organization and information service environment poses interesting challenges on the road to potentially significant benefits"

RESEARCH METHODOLOGY:

The structured questionnaire for the present study was developed by the researcher in consultation with the research guide and other experts in the field, including management experts, since the topic was related to TQM. The respondents asked to rank the factors on a five point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree).

RESEARCH DESIGN:

Research design is very important in a research because the research design can acts as a reference for future researcher to conduct research. A cross sectional survey method was used in this research. Questionnaires were conducted among the employees using electronic mail and also through personal approach to the employees. Data were collected within two weeks.

METHOD OF DATA COLLECTION:

Primary and Secondary data collection methods have been used in research study. Primary data is collected by researchers, especially to answer research question-for instance, when you observe certain production and managerial operations and measure their cost, or when mind writer surveys its complete care towards its employees to see what changes would improve job satisfaction. The primary data collection method consists of a structural closed ended and open ended questionnaire.

Secondary data is collected from journals, websites and magazines.

AREA OF THE STUDY:

The research study is performed in Thanjavur district of the Tamil Nadu state. The sample is restricted to employees of HR department.

POPULATION AND SAMPLING:

Population of this study is on the employees in Thanjavur district. There is total 150 samples were targeted but only 112 respondents has returned or gave the positive feedback on the research. This research was selected for this study using convenient sampling technique on voluntary basic.

MEASUREMENT SCALE:

Nominal and Ordinal scaling has been used to find out the Socio demographic factors, JOB design, training and development, performance appraisal, team work towards total quality management impact on human resource function such as, Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

RELIABILITY:

The reliability of this paper and its variable reliability is .753, So, it is confirmed that the data are highly reliable and valid for analysis

ANALYTICAL TOOLS USED:

The research worker each descriptive and inferential statistics were used within the gift study to search out the objectives and verify the hypotheses developed. Descriptive statistics like mean, variance frequencies and percentages were used where needed.

Following inferential statistics were applied within the gift study

- a. Independent samples 't' test
- b. ANOVA-one way Analysis of variables

LOCATION OF SURVEY:

This analysis was conducted on Thanjavur district. The research worker every which way selects very little organization around this space and additionally few organization supported the convenient of the research worker.

ANALYSIS AND INTERPRETATION :

I - One-Sample Statistics Total Quality Management Impact on Human Resource Function:

HYPOTHESES:

Null Hypothesis H0: There is no significant difference between total quality management impact on human resource function.

Alternative Hypothesis H1: There is significant difference between total quality management impact on human resource function.

Table No – 1: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The personnel activity	112	4.5625	.76854	.07262
The surroundings of the work and the relationship of one to other jobs	112	3.7857	1.09403	.10338
Creation of jobs which individuals in an organization have to perform	112	4.4107	.78904	.07456
The function of arranging tasks	112	4.5625	.76854	.07262
Duties and responsibilities in to an organizational unit of work	112	3.1696	1.48195	.14003
Extensive and continuous at all levels	112	4.3661	.78264	.07395
Long-term orientation	112	4.4732	.75885	.07170
Polyvalence and broad variety of competences	112	3.6339	1.18546	.11202
Group orientation	112	4.4821	.75911	.07173
Job rotation	112	4.3571	.80379	.07595
Career path definition	112	3.5089	1.13102	.10687
Horizontal movement based	112	4.0982	.86950	.08216
Qualitative criteria promotion (changes openness, flexibility, innovation capacity . . .)	112	3.9375	1.20271	.11365
Employee career path feedback	112	3.9196	1.04957	.09917
Continual performance appraisals	112	3.7946	.89179	.08427
Process (not results) orientation	112	3.7411	1.33387	.12604
Group achievements	112	4.6607	.67855	.06412
Development and improvement goals	112	3.7768	1.26427	.11946
Employee participation in performance appraisals	112	3.9821	.83808	.07919
Employee competences, abilities and flexibility determines salary	112	4.0982	.90005	.08505
Use of incentives	112	3.8125	1.00925	.09536
Group orientation	112	3.9911	1.06961	.10107
Equilibrium between financial and non-financial compensation	112	4.2321	1.05679	.09986
Continuous learning	112	4.0000	1.12306	.10612
Flexibility in working	112	4.3482	.75588	.07142
Better employee attitudes	112	4.1696	.90930	.08592
Co-ordination and supportiveness	112	3.5446	1.24400	.11755
Building good partnership between employees and managers	112	3.9018	1.03940	.09821
Create more commitment and involved employees within the organization	112	3.9554	1.02569	.09692

Source: data collection from the respondents

Table No – 2: One-Sample Test

	Test Value = 112					
	t	Degrees of freedom	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Job Design						
The personnel activity	62.827	111	.000	4.56250	4.4186	4.7064
The surroundings of the work and the relationship of one to other jobs	36.621	111	.000	3.78571	3.5809	3.9906
Creation of jobs which individuals in an organization have to perform	59.159	111	.000	4.41071	4.2630	4.5585
The function of arranging tasks	62.827	111	.000	4.56250	4.4186	4.7064
Duties and responsibilities in to an organizational unit of work	22.635	111	.000	3.16964	2.8922	3.4471
Training And Development						
Extensive and continuous at all levels	59.039	111	.000	4.36607	4.2195	4.5126
Long-term orientation	62.384	111	.000	4.47321	4.3311	4.6153
Polyvalence and broad variety of competences	32.441	111	.000	3.63393	3.4120	3.8559
Group orientation	62.487	111	.000	4.48214	4.3400	4.6243
Job rotation	57.368	111	.000	4.35714	4.2066	4.5076
Career path definition	32.833	111	.000	3.50893	3.2972	3.7207
Horizontal movement based	49.881	111	.000	4.09821	3.9354	4.2610
Qualitative criteria promotion (changes openness, flexibility, innovation capacity . . .)	34.647	111	.000	3.93750	3.7123	4.1627
Employee career path feedback	39.523	111	.000	3.91964	3.7231	4.1162
Performance Appraisal						
Continual performance appraisals	45.032	111	.000	3.79464	3.6277	3.9616
Process (not results) orientation	29.682	111	.000	3.74107	3.4913	3.9908
Group achievements	72.691	111	.000	4.66071	4.5337	4.7878
Development and improvement goals	31.615	111	.000	3.77679	3.5401	4.0135
Employee participation in performance appraisals	50.285	111	.000	3.98214	3.8252	4.1391
Employee competences, abilities and flexibility determines salary	48.188	111	.000	4.09821	3.9297	4.2667
Use of incentives	39.978	111	.000	3.81250	3.6235	4.0015
Group orientation	39.489	111	.000	3.99107	3.7908	4.1913
Equilibrium between financial and non-financial compensation	42.382	111	.000	4.23214	4.0343	4.4300
Team Work						
Continuous learning	37.694	111	.000	4.00000	3.7897	4.2103
Flexibility in working	60.879	111	.000	4.34821	4.2067	4.4897
Better employee attitudes	48.529	111	.000	4.16964	3.9994	4.3399
Co-ordination and supportiveness	30.155	111	.000	3.54464	3.3117	3.7776
Building good partnership between employees and managers	39.727	111	.000	3.90179	3.7072	4.0964
Create more commitment and involved employees within the organization	40.811	111	.000	3.95536	3.7633	4.1474

Source: data collection from the respondents

Since the p value 0.00 is less than 0.05 ($p < 0.05$), there is a significant difference between the total quality management and HR Function. It is concluded that the HR department of organization must conduct by HR function by the various sources.

II- Anova Table for the Overall Satisfaction Level of Employees with the TQM:

Hypotheses:

Null Hypothesis H0: There is no significant variation in the overall satisfaction level of employees with the TQM.

Alternative Hypothesis H1: There is significant variation in the overall satisfaction level of employees with the TQM.

Table No – 3: ANOVA table for the overall satisfaction level of employees with the TQM

Over All Satisfaction	F	Sig.
The personnel activity	2.042	.112
The surroundings of the work and the relationship of one to other jobs	1.020	.387
Creation of jobs which individuals in an organization have to perform	2.557	.059
The function of arranging tasks	2.042	.112
Duties and responsibilities in to an organizational unit of work	1.732	.165
Extensive and continuous at all levels	1.661	.180
Long-term orientation	.056	.982
Polyvalence and broad variety of competences	.491	.689
Group orientation	1.438	.236
Job rotation	.645	.588
Career path definition	.952	.418
Horizontal movement based	.422	.738
Qualitative criteria promotion (changes openness, flexibility, innovation capacity . . .)	1.009	.392
Employee career path feedback	1.891	.135
Continual performance appraisals	.617	.606
Process (not results) orientation	3.214	.026*
Group achievements	.603	.614
Development and improvement goals	5.174	.002**
Employee participation in performance appraisals	3.724	.014*
Employee competences, abilities and flexibility determines salary	4.341	.006**
Use of incentives	.869	.459
Group orientation	.985	.403
Equilibrium between financial and non-financial compensation	7.034	.000**
Continuous learning	2.575	.058
Flexibility in working	9.504	.000**
Co-ordination and supportiveness	1.180	.321
Building good partnership between employees and managers	4.221	.007
Create more commitment and involved employees within the organization	16.402	.000**

Source: data collection from the respondents

Since the p value 0.00 is less than 0.05 ($p > 0.05$)(except The personnel activity, The surroundings of the work and the relationship of one to other jobs, Creation of jobs which individuals in an organization have to perform, The function of arranging tasks, Duties and responsibilities in to an organizational unit of work, Extensive and continuous at all levels Long-term orientation, Polyvalence and broad variety of competences, Group orientation Job rotation, Career path definition, Horizontal movement based, Qualitative criteria, promotion (changes openness, flexibility, innovation capacity...), Employee career path feedback, Continual performance appraisals, Process (not results) orientation, Group achievements, Employee participation in performance appraisals, abilities and flexibility determines salary, Use of incentives, Group orientation, Co-ordination and supportiveness, Building good partnership between employees and managers, there is no significant variation in the overall satisfaction of employees and impact on HR function of an organization.

It is concluded that the satisfaction of employees of the all HR function of organization did vary significantly.

FINDINGS, SUGGESTIONS AND CONCLUSION:

FINDINGS:

- Findings from the one sample t-test analysis Since the p-value 0.00 is less than 0.05 ($p < 0.05$), there is a significant difference between the total quality management and HR Function. It is concluded that the HR department of an organization must conduct by HR function by the various sources.
- Another results from the ANOVA (Analysis of variance) analysis Since the p-value 0.00 is less than 0.05 ($p > 0.05$) (except The personnel activity, The surroundings of the work and the relationship of one to other jobs, Creation of jobs which individuals in an organization have to perform, The function of arranging tasks, Duties and responsibilities in to an organizational unit of work, Extensive and continuous at all levels Long-term orientation, Polyvalence and broad variety of competences, Group orientation Job rotation, Career path definition, Horizontal movement based, Qualitative criteria, promotion (changes openness, flexibility, innovation capacity ...), Employee career path feedback, Continual performance appraisals, Process (not results) orientation, Group achievements, Employee participation in performance appraisals, abilities and flexibility determines salary, Use of incentives, Group orientation, Co-ordination and supportiveness, Building good partnership between employees and managers, there is no significant variation in the overall satisfaction of employees and the impact on HR function of an organization. It is concluded that the satisfaction of employees of the all HR function of the organization did vary significantly.

SUGGESTIONS:

Quality management may end up in an exceptionally modification within the approach during which HRM functions operate and probably in an exceedingly definition of the role of the function. Above all, as they distinguished, "quality can, doubtless, end in a appraisal of the performance criteria for human resource managers. Human resource manager's area unit expected to play a key role throughout this transition. Education qualification helps the supervisor to travel through the treated a part of the mid-career emergency. Company sponsored workshops can facilitate to bridge the gap. Another advantage of the workshops is that it provides an opportunity for the employees to copy on their feelings and to make an improvised support come together.

CONCLUSION:

TQM purposes on the hypothesis that the standard of product and procession is that the responsibility of everybody who is involved with the creation or consumption of the products or services offered by a company. In different words, TQM resources on the contribution of management, personnel, seller's, and even consumers. At a similar time, this suggestion deals with Human Resource Management and management of processes, severally. This addresses the troubles of individuals and technique. Human resource focus addresses problems with worker involvement. This entails continuous so as to fulfill or exceed client expectations. Improvement programs, worker coaching, and functioning of groups. worker involvement is taken into account a vital part of quality. Correspondingly, process of management involves documentation of method, use of tools for quality enhancement like applied statistical methods of management, and therefore the degree of method integration at intervals the organization.

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