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IMPLEMENTATION OF HUMAN RESOURCE IN TOTAL QUALITY MANAGEMENT

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Abstract*: As for the importance of the human resource tasks in the implementation of total quality management, it is relevant to ascertain which tasks human resource employees would be assigned in this context. They are expected to be involved in the design and in the implementation of the new human resource policies as a matter of necessity to support the change. Such policies seem like critical symbols of the change so the human resources department contribution is one of the significant areas of total quality management. The human resource department has; however, for a long time been recognized as an ambiguous function the contribution of which to organization aims could be difficult to estimate. Human resource employees may also find it difficult to clearly define their particular expertise for generally all managers are concerned about the management of the staff. However, in recent years a stronger profile of the human resource tasks in the organization has emerged but it does not necessarily lead to a stronger profile of the human resource department, merely because the staff and the management show a higher degree of attention and liability to the tasks of the human resource department. An appropriate documented Quality Management System will help an organization not only achieve the objectives set out in its policy and strategy, but also, and equally importantly, sustain and build upon them. It is imperative that the leaders take responsibility for the adoption and documentation of an appropriate management system in their organisation if they are serious about the quality journey. The Systems section discusses the benefits of having such a system, how to set one up and successfully implement it. Once the strategic direction for the organization's quality journey has been set, it needs Performance Measures to monitor and control the journey, and to ensure the desired level of performance is being achieved and sustained. They can, and should be, established at all levels in the organisation, ideally being cascaded down and most effectively undertaken as team activities and this is discussed in the section on Performance.*

I. INTRODUCTION

Total Quality Management is an approach to the art of management that originated in Japanese industry in the 1950's and has become steadily more popular in the West since the early 1980's. Total Quality is a description of the culture, attitude and organization of a company that aims to provide, and continue to provide, its customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's operations, with things being done right first time, and defects and waste eradicated from operations. Many companies have difficulties in implementing TQM. Surveys by consulting firms have found that only 20-36% of companies that have undertaken TQM have achieved either significant or even tangible improvements in quality, productivity, competitiveness or financial return. As a result many people are sceptical about TQM. However, when you look at successful companies you find a much higher percentage of successful TQM implementation. Origins Although W. Edwards Deming is largely credited with igniting the quality revolution in Japan starting in 1946 and trying to bring it to the United States in the 1980s, Armand V. Feigenbaum was developing a similar set of principles at General Electric in the United States at around the same time. "Total Quality Control" was the key concept of Feigenbaum's 1951 book, Quality Control: Principles, Practice, and Administration, a book that was subsequently released in 1961 under the title, Total Quality Control (ISBN 0070203539). Joseph Juran, Philip B. Crosby, and Kaoru Ishikawa also contributed to the body of knowledge now known as TQM. The American Society for Quality says that the term Total Quality Management was first used by the U.S. Naval Air Systems Command "to describe its Japanese-style management approach to quality improvement."[1] This is consistent with the story that the United States Department of the Navy Personnel Research and Development Center began researching the use of statistical process control (SPC); the work of Juran, Crosby, and Ishikawa; and the philosophy of Deming to make performance improvements in 1984.

Quality:-

1. Quality means fit ness for use.
2. Quality means productivity, competitive cost, and timely delivery, total customer satisfaction.
3. Quality means conformance to specification and standard.
4. Conformance to requirements.
5. Quality is what the customer says

6. Quality means getting everyone to do what they have agreed to do and to do it right the first time and every time.

Total Quality:- It means all the people of the organization are committed to product quality by doing right things right, first time, every time by employing organization resource to provide value to customer.

II. TOTAL QUALITY MANAGEMENT

It is the process designed to focus external/ internal customer expectation preventing problems building, commitment to quality in the workforce and promoting to open decision making.

Definition: As defined by ISO: "TQM is a management approach of an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society."

In Japanese, TQM comprises four process steps, namely:

1. Kaizen – Focuses on Continuous Process Improvement, to make processes visible, repeatable and measureable.
2. Atarimae Hinshitsu – Focuses on intangible effects on processes and ways to optimize and reduce their effects.

TQM requires that the company maintain this quality standard in all aspects of its business. This requires ensuring that things are done right the first time and that defects and waste are eliminated from operations. Total Quality Management (TQM) is a management strategy aimed at embedding awareness of quality in all organizational processes. TQM has been widely used in manufacturing, education, government, and service industries, as well as NASA space and science programs.

III. CHARACTERISTICS OF TQM

The characteristics of TQM, as revealed from above definition are as follows

1. TQM is customer oriented.
2. TQM requires a long term commitment for continuous improvement of all processes.
3. The success of TQM demands the leadership of top management and continuous involvement.
4. Responsibility for establishments and improvement of systems lies with the management of an organization.
5. TQM is a strategy for continuously improving performance at all levels and in all areas of responsibility.

Potential Benefits of TQM:- The advantages of adopting TQM system compared to conventional quality system are numerous and are outlined below.

1. TQM helps to focus clearly on the needs of the market. The traditional approach of quality control focusses on the technical details of a product so as to satisfy the customer. However, the customer longs for different satisfaction perspectives which are generally overlooked in the traditional approach.The needs change from person to person and also from place to place. As TQM focuses on the concept of university, it tries to abstract the satisfaction perceptions of the market and thus helps the organisation to identify and meet the requirements of the market in a better way.
2. TQM facilitates to aspire for a top quality performer in every sphere of activity. It is a well accepted fact that the negative attitudes of employees and no participative culture of the organization pose the greatest hurdle to organizations' success, growth and prosperity. TQM emphasis, on bringing about attitudinal and cultural change through promotion of participative work culture and effective team-work. This serves to satisfy the higher human needs of recognition and self-development and enhances employee's interest in the job. The employee's performance, thus, is not restricted to the product or service
areas but reflects in other spheres as well.
3. It channelises the procedures necessary to achieve quality performance. Quality in its true sense cannot be achieved instantly. It requires a systematic and a long-term planning and strategic approach. By focusing on defining the quality policies, goals and objectives, and communicating these properly to one and all in the organization, adopting SQC and SPC techniques and developing and using a system of evaluation , the organization can channelize their efforts to achieve the desired and objectivities quality performance.
4. It helps examine critically and continuously all processes to remove nonproductive activities and waste. The organizations always aim at improving productivity as it leads to reduction in cost resulting in increase in profitability. The efforts in this direction are contributed because of the formation of quality improvement teams which meet regularly and through a systematic approach which tries to remove nonproductive activity. A continuous effort to identify the problems and resolve them helps to reduce the waste. The culture of well being thus improves housekeeping, cost-effectiveness and safety.
5. It gears organizations to fully understand the competition and develop an effective combating strategy. The dynamic changes in the global market and the open market policies adopted by a large number of organizations has resulted in increased competition and for many organizations the survival has become a key issue.

For this cause it is essential for the organizations to understand the competition and develop and adopt suitable strategies to meet the challenges. As TQM helps to understand the pulse of customer and thus the market, it gives an edge to the organizations of variable nature to meet the competition.

6. It helps to develop good procedures for communication and acknowledging good work. Improper procedures and inadequate communication are yet another bane of many organizations, which result in misunderstanding, confusion, and low productivity, duplication of efforts, poor quality, and low morale and so on.

TQM brings together members of various related sections, departments and different levels of management thereby providing an effective vehicle of communication and interaction.

7. It helps to review the process needed to develop the strategy of never ending improvement. Quality improvement efforts cannot be restricted to any time period. They need to be continuous to meet the dynamic challenges. TQM emphasizes on a continuous and periodic review so as to make the required changes. The benefits derived by the organizations, therefore, are many and multifaceted. Many of these can be measured in quantitative terms. However, the intangible benefits, which include enrichment of the quality of the work life and many more, are not quantifiable. At the same time, it has to be established whether they do occur or not in order to prove or disapprove the efficacy of the concept. This can be assessed by a well-planned research project or by carrying out an opinion survey periodically. The tangible and intangible benefits of TQM are variable in nature.

IV. SOME USEFUL SUGGESTIONS FROM RESULTS OF TQM IMPLEMENTATIONS

If you want to be a first-rate company, don't focus on the second-rate companies who can't handle TQM, look at the world-class companies that have adopted it the most effective way to spend TQM introduction funds is by training top management, people involved in new product development, and people involved with customers. It's much easier to introduce EDM/PDM in a company with a TQM culture than in one without TQM. People in companies that have implemented TQM are more likely to have the basic understanding necessary for implementing EDM/PDM. For example, they are more likely to view EDM/PDM as an information and workflow management system supporting the entire product life cycle then as a departmental solution for the management of CAD data.

Important Aspects of TQM include customer-driven quality, top management leadership and commitment, continuous improvement, fast response, actions based on facts, employee participation, and a TQM culture.

Customer-driven quality: TQM has a customer-first orientation. The customer, not internal activities and constraints, comes first. Customer satisfaction is seen as the company's highest priority. The company believes it will only be successful if customers are satisfied. The TQM Company is sensitive to customer requirements and responds rapidly to them. In the TQM context, `being sensitive to customer requirements' goes beyond defect and error reduction, and merely meeting specifications or reducing customer complaints. The concept of requirements is expanded to take in not only product and service attributes that meet basic requirements, but also those that enhance and differentiate them for competitive advantage. Each part of the company is involved in Total Quality, operating as a customer to some functions and as a supplier to others. The Engineering Department is a supplier to downstream functions such as Manufacturing and Field Service, and has to treat these internal customers with the same sensitivity and responsiveness as it would external customers.

TQM leadership from top management: TQM is a way of life for a company. It has to be introduced and led by top management. This is a key point. Attempts to implement TQM often fail because top management doesn't lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees. The development and use of performance indicators is linked, directly or indirectly, to customer requirements and satisfaction, and to management and employee remuneration.

Continuous improvement: Continuous improvement of all operations and activities is at the heart of TQM. Once it is recognized that customer satisfaction can only be obtained by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction. As well as recognizing the link between product quality and customer satisfaction, TQM also recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the company's processes. This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality, and to an increase in customer satisfaction. Improvement cycles are encouraged for all the company's activities such as product development, use of EDM/PDM, and the way customer relationships are managed. This implies that all activities include measurement and monitoring of cycle time and responsiveness as a basis for seeking opportunities for improvement. Elimination of waste is a major component of the continuous improvement approach. There is also a strong emphasis on prevention rather than detection, and an emphasis on quality at the design stage. The customer-driven approach helps to prevent

errors and achieve defect-free production. When problems do occur within the product development process, they are generally discovered and resolved before they can get to the next internal customer.

Fast response: To achieve customer satisfaction, the company has to respond rapidly to customer needs. This implies short product and service introduction cycles. These can be achieved with customer-driven and process-oriented product development because the resulting simplicity and efficiency greatly reduce the time involved. Simplicity is gained through concurrent product and process development. Efficiencies are realized from the elimination of non-value-adding effort such as re-design. The result is a dramatic improvement in the elapsed time from product concept to first shipment.

Actions based on facts : The statistical analysis of engineering and manufacturing facts is an important part of TQM. Facts and analysis provide the basis for planning, review and performance tracking, improvement of operations, and comparison of performance with competitors. The TQM approach is based on the use of objective data, and provides a rational rather than an emotional basis for decision making. The statistical approach to process management in both engineering and manufacturing recognizes that most problems are system-related, and are not caused by particular employees. In practice, data is collected and put in the hands of the people who are in the best position to analyze it and then take the appropriate action to reduce costs and prevent non-conformance. Usually these people are not managers but workers in the process. If the right information is not available, then the analysis, whether it be of shop floor data, or engineering test results, can't take place, errors can't be identified, and so errors can't be corrected.

Employee participation: A successful TQM environment requires a committed and well-trained work force that participates fully in quality improvement activities. Such participation is reinforced by reward and recognition systems which emphasize the achievement of quality objectives. On-going education and training of all employees supports the drive for quality. Employees are encouraged to take more responsibility, communicate more effectively, act creatively, and innovate. As people behave the way they are measured and remunerated, TQM links remuneration to customer satisfaction metrics.

A TQM culture: It's not easy to introduce TQM. An open, cooperative culture has to be created by management. Employees have to be made to feel that they are responsible for customer satisfaction. They are not going to feel this if they are excluded from the development of visions, strategies, and plans. It's important they participate in these activities. They are unlikely to behave in a responsible way if they see management behaving irresponsibly - saying one thing and doing the opposite. Product development in a TQM environment: Product development in a TQM environment is very different to product development in a non-TQM environment. Without a TQM approach, product development is usually carried on in a conflictual atmosphere where each department acts independently. Short-term results drive behavior so scrap, changes, work-around, waste, and rework are normal practice. Management focuses on supervising individuals, and fire-fighting is necessary and rewarded. Product development in a TQM environment is customer-driven and focused on quality. Teams are process-oriented, and interact with their internal customers to deliver the required results. Management's focus is on controlling the overall process, and rewarding teamwork Awards for Quality achievement: The Deming Prize has been awarded annually since 1951 by the Japanese Union of Scientists and Engineers in recognition of outstanding achievement in quality Strategy, management and execution. Since 1988 a similar award (the Malcom Baldrige National Quality Award) has been awarded in the US. Early winners of the Baldrige Award include AT&T (1992), IBM (1990), Milliken (1989), Motorola (1988), Texas Instruments (1992) and Xerox (1989).

OBJECTIVES: Quality is the key to competitive advantage in today's business environment. As more organizations opt for Total Quality Management (TQM), the choices open to those wanting to set up a quality system are becoming increasingly varied. The value of TQM rich experience outlined within the boundaries of the existing quality theory which can easily convince the reader of its applicability in the real world.

Principles of TQM: The key principles of TQM are as following:

Management Commitment

1. Plan (drive, direct)
2. Do (deploy, support, participate)
3. Check (review)
4. Act (recognize, communicate, revise)

Employee Empowerment

1. Training
2. Suggestion scheme
3. Measurement and recognition
4. Excellence teams

Fact Based Decision Making

1. SPC (statistical process control)
2. DOE, FMEA
3. The 7 statistical tools
4. TOPS (FORD 8D - Team Oriented Problem Solving)

Continuous Improvement

1. Systematic measurement and focus on CONQ
2. Excellence teams
3. Cross-functional process management
4. Attain, maintain, improve standard

Customer Focus

1. Supplier partnership
2. Service relationship with internal customers
3. Never compromise quality
4. Customer driven standards in its run, and ultimately identify trends, shifts and patterns.

V. FINDINGS

- Maximum no. of staff members agreed that the org. Is quality conscious towards employees?
- All of the staff members says that the org. Have the certification of ISO 9000.
- Only 58% workers think that org. Providing the quality assurance system and operation.
- 90% of the staff members agreed that the org. have the quality circle.
- Approximate half of the workers think that org. have the biweekly meeting of quality circle.
- All of the staff members agreed that the org. have the quality information system.
- Most of the staff members having the good relationship with the superiors.
- Only half of the workers said that the org. provides the right environment to apply knowledge from new programs to job.

VI. RECOMENDATIONS

The suggestions I have given for the betterment are explained below:

- It is very important to provide the opportunity to the employees of the organization to express their ideas or whatever they want to express.
- Management should clear their vision mission and goals towards the employees in the organization.
- Management should involve the workers representatives in managerial activities so that the transparency could be maintained and through this they can win the confidence of the employees.
- Management should give due importance to mental relaxation &social cultural development of an employees who strives hard for the company.
- Reward or Praise/appreciation works as magic for an individual and motivates them for work.
- Role clarity of each position should be defined and based on that individuals can plan their work accordingly.
- Self-potential system should be encouraged.
- There are regular review and comparison of current & past performance to detect gradual deterioration in the strategy.
- Proper cooperation should be necessary in the company.

VII. CONCLUSION

As we Know, Quality is an all pervasive concept and is an ongoing process. This project for TQM in Training Institutions is to be seen as a spearhead for introducing quality concepts into government. The project itself will first focus on the quality aspects in training institutions, covering the faculty, staff, resources, facilities and the programmes. The project would also require all the institutions to develop a long term vision for themselves, a strategy for achieving that vision and a sequence of activities and efforts to implement the strategy This project concludes that Total Quality Management (TQM) has many benefits but implementing TQM is not a bed of roses. It cannot be left to its own fate after the launch and requires constant nurturing and follow-up by the management. Management must keep its fingers on the pulse of TQM efforts as bringing a change in culture, attitudes, and beliefs in a sensitive and delicate matter. Problems in implementation are, therefore, to be expected and are universal in nature. However patience and loyal efforts are required to solve these problems. TQM can lead to a drastic change in the productivity of an org. if implemented properly. In recent years, TQM has been the most focused area of research as compared to other disciplines both in the industrial and academic world. Since the benefits of TQM are many therefore it doesn't pervade only to all the sectors of the business but also to the society.

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