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Human Resource And Total Quality Management In Tamil Nadu: A Critical Analysis

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Abstract:

In the present competitive environment, survival of the organizations depend their ability to improve continuously as per the expectations of the customers. Quality is critical in achieving competitiveness in domestic and global market; it is a prerequisite to have satisfied customers Sun, (2000). Customer expectations for quality products and services have promoted organizations to adopt the principles of Total Quality Management (TQM). Proponents of Human Resource Management (HRM) claim that TQM can be implemented in any organization and it can result into improved products, financial performance and services, reduced costs and more satisfied customers and employees.

INTRODUCTION

In the present context of liberalization and globalization of economy, companies face many challenges. Before the 'era of liberalization' it was not common to emphasize the quality of products, systems and procedures and customer focus etc,. But, after the liberalization process, these aspects have become imperative for the very survival of many organizations. Global competition has increased during the past few decades. According to Nkechi Eugenia (2010), the quality of goods is determined by customers thus customers are the only factor than to create competition among organizations. This makes factories to focus more on quality. In fact customers have become the starting point rather than the end point in any successful business. Nkechi Eugenia (2010) emphasizes organizations in order to survive need to create new management based on quality management. Human Resource department initiates and facilitates all employees towards business improvement through quality culture. Quality management, since 1980s, has become to most commonly used management acronym. As a change management tool, Total Quality Management (TQM) has been well-accepted by managers now-a-days. In the present competitive environment, survival of the organizations depend their ability to improve continuously as per the expectations of the customers. Quality is a critical in achieving competitiveness of domestic and global market; it is a prerequisite to have satisfied customers Sun (2000). Customer expectations for quality products and services have prompted organizations to adopt the principles of Total Quality Management (TQM). Proponents of Human Resource Management (HRM) claim that TQM can be implemented in any organization and it can result into improved products, financial performance and services, reduced costs and more satisfied customers and employees.

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HUMAN RESOURCE MANAGEMENT (HRM)

Human Resource Management (HRM) plays inevitable role in successful implementation of TQM. Any organization to develop a suitable TQM model; HRM practices help the employees to accept and to successfully implement any intended quality initiatives Kekale and Kekale (1995). Adhire, et.al, (1996) states Human Resource Management as an element of TQM strategy to be the employee involvement; employee training; and employee empowerment. Arawati, (2005) emphasizes that human resource of an organization is the building block for competitive advantages.

Bowen and Lawler, (1992); Simmons et.al., (1995); Snape et.al., (1995) and Wilkins et.al., (1998) in the Total Quality Management recommended human resource practices that theoretically best shape a quality culture in organization. The relevance of social aspects during the implementation processes of TQM that consequence for the role played by the Human Resource Department (HRD). The HRD insists human resource strategies to support TQM effectiveness at all levels of the organization (Bowen and Lawler, 1992).

Employees' participation in quality improvement is central to the introduction of TQM and they must possess the skills and abilities that guarantee effective contributions. In this context Deming (1986); Walley and Kowalski (1992); Blackburn and Rosen, (1993) state that investment in employee development is a key factor to ensure the success of TQM since training enhances people's skills and socialization and clearly transmit the TQM concept. Performance appraisal and incentives is not an end in themselves but a mechanism to enhance people's results with the aim of reinforcing collective responsibilities concerning quality. The organization should identify the reasons for performance failures and negotiate with employees on changes to be introduced and carried out Claver et al., (1999). Thus a high-commitment strategy represents the Human Resource Management (HRM) system that develops committed employees to carry out the tasks in accordance with the organizational purposes.

TOTAL QUALITY MANAGEMENT (TQM)

Today the Total Quality Management (TQM) has become a part of Corporate Management on a global scale (Yusof and Aspinwall, 2000). Quality today is studied under the overall umbrella of Total Quality Management. Quality as a concept has moved from being an attribute of the product or service to encompass all the activities of an organization. The core philosophy of TQM is that each step in production is seen as a relationship between a customer and a supplier whether internal or external to the organization. The development of Total Quality Management was influenced by a few quality 'gurus' – Deming, Juran, Feignbaum, Crosby and Ishikawa. The word 'Total' implies that all employees in each and every function and every level of organization pursue quality in the organization. 'Quality' implies striving for excellence, superiority and value. And the term 'Management' refers to achieving quality through the effective application of planning, organizing, leading and controlling of resources of the organization.

Total Quality Management (TQM) has been defined by various authors and committee during various periods. Deming prize committee (1986) describes various periods. Deming Prize Committee (1986) describes TQM as a system of activities to ensure products and services of the quality as required by the customers and produced and delivered economically. Rags, (1994); Murray and Wilmott (1994); Oakland, Wilkinson, et al., (1998); Dale, (2003); Irani, Beskese and Love (2004); Demirba et al., (2006) have all defined about TQM. Kumar, et al., (2009) defined TQM as a comprehensive process to improving quality, productivity and competitiveness in the international market place. Thus the broad definition of TQM is meeting customers' expectations at the least cost encompassing the design, production and delivery of a product / service.

ROLE OF HRM IN TOTAL QUALITY MANAGEMENT

The role of HRM is inevitable for the successful implementation of TQM. The HR department initiates and facilitates all employees towards business improvement through quality culture. Human Resource (HR) acts as bridge between the management and employees. HR communicates the quality policy, value of customers and insists the importance of TQM to achieve competitive advantage among the employees. Besides these, HR provides adequate TQM training to know the philosophy, concepts and implementation tools of TQM to all the employees of the organization. Experts of the TQM strongly emphasize that human resource practices that shape the quality culture and reinforce the employees leading to a quality approach by designing innovative human resource strategy [Bowen and Lawler, (1992) and Simmons et.al., Snape et.al, (1995)]. Thus the role of HRM is very much felt for the success of TQM effects.

TQM TRAINING IN INDUSTRIES

Industries now a days adopt TQM training to produce high quality product. The purpose of TQM training is not only to change people's behavior but also provide them with the necessary skills and confidence to operating new work and business practices. TQM training helps the employees to adopt the required commitments to TQM by accepting the various challenges, changes and agreeing ownership for quality and fulfilling continuous quality improvement process. Effective Total Quality Management training communicates the TQM concepts, tools and techniques and it helps the employees to solve quality related problem and educate employees about Statistical Process Control (SPC).

EFFECTIVE TQM TRAINING

The effective TQM Training refers to

Minimize the cost, defects of the products and service
Improve the individual, team and corporate performance in terms of quality speed and overall productivity
Increase the commitments of employees.
Increase the level of competence and skills of the employees.
Help to meet and satisfy the requirements of the customer
Achieve innovation and short cycle product in cost effective manner in the product and service

RELATED STUDIES

There is enormous research literature available on the relationship between Total Quality Management (TQM) and Human Resource Management (HRM). Tollinson, (1992) indicates that introducing TQM calls for training strategy which integrates training, basic skills improvement and job skills since they are interdependent. Caudron, (1993) explores that training related the TQM focuses on building quality skills with equal attention paid to behavioral, skills and quality tools. Tylor, (1996) found in his study that training, communication and organizational structure generally influence to successful implementation of TQM. Ichniowski, et al., (1997) studied on 41 steel production lines in Japan and USA and stated that training has positive effect on production line uptime and overall customer satisfaction. Marler and Jenet, (1998) found that TQM training work design and flexible technology have been significantly and positively associated with continuous improvement. Lawler, et al., (1998) stated that TQM training has positive effect on productivity, customer satisfaction, quality and speed, profitability and competitiveness. Hong and Meng, (2002) found that the training is an important factor for successful TQM implementation. Zairi, (2002) advocated that the success TQM has relationship between leadership and team work. Zari, (2002) advocate that the success of TQM has relationship between leadership and team work.

Smith et.al, (2003) pointed out that training for TQM largely depends upon the extent to which trainings and human resource policy are integrated with business strategy. Shenawy et.al, (2007) stated that the effects of TQM that incorporated five major components of top management commitment and leadership team work, culture, training and education, and process efficiency leads to competitive advantage.

OBJECTIVES

- 1.To know the socio demographic characteristics of the respondents.
- 2.To know the relationship between the HRM and TQM in the study area.
- 3.To put forth suggestions for the future development.

METHODOLOGY

The present study is descriptive research design that enables the researcher to describe the relationship between Total Quality Management Training and elements of Human Resource Management and depicts the role of HRM for successful implementation of Total Quality Management. The researcher has made an attempt to find out the relationship between HRM and TQM of Rane Brake Lining Limited in Tiruchirappalli district of Tamil Nadu state. There are 350 employees working in Rane Brake Lining Limited, Tiruchirappalli. Out of 350 employees, 90 employees of the study area were selected by using simple random sampling method with help of the interview schedule for collecting information from the

respondents. The required data for the study was collected over a period of 2010-2011 financial year in Rane Brake Lining Limited. The secondary data were collected from books, journals, and reports.

RESULTS AND DISCUSSION

The researcher has made an attempt to find out the relationship between HRM and TQM of Rane Brake Lining Limited in Tiruchirappalli district of Tamil Nadu state. There are 350 employees working in Rane Brake Lining Limited, Tiruchirappalli. Out of 350 employees, 90 employees of the study area were selected by using simple random sampling method with help of the interview schedule for collecting information from the respondents.

Majority of the respondents Seventy percent belong to the age group of below 25 years old in the study. Regarding the sex, absolute majority eighty six percent of the respondents were males in the study area. Majority of the respondents seventy three percent were unmarried in the study area.

Education - absolute majority seventy nine percent of the respondents were technical. ITI qualified. Only a minority twenty one percent of the respondents was non-technical level of qualification.

Experience - regarding experience in the job, majority sixty nine percent of the respondents were having 0 – 3 years experience. About one third thirty percent of the respondents were having 4 – 6 years of experience in the present job in the study area.

Residence - in viewing the residence, majority seventy one percent of the respondents were living in rural areas, the remaining more than quarter (29 per cent) of the respondents were put up at urban areas in the study.

RELATIONSHIP BETWEEN TQM TRAINING AND SELECTED HRM FACTORS

Hypotheses formulated in the study were tested by using Pearson Correlation to find out the relationship between TQM training and selected HRM factors. The results and interpretation are given below.

Table – 1: Correlation between TQM Training and Selected HRM Factors

Sl.No.	HRM Factors	Pearson Correlation	Inference
	Factors Significant at 0.01 level		
1.	Communication	0.477 **	Significant
2.	Commitment of employees	0.397**	Significant
3.	Leadership and Innovation	0.476**	Significant
4.	Performance monitoring and feed back	0.610**	Significant
5.	Customer Satisfaction	0.371**	Significant
6.	Continuous improvement of employees	0.455**	Significant
7.	Skill development	0.458**	Significant
8.	Team work	0.259*	Significant

*Correlation is significant at 0.05 levels

**Correlation is highly significant at 0.01 level

INFERENCE

The above table shows that there is a highly significant relationship between TQM training and HRM factors such as communication, commitment of employees, leadership and innovation, performance monitoring and feedback, customer satisfaction, employees' continuous improvement and skill development at 0.01 level. There is also significant relationship between TQM training and team work at 0.05 levels. Hence research hypotheses are accepted in the study.

SUGGESTIONS

The TQM training is effective tool for developing organization and achieving organizational goals through application of HRM factors of communication, competence building, and commitment of the employees. In this context it is suggested that some more elements of HRM like customer value, employees nature, behavioral skills be included in TQM training so that the TQM would be successful and sustainable ever.

CONCLUSION

The relationship between TQM training and some selected factors of HRM were found to be positive and highly significant in the present study. In the global market to achieve competitive advantage organization needs to satisfy their customer improvement. Product and services should meet and exceed the need of the customer in order to remain organization viable in global market. In this context TQM has widely accepted approach for strategic business development. TQM is set of management philosophy and guidelines represent the application of quantitative methods and Human Resources (HRM) to improve all the process within an organization and exceed customer needs ever. TQM training and HRM elements lead organization towards consistency and continuous improvement to achieve the goals ultimately.

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