

Role of HR in TQM from Employees' Perspective in An Automobile Industry At Puducherry

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Abstract

This study is aimed to determine the role of HR in TQM in the organization with four dimensions (4C's) namely Commitment, Competence, Communication and Continuous Improvement; to find any difference exists among these four factors and to rank the factors based on their importance on employees' perspective. Primary data was collected through questionnaire framed with the relevant questions by keeping in mind of the above mentioned objectives. Collected primary data was analyzed and interpreted with statistical tools. Major findings were listed and conclusion has been made with suggestions based on the findings.

Key factors: *TQM, Commitment, Competence, Communication & Continuous Improvement.*

I. Introduction

Human Resource Management is an organizational function of dealing issues related to people such as hiring, compensation, employee motivation and training, communication, safety, wellness, benefits, performance management, organization development and administration. Human resources management utterly intended for internal customer satisfaction, team working across the organization, training as well as career development and quality of work life is commonly practiced as a part of the overall quality planning of the organization. The organization implements its quality improvement programmes with high level of effectiveness in the production function and has achieved various quality awards.

TQM plays a vital role to increase the customer satisfaction and also the productivity, so it is essential to increase the HR role in TQM because providing effective man power and measuring the improvement make the organization to produce quality product and also talented human resource. Hence there is a need to study about the role of HR in TQM based on the four factors Commitment, Competence, Communication and Continuous improvement in any organization.

Continual improvement, customer focus and teamwork are the key points of total quality management (Deanand Bowen, 1994). A specified number of best practices like gathering customer items of information can be followed for implementing each of these key points and by applying appropriate and relevant quality techniques, the processes are to be analyzed. The basic principles of total quality management includes the involvement of employees as well as management commitment (Raffio, 1993) the distinction of total quality management as a penetrating customer oriented approach to manage quality for getting competitive edge over others (Hartand Bogan, 1992)

TQM is the most emerging management philosophy supporting the organization heading towards customer satisfaction. It has been identified as one of the new approaches attracted an immense level of practitioners' interest along with the human resource management. Human resource management considered as one of the essential aspects of TQM is responsible for hiring talented people for the organization, training them to perform better, compensating them with awards and rewards and managing them well. (Patro, C. S. 2013)

Palo, S., & Padhi, N. (2005) in their research How HR professionals drive TQM, had a glance on the strategic role played by the HR team at various stages of implementation of total quality management, studied the interface between human resource development and other departments to support TQM in the organization and discovered the challenges related to human resources associated with the implementation of TQM. The major findings of the study includes that HR professionals supported the top management in framing HR and quality policies, procedures and systems, formulating vision and mission of TQM and communicating the same, bringing the awareness and highlighting the importance of quality among employees; preparing the employees as well as the organization towards TQM implementation, developing managerial support towards quality action plans, organizing workshops and training programs related to TQM and shifting the employees to have progressive mindset towards TQM.

II. Research Methodology

The study aimed to analyze the Role of HR in Total Quality Management from employees' perspective towards the four C's namely Commitment, Competence, Communication and Continuous Improvement in the

organization. The objectives were to find any difference between the 4Cs in effective implementation of TQM in the organization and to rank the 4Cs based on its importance and also to find whether there is any significant difference between the actual effectiveness of 4Cs implemented in the organization and the employees' ranks awarded based on the importance of 4Cs in the organization. To accomplish these intended objectives, a suitable questionnaire was framed with five point scale options as well as with ordinal scale to collect the primary data from the respondents. The type of research was descriptive and simple random sampling method was used with a sample size of 118 from the population. Statistical tools such as percentage method, weighted average method and rank correlation were used for analyzing the opinion of the respondents. One-way Anova was used to test the hypothesis.

III. Analysis And Findings

RESPONDENTS' OPINION TOWARDS RANKING THE 4C'S WEIGHTED AVERAGE METHOD

Formula used: $WA = \frac{\sum WX}{\sum W}$

Table No.: 1 Ranking the Factors of TQM

Factors	Mean value	Rank
Commitment	2.5	3
Competence	2.22	4
Communication	2.54	2
Continuous improvement	2.77	1

From the table it could be inferred that respondents have ranked Continuous improvement as the most important factor in the 4Cs followed by Communication, Commitment and Competence to contribute towards effective implementation of total quality management.

FINDINGS OF THE STUDY

1. The research depicts that most of the respondents (77.12%) agreed that the HR Professionals are highly committed towards effective implementation of TQM in the organization.
2. The research highlights that many of the respondents (61.02%) expressed that TQM measures implemented by the HR Team to improve the potential and performance of employees is to great extent.
3. The researcher projects from the employee's perspective that all the factors namely Commitment, Competence, Communication and Continuous Improvement (considered in this study) contribute equally towards the implantation process of TQM in the concern.
4. The researcher finds that most of the respondents (73.73%) strongly agree that Continuous improvement and updating enhance organizational productivity.
5. Using Rank Correlation, it is found that there is no significant difference between the actual effectiveness of 4Cs implemented in the organization and the employees' ranks awarded based on the importance of 4Cs in the organization.

TEST OF HYPOTHESIS USING ANOVA

HYPOTHESIS TEST:

Comparing the means of four components Commitment, Competence, Communication and Continuous Improvement as the contributing factors of TQM:

Hypotheses:

$H_0: \mu_1 = \mu_2 = \mu_3 = \mu_4$ (All 'means' are equal)

H_1 : At least one pair is unequal

Level of significance 0.05, Degrees of freedom: $k-1=4-1=3$, $n-k=n_1+n_2+n_3+n_4-3=4$

(i.e.): 3, 4

Table No.: 2 Comparing Means of 4Cs

QUESTION	COMMITMENT			COMPETENCE			COMMUNICATION			CONTINEOUS IMPROVEMENT		
	AVG	(X-X)	(X-X) ²	AVG	(X-X)	(X-X) ²	AVG	(X-X)	(X-X) ²	AVG	(X-X)	(X-X) ²
Q1	3.66	0.16	0.0256	3.40	.21	0.0441	3.42	.225	0.065	3.77	0.19	0.036
Q2	3.98	-0.16	0.0256	3.82	-.21	0.0441	3.87	-.225	0.065	4.16	-.195	0.038
MEAN	3.82		.0256	3.61		0.0441	3.645		0.065	3.965		0.037

Table No.: 3 Comparing Means of 4Cs – ANOVA Table

Source of variances	Sum squares	Degree of freedom	Mean square	F-Ratio
Between samples	SSC=0.15	R _{1=k-1} = 3	MSC=.05	F=MSE/MS =1.884
Within samples	SSW=0.377	R _{2=N-k} =4	MSE=.0942	

Inference:

From the above table it is evident that the critical value of F for 3 and 4 degrees of freedom at 5 percent level of significance is 6.59. The calculated value of F=1.884 is less than the critical value and falls in the non-rejection region. Hence, the null hypothesis(H₀) is accepted. Thus μ₁=μ₂= μ₃=μ₄. This means all 'means' of the four groups are equal. It means, the contributions from all the four factors towards TQM implementation are equal.

IV. Result:

The contributions from all the four factors (4Cs) towards TQM implementation are equal in the organization.

V. Suggestions And Conclusion

Based on the employees' opinion, the score of Competence is less when compared to other factors of TQM implemented by HR in the concern. So it is recommended to concentrate on the factor to increase the human resource talents. It is recommended to increase the communication level in the TQM process to attain the faster execution. Human resource professionals may increase their involvement in the implementation part and improve the quality of employees by acquiring talented man power. It is suggested to retain the talented man power as it pays back the organization well. It is also suggested to conduct continuous improvement programs to ensure quality in all aspects of TQM implementation. From the overall study it is found that the role of HR in TQM is up to the mark in the organization based on the effective implementation of four C's namely Commitment, Competence, Communication and Continuous Improvement.

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