

# Quality Management (TQM - Total Quality Management) in Order to Improve the Operations Quality of HR

Gordana Tasevska

BAS Institute of Management Bitola, Macedonia

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**Abstract** Quality Management (Total Quality Management - TQM) is a system to improve and increase effectiveness and efficiency of action. It includes all employees and all activities from the lowest level to the top management of the organization. In order this to be realized, a scientific, methodical, planning approach, persistence and thoroughness are being required. At the same time, that means change in the behavior of the employees, radical changes in the organizational structure, clearly defining the rights, obligations and responsibilities of each individual. Surpassing the traditional system of behavior towards staff, the foundations of a new scientific basis of management are being set. The previous is based on the maintenance of quality in the industry by taking care of the whole human potential. This system recognizes that employees are the pillar of sustainable TQM. They are expected to take responsibility for the quality of two aspects; first to embrace continuous improvement of the culture and to think about improving performance; and the second aspect is to think about how to promote all operations [3]. In order to do that they need to have the ability and information so the propulsion can lead to production of changes. Through the concern for individual development and motivation, the new management encourages employees to achieve a common goal. The first and the most important step in the introduction of total quality management system are education and training. Through them, the employees acquire the skills for their increased role in TQM. We say the first step, because the necessary knowledge for quality must be acquired first, in order to achieve the overall performance of the quality system. The effort is the result to motivation. The awards are important fact or of motivation. They dictate to improve service quality. The value of the award indicates how attractive or desirable is the future result of the behavior in the work situation, profits etc. They are important systems in TQM. Also, the training is another option through which the employees may be included in TQM. With education and training, the employees are able to manage with their new role in TQM.

**Keywords** Total Quality Management-TQM, Development of Human Resources, Plausibility of Human Resources, Motivation

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## 1. Introduction

The need for quality is as old as the human civilization and the human species. It is never easy to define quality, but one thing is certain: it is never absolute, but always relative. Today quality is a key factor for the survival and the future development of any organization, and is one of the most important factors for its successful appearance in today's demanding and dynamic market. The full quality management -TQM can be defined as "managing the entire organization in order to achieve high results in all dimensions of the products and services that are important for the consumer."

In order to build a good quality assurance system, it is required to engage all employees, it takes time, knowledge, cooperation between employees and a sense of teamwork. The introduction of the quality system requires people to work in groups in order to attain a certain goal. Ensuring quality requires constant improvement and enhancement of processes, products / services, but it can include only those employees who are fully engaged and willing to work on themselves and development. The educational process is a task of top management, which is obliged to apply an adequate methodology for the design and implementation of education as a pillar of TQM strategy.

Education of employees in the company structure exists in order for people to gain the skills and experience to deliver business processes in accordance with the requirements for the products, services, legal obligations and criteria for competency and appointment of employees because of the quality that is necessary for the engagement of them all, each in his work.

## 2. Strategy of TQM (Total Quality Management) in Promoting Quality in Organizations

TQM represents management philosophy of continuous quality improvement of management, in order to meet the needs of the consumers. Continuous improvement to companies leads to marketing orientation in order quality product – service. TQM today is based on elements and principles which the company needs to have. The basic principles of TQM are: quality, consumer involvement of management, participation of all employees, teamwork training and culture. According to the philosophy of TQM as quality management products - services affecting four groups of stakeholders, they are: customers, managers, employees and suppliers.

Consumers - the aim to satisfy the consumer is in a fundamental TQM. Everything formulated as production and delivery of products-services that will meet the wishes of the consumer.

Managers - are the second important stakeholders who affect TQM. Top managers should act as the principal guide in activities related to TQM (responsibility for the quality management system and production process).

Workers - are expected to take liability for the quality of the two aspects. First, to embrace continuous improvement culture and think about improving the performance. The second aspect is to consider how all the operations should be improved, in order to do that they should have the ability and information required to make positive changes.

Motivation - encourages employees to tackle a specific task. The effort is the result of motivation. The awards are an important factor of motivation. It dictates to improve quality in the products -Services. The award indicates how attractive or desirable future outcome on behavior in the work situation in profits, worker ownership, these systems are important in TQM.

Training - is a way to engage employees in TQM. Through training and education workers acquire the skills their increased role in TQM.

Suppliers - Company receives resources from the environment that transforms into a product-service. Suppliers provide the necessary resources, they affect prices, timing of production, product quality, inventory levels, technology, equipment and financial capital and human resources.

## 3. Learning and Motivation as a Significant Factor for Quality Assurance in the Work of Human Resources

The first and most important step in the introduction of the system of total management quality with TQM is education and training. We say first, because primarily you have to

acquire the necessary knowledge for quality in order to achieve the overall performance of the quality system. In order to successfully create a quality organization requires a quality educational process. The purpose of education is to build knowledge and awareness among employees for better and more efficient performance of the objectives and tasks of organization.

Education and training of staff can be given in various forms, including:

- Participation of individuals in seminars, conferences, symposia and conferences;
- Seminars in the organization for a variety of problems related to quality;
- Training of individual employees to perform tasks in order to advance in the work.

A very suitable form for team education is the team quality. Team Quality is a specific form of the building system and quality assurance staff. It is considered one of the most successful ways of involving all members in improving the quality, it can be done in a group of 5 to 12 members, under the guidance of an expert, meeting regularly in order to:

- Identify problems and shortcomings in the functioning of the organization;
- Discover the reasons behind some problems;
- Propose measures for improvement;
- Realize and remove disadvantages.

Team members themselves decide on what to debate, depending on the problems facing the organization. Thus creating conditions conducive psychological costs and develop good relationships between members contributing to building a successful organization.

Motivation is an essential pillar in building a quality assurance system. To build a good quality assurance system requires motivation as a common term for all internal factors consolidate the intellectual and physical energy, initiate and organize individual activities, direct employee behavior and determine the direction, intensity and duration.

Managers and employed people need to create a good atmosphere of trust and motivation for efficient projects and implementing of TQM system. So it is necessary [4]:

- Constructive meetings should be organized on a manager's level in order to analyze mutual directions for quality management. The results from those meetings can be given in certain form, so we could see the balance of their organizing, rules of managing, appropriate instruments for education and sanctions for their non – fulfillment;
- A separate teams should be formed, as profit centers, where associates learn about immediate responsibility about the quality of products/services;
- If the organization has set the internal conditions for establishing TQ, then appropriate assumptions for motivation of each side would be created in the whole managing process.

For the application of TQM system it is first needed to

change the "consciousness of quality" that should be most present in top management and then the employees. Quality can only be achieved if the company holds educational and qualified human resources capable of caring about the quality and capable management at all levels ready to improve permanently. Employee management is a major segment in the application of TQM strategy.

#### 4. Results of an Empirical Study

Research was done through a questionnaire on 20 partner organizations of The Smilevski Business Academy and it was done on two grounds:

To see how our partner organizations have developed a system of quality.

- What and how big is the effect of the TQM system on the improvement of quality of work in the human resources

The fact that only 60% of surveyed organizations have a quality system that is relatively low is definitely disturbing. If introduced and certified quality system in our institutions means that organizations are aware of the values of quality and know how to manage it, there is a firm commitment of top management to quality, there is a definition of the organizational structure, there is no documentation on the quality system, There are trained people. Studies show that organizations already have a certificate on quality system benefits from its implementation.

See them in (Fig. 1):

- 70% of organizations that have introduced quality system, see the benefits of its implementation and are able to witness the higher quality of their products /

services, reducing total costs, satisfaction of customers / users;

- 20% of respondents said that their intention was for the ISO certificate to simply be hanging on the wall without sense and essential need to edit the company to produce quality products, to regulate the business processes for business cooperation with customers and partners around the world;
- 10% of surveyed organizations implement a system to ensure quality of products / services, but which only create unnecessary costs and bureaucracy, not seeing the benefits, do not generate desirable advantages in the market, meet the requirements of ISO 9001 standards

Organizational learning is an integral part of TQM strategy because if you do not learn new techniques and methods, there is no possibility of progress and development. Knowledge strengthens the competitive advantage of organizations. An important role is that top management should be ready to learn and that need should communicate to employees.

In analyzing whether our organizations are organizations that teach and encourage individual learning, such results would be promoted to the organization in a way that is relevant to all users.

The following data was obtained (Fig 2)

- 65% of respondents said they sometimes practice job training;
- 25% of them have planned, organized and provided training;
- 10% of them have never had training.

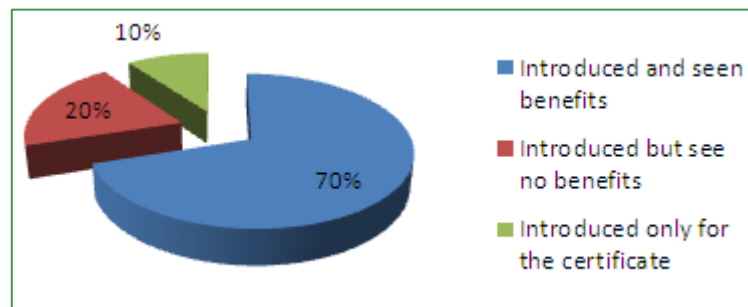


Figure 1. The result of the effect of the TQM in function of improving HR

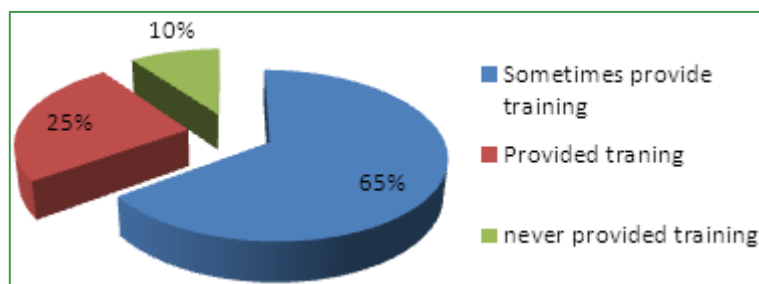


Figure 2. Results of encouraging individual studying aiming promotion of the organization results

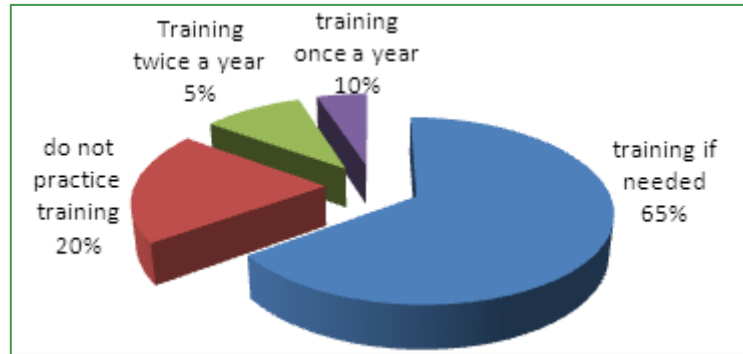


Figure 3. The training as a regular method for gaining

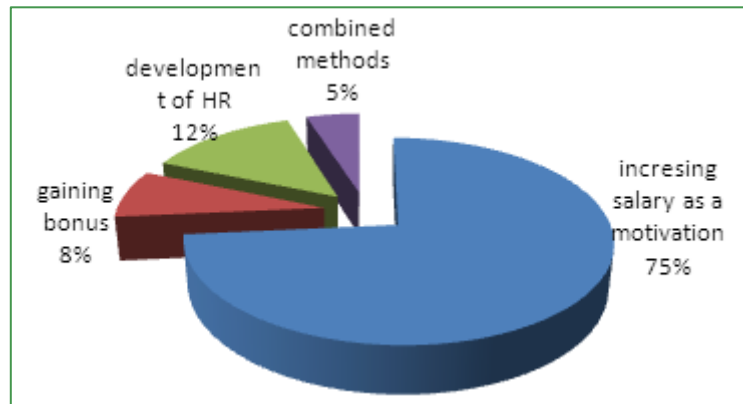


Figure 4. Motivating employed personnel

According to the surveys, we can see that most of the training is implemented by the organizations themselves, to provide additional training or retraining of employees.

When asked whether the company has regular training for acquiring additional knowledge sets in order to investigate the awareness of senior management of the need for continuous professional development and employee development in the era of knowledge, where the continuous development of staff is imperative for competitiveness and further development of same our studies came to the following findings:

- 65% of respondents have training for acquiring additional knowledge as needed;
- 20% of them do not practice training;
- 10% have training once a year;
- 5% of them attended training twice a year, as a servant year vocational training in the age of knowledge.

The fact is that 20% of surveyed organizations do not practice training for acquiring additional knowledge. Lifelong training is a requirement for survival in modern business. These indicators suggest that real lack of regular training for acquiring additional knowledge is one of the reasons for non-competitiveness of our products in the global market.

When analyzing our organizations for their effective cooperation with scientific - research, universities and other educational institutions in recent years, the indicators obtained showed poor cooperation and connectivity to

organizations with scientific institutions, which leads to the conclusion that they are not very informed about the opportunities offered by these institutions.

#### MOTIVATION - AN IMPORTANT FACTOR IN ENSURING QUALITY

The motivation of employees is the most sensitive part of organizational behavior and is expressed through employee satisfaction. In our analysis of how organizations motivate employees to work better and more, we obtained the following information:

- 50 or 75 % of the respondents answered that they motivate employees through increased wages;
- 5 or 8% of them, motivate employees by giving bonuses, despite an increase in salary;
- 8 or 12% of them by promotion;
- 3 or 5% of them, motivate staff with multiple and complex methods which are known and available to all employees.

### 5. Conclusions

Although the philosophy of total quality management is deeply involved in many business fields of European and other countries, it is not sufficiently present in our country. Especially critical moment is the long term of this philosophy, when profit comes "overnight".

The situation in our companies is different from those companies in the world based on the principles of TQM. But still, we are encouraged by the fact that (as evidenced by the

survey) we have begun to change attitude towards quality. In recent years, the early introduction of market reforms, particularly emphasized the desire of our country to engage in European associations, thereby changing the position of top managers who are willing to achieve top quality. To achieve these aspirations, it is necessary for managers to gain additional theoretical and practical knowledge that will help their management inside the companies. Without the commitment of top management to set goals for quality and consistency in their implementation, these efforts will only result in spending time and money, while at the same time will reduce the possibility of success of such an initiative.

It should be emphasized that the benefits of the introduction of TQM can not be seen immediately, but in the long term. However this should not be a reason for canceling the initial initiative, because the quality is a long term process. Benefits from the application of TQM not only increase the commitment of top management and employees to improve processes, but it improves the satisfaction of customers, employees, shareholders, suppliers, the community and increase the business performance of companies, which will continue to serve as the driving force. Simultaneously, it should be borne in mind that education for first managers, then, through them, to all employees, is a key factor for improving the quality. Besides education, motivation is also an important driving force for the realization of the system for total quality management.

The necessity of building a good system of quality and application of TQM in our organizations will be realized by building a system of incentives as an integral part of the house of quality, and that will mean: a set of motivational factors as well as incentive measures and strategies will be incorporated into the working and organizational activities in order to motivate employees. But to achieve this, senior management must attract and retain the highest quality people; ensure quality implementation of the tasks undertaken; foster creativity and innovation, which will come to quick and quality solutions to problems; provide identification of employees with the company and their engagement in its continuous development.

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