

CHAPTER VI: Role of People in TQM

TQM clearly emphasizes the essentiality of human resource management in quality management, pointing out the importance of effective leadership, and development and management of human resource factors. Organizations initiate process improvements within the human resource division supporting the strategic goals of quality and aligning them with TQM principles.

To reach and successfully implement TQM an organization must change the working manners and habits of the employees. Various factors related to behavior and attitudes are essential for achieving these goals: job satisfaction, motivation and commitment to organizational goals. For employees which work in a TQM organization quality must become a culture at work as well as an everyday routine. Furthermore, it is essential to realize that TQM is a continuous improvement process that takes a long time and requires substantial human and financial resources.

The quality issue gets worse when workers of an organization either are not empowered enough to correct the quality inadequacy or are not ready or prepared to fix this issue. Most people have had experience with some service workers who do not care about the quality of their work and who were clearly demotivated. This results with losing customers and providing an opportunity to the competitor to take advantage of the situation and gaining a bigger market share by having a more quality service or product.

Motivation and commitment at work

Contemporary business relies on motivated and committed workforce who contributes to increased organizational performance and competitive advantages. Therefore, a key challenge for organizations regarding human resource management is to establish and retain an environment which promotes motivation and commitment to work.

Motivation and commitment are amazing notions in terms of their potential to enhance employee and business performance and therefore they remain to be a critical topic in almost every management literature. As such, they also

represent an unavoidable human resource management condition for achieving successful TQM.

The term **motivation** can be described as driving force in people who makes them strive for achieving various objectives in order to meet requirements and expectations. People have different, often not corresponding, needs which they strive to meet in a various ways.

Understanding motivation and the needs of employees is the only way for organizations to properly influence and drive workforce behavior towards a desired direction. Due to its complicated nature, a universally recognized theory of motivation does not exist but there are a various theory that tend to define the main triggers for motivation at work. Each theory depends on the viewpoint of approaching to motivation and provides various indications how to enhance workforce wellbeing, and finally establish and retain a motivated environment.

Commitment is a state of mind which is in evidence when the employee assumes responsibility for creating success and takes initiative to achieve that success. Organizations must earn the commitment of employees by continuously demonstrating that the employees are valued members of the organization, and by appropriately recognizing and rewarding them (Juran and Godfrey, 1998, p. 424). Successful human resource management approaches are mainly constructed to encourage commitment to work and motivate employees to work outside the agreed business time in order to get a step closer in achieving overall organizational objectives.

Participation,

the development of a group takes place in certain steps before achieving a satisfactory operating level.

The first step is **forming**, where groups meet and have lot incertitude in terms of their purpose, composition, management and role of individuals within the group.

The next step is called **storming**. At this step common activities of the group are starting in order to resolve identified issues and all discrepancies.

The third step is **norming**, where the development of member relationship occurs and operational guidelines are placed. Beside guidelines, a structure is also defined in order allocate activities and responsibilities to members.

The fourth step is **performing**. At this point the unity of the group is apparent. The group is now fully developed, entrusted and committed to common objectives of the group as well as organizational level.

The performance evaluation benefits the employee, the supervisor, the agency, and customers indirectly

Rewards & Recognition of Employees

Performance evaluation benefits the employee by:

- Translating job duties into specific performance expectations (goals/strategies).
- Describing the agency's mission and showing how the employee's job contributes to it.
- Prioritizing and clarifying the employee's job duties, goals, and roles.
- Providing a formal opportunity to inform the supervisor about barriers to work accomplishment.
- Outlining the expected performance standard and how the employee will be evaluated.
- Identifying resources and tools needed to improve performance.
- Providing meaningful job performance feedback.
- Providing an opportunity to give feedback or present new ideas to the supervisor.
- Recognizing work achievements and strengths.
- Laying out a plan for future career development.
- Serving as an assessment on which to base a pay increase decision.

Performance evaluation benefits the supervisor by:

- Communicating job performance expectations, standards, and evaluation criteria to all parties involved.
- Reinforcing the employee's accountability for job performance.
- Identifying potential in employees to be developed, enhanced, and encouraged.
- Providing a means of either encouraging the employee to continue good work or to change/improve in areas that don't meet expectations.

- Providing an opportunity to paint a picture of past performance and lay a roadmap for planning and development.
- Serving as formal documentation of numerous personnel actions such as training needs, performance improvement needs, recognition of goal accomplishment and exceptional performance, pay increases, job redesign, and discipline.
- Gaining insight into what motivates employees.
- Employees providing feedback on how to improve processes and bringing up new ideas.

Employee involvement & Empowerment

Employee involvement is a key to increase the outcomes of TQM. However, understanding of employees' attitudes towards involvement, and their perceptions of barriers to involvement is required. It is important to identify factors which are likely to encourage employees to be involved in TQM and use them to develop and implement effective strategies which aim at maximizing the outcomes of TQM.

Employee empowerment is an advanced form of employee involvement. Empowerment is a state in which the employee has enough knowledge, abilities, competence, and takes the initiative to make decisions and perform activities within his responsibilities. The employee takes responsibility for the consequences of the actions and for contribution to the success of the enterprise. In an empowered organization, employees take action to respond to the needs and opportunities they face every day regarding: customer satisfaction; safe operations; quality and value of products and services; environmental protection; business results; and continuous improvement of processes, products, and people.

Vision & Mission statement:

Companies summarize their goals and objectives in **Mission and Vision statements**. Both these things serve different purposes for the company but are often confused with each other. While a mission statement describes what the company wants **now**, the vision statement describes what the company wants to be in the **future**.

Comparison chart	Mission statement	Vision Statement
About:	A Mission statement talks about HOW you will get to where you want to be. Defines the purpose and primary objectives.	A Vision statement outlines where you want to be. Communicates both the purpose and values of your business
Answer:	It answers the question, “What do we do?”	It answers the question, “Why are we here?”
Time:	A mission statement talks about the present leading to its future.	A vision statement talks about your future.
Function:	It lists the broad goals for which the organization is formed. Its prime function is internal, to define the key measure or measures of the organization's success and its prime audience is the leadership team and stockholders.	It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why are you working here
Change:	Your mission statement may change, but it should still tie back to your core values and vision.	Your vision should remain intact, even if the market changes dramatically, because it speaks to what you represent, not just what you do.

Quality Policies

a quality policy is a document developed by management to express the directive of the top management with respect to quality. Quality policy management is a strategic item.

A quality policy is a brief statement that aligns with your organization’s purpose and strategic direction, provides a framework for quality objectives, and includes a commitment to meet applicable requirements (ISO 9001, customer, statutory or regulatory) as well as to continually improve. Quality policy is addressed in ISO 9001:2015 Clause 5.2. Often, the quality policy

incorporates an organization's vision or mission statement and core values. Standard Stores has created a form to help you answer "How to write an ISO 9001 Quality Policy".

Quality Policy is a requirement defined in the ISO 9001:2015 Standard. Section 5.2 Quality Policy has two subclauses: 5.2.1 Establishing the Quality Policy and 5.2.2 Communicating the Quality Policy. If you are on the track to becoming ISO 9001:2015 Certified, save time and money with our Quality Manual & Procedures.

Quality circles:

"A Quality Circle is volunteer group composed of members who meet to talk about workplace and service improvements and make presentations to their management with their ideas." These are related especially to the quality of output or services in order to improve the performance of the organization / department and motivate and enrich the work of employees. This group carries on continuously as a part of organization-wide control activities, self and mutual developments and control and improvement within the workplace utilizing quality control techniques with all the members participating. Generally six to twelve volunteers from the same work area make up a circle. The members receive training in problem solving, statistical quality control and group processes.

Quality Circle generally recommends solutions for quality and services which may be implemented by the management. Thus Quality Circle is not merely a suggestion system or a quality control group but extends beyond that because its activities are more comprehensive. Furthermore, it is not a taskforce because it can be made a permanent feature of the organization or a department.

Objectives of Quality Circle:

The perception of Quality Circles today is 'Appropriateness for use' and the tactic implemented is to avert imperfections in services rather than verification and elimination. Hence the attitudes of employees influence the quality. It encourages employee participation as well as promotes teamwork. Thus it motivates people to contribute towards organizational effectiveness through group processes.

The following could be grouped as broad intentions of a Quality Circle:

1. To contribute towards the improvement and development of the organization or a department.
2. To overcome the barriers that may exist within the prevailing organizational structure so as to foster an open exchange of ideas.
3. To develop a positive attitude and feel a sense of involvement in the decision making processes of the services offered.
4. To respect humanity and to build a happy work place worthwhile to work.
5. To display human capabilities totally and in a long run to draw out the infinite possibilities.
6. To improve the quality of products and services.
7. To improve competence, which is one of the goals of all organizations.
8. To reduce cost and redundant efforts in the long run.
9. With improved efficiency, the lead time on convene of information and its subassemblies is reduced, resulting in an improvement in meeting customers due dates.
10. Customer satisfaction is the fundamental goal of any library. It will ultimately be achieved by Quality Circle and will also help to be competitive for a long time.