

## **Integration of human resource management and supply chain management with special reference to total quality management.**

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### **ABSTRACT**

Organization in the current era aspiring to be quality intensive must create a strong association between its Human Resource Management and Total Quality Management. The association among the two can create the criteria of performance and can also lead the organization towards success. If the key information regarding the quality is accessed and transferred professionally, it will result in the attainment of skilled employees at all levels in the organization that will further lead the organization towards success. Organizations now a days are highly focussed towards quality control and frame such policies which primarily focusses on its leadership, strategies, partnership, resources, processes, etc. The aim of the study is to identify the relationship between the Human Resource Management and Supply Chain Management with reference to Total Quality Management functions. The various ways adopted by organizations to disseminate quality and knowledge are also identified

**Key words:** Human Resource Management, Supply Chain Management, Total Quality Management, Organization.

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## I. INTRODUCTION

The major trend that drives organization towards development is globalization, that defines the shift from traditional business forms towards the concept of one independent global marketplace. In such scenario, the quality parameter is of the vital relevance in competing globally assisted by various other critical competitive weapons such as knowledge, skill of the workforce, etc. In this dynamic business world, quality becomes one such major factor in developing a competitive advantage over its business rivals. Various studies argue that the rise and growth of TQM is one of the managerial responses to the empirical trends associated with globalization and post- industrialism. Hilsop (2003), Morrow & McElroy (2001), & Moynihan et al. (2001) have argued on the missing link between HRM practices and organization outcomes. Quality now a days has been identified as the organization's "golden child". The transformation of modern world business from production-based economy to a knowledge-based economy has put major quality implications on the public sector organizations as well.

According to Collins & Clark, (2003), Martin's sons (1995), "Human resource practices (HR practices) act as the central means through which organizations can influence and shape their skills, attitudes, and behaviour of individuals to perform their duties that help to attain organizational goals." The competent Human Resource Management (HRM) and use of its proven practices like job design, recruitment, selection and orientation, performance management, compensation, training and development and can create a essence of motivation in the organization towards well-organized and effective management of work. The term quality used in the organizational context derives its foundation from the data triad. The various terms used in the triad are as follows:



*Figure 1, Quality Pyramid*

**Quality Management:** Act of overseeing all the organizational activities and tasks required to maintain desired level of efficiency. It includes the determination of quality policy, creating and implementing, quality planning and assurance and quality improvement.

**Quality System:** Quality system is a specific implementation of quality philosophies, concepts, standards, methodologies and tools for the purpose of achieving quality related goals. Quality system will be unique to every organization.

**Quality Assurance:** Quality assurance indicates the determined of desired quality that means it is a way of preventing mistakes and defects in manufactured products and avoiding problems when delivering product and services to customers.

**Quality Control:** This is a process by which entities review the quality of all factors involved in the production. QC focuses on ensuring that a product meets the prescribed technical standard of quality. It should also meet the customer's requirements. It involves the physical checking of activities at each specified stage of production. This covers cycles from receiving materials and manufacturing to testing, packing, and shipping. So, quality control is product-oriented and focuses on defect identification.

**Inspection:** The phase of inspection in the pyramid denotes critical appraisal of the materials, items or systems involving examination, testing and gauging. These also refer to the formal evaluations or organized examination exercises.

## **II. REVIEW OF LITERATURE**

### **Before 1940s**

Quality was basically ran based on trial and errors from the end user, there were no specific approach to judging a certain quality of a product/service.

### **In 1940s**

The testing of the quality became more accurate, statistical approaches began to appear and quality control proved its existence.

### **In 1960s**

The concept of Quality Gurus appeared, quality began to appear as a tool that influences the whole organization which managed to involve all the related processes in the organization to be part in the production process and all departments are responsible for the quality of the product.

### **In 1970s – 1980s**

The idea of quality was manifested in the industrial sector, many of the US industries have lost their market share to foreign competitors, Toyota and Honda became major parts of the quality market in addition to Toshiba and Sony which eventually led the market due to its high attachment to better quality. The shock was that these brands were producing low priced goods with high quality.

### **Late 1990s – current**

There has been an understanding of the concept of quality and its total perception, many of the companies hired consultants and attended total quality management workshops and seminars. Till now, the idea of TQM is basically customer focused and driven.

## **III. RESEARCH GAP**

Human Resource Management gives employees the skills they need to be great TQM sensors. This includes clear communication, parsing constructive criticism and feedback from interactions with people of different cultures and backgrounds, overall better productivity and strategic planning. Lot of studies have been conducted on how to manage functions of human resources effectively but less research has been done focussing on TQM which looks after the overall quality of management. By studying TQM one can propose own model to organizations and can integrate it with other functions.

## **IV. OBJECTIVE OF THE STUDY:**

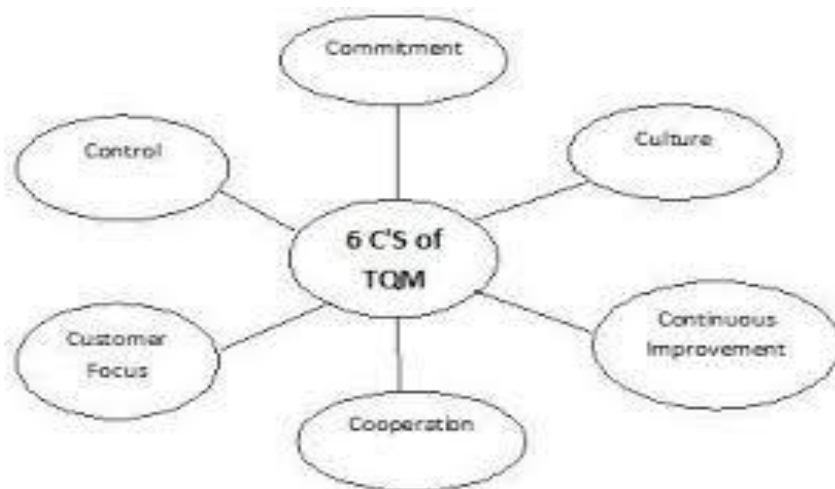
To examine the integration of Human Resource Management and Supply Chain Management with special reference to Total Quality Management.

## V. RESEARCH METHODOLOGY

### The 6 C's of TQM are:

Total Quality Management proposes 6C's for the better understanding of the concept.

- Commitment from employees: There must be a quality improvement commitment from all employees of the organization.
- Culture: Organization must follow a modern quality improvement culture on a constant basis.
- Continuous improvement: Continuous improvement must take place in all policies, procedures, and activities laid down by management for the organization.
- Cooperation: Cooperation and experience of employees must be utilized to improve strategies and enhance performance.
- Customer focus: Focus on customer's requirements and satisfaction of their expectations are very important for long term survival of the business.
- Control: Effective controls must be laid down to monitor and measure the real performance of the business.



*Figure, 6C's of Total Quality management*

### Total Quality Management Organizational Context:

The Total Quality Management (TQM) writing proposes blended examples of overcoming adversity over the business world. However, reports about the high rate of disappointment are predominant, Tatikonda & Tatikonda (1996). Because of absence of unmistakable enhancements, the estimation of TQM has been enormously undermined Wilkinson et al. (1994). As indicated by Lundquist (1995), TQM usage depends on three centre components, to be specific, The TQM logic that contains an arrangement of TQM standards; The organizational culture - the present and craved condition of culture that will be reached when the TQM logic is acknowledged; and the execution methodology - the way to deal with understanding the reasoning, that will particularly incorporate the exercises to recognize and balance TQM execution boundaries.



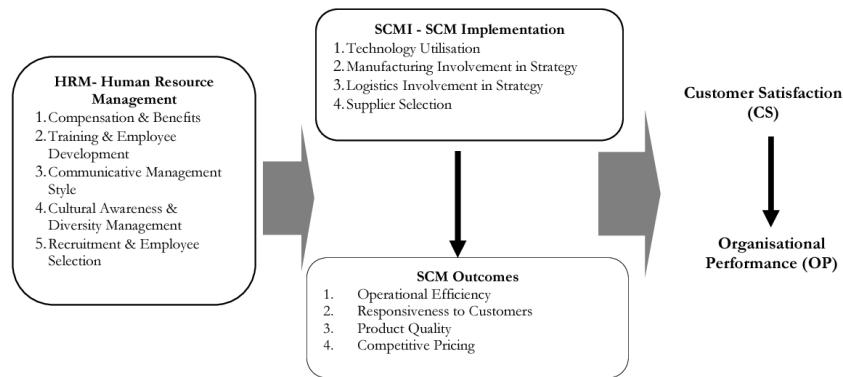
*Figure 2, Total Quality Management in organizations*

Thus, total quality management can be defined as a management system for a customer-focused organization that engages all employees in frequent enhancement. It uses strategy, data, and effective communications to incorporate the quality discipline into the culture and activities of the organization. Each organization is unique in terms of the culture, management practices, and the processes used to create and deliver its products and services. The quality management strategy will then vary from organization to organization; however, a set of primary elements should be present in some format.

### **Integrated Model of HRM with Supply Chain Management**

“Smith-Doer Flein et al. (2011)”, The model examines the relevance of Human Resource Management and Supply Chain Management with reference to Total Quality Management experienced by the customers in terms of satisfaction and by organization in terms of its performance. The process gets initiated at the step where Human Resource Management perspectives like compensation, training, development, communication, culture, diversity, etc. are considered as input and are further processed under SCM technology that accesses the inputs in technological parameters, various strategies like manufacturing, logistics and supplier and results in various SCM benefits like efficiency in operations, customer response, quality, pricing, etc. The perceived benefits of the model results in customer satisfaction and organizational performance.

The organization in this current era needs the updated ways to attain the necessary information for carrying out business activities in routine days. Then comes the information that is gathered by the people working in the organization by observing various competitors and potential business boosters in the surroundings. Then furthermore this information is assessed through the observers in that organization for further use. Then the work of managers and supervisors gets started by identifying the competencies in the present information for next step in the supply chain process. Then the involvement of top management comes by framing various strategies according to the assessment of information by identifying various positives and negatives. After framing various strategies, plans, frameworks and structures the managers and the assessors start in the implementation of such strategies so as to achieve the desired results by proper commitment of the workers in the production phase. Then comes on the sales perspective of the process the human resource committed in the marketing identifies every possible opportunity to raise its standards of sale in order to attain the marketing advantage. After that the process comes to logistics which involves shipment to the customers and to and f of the inventory required for the sales which requires proper assessment of knowledge from the managers and supervisors in order to maintain the demand and supply of the potential customers. This stage is followed by the essential logistics supply chain management which involves location, layout and transportation like functions under it. Thus, there is proper requirement for observation of knowledge management so as to attain total quality management. All the above-mentioned phases are directly or indirectly affecting the whole supply chain process and in turn each phase is dependent on each other for its proper implementation.



Source: Smith-Doerflein et al. (2011)

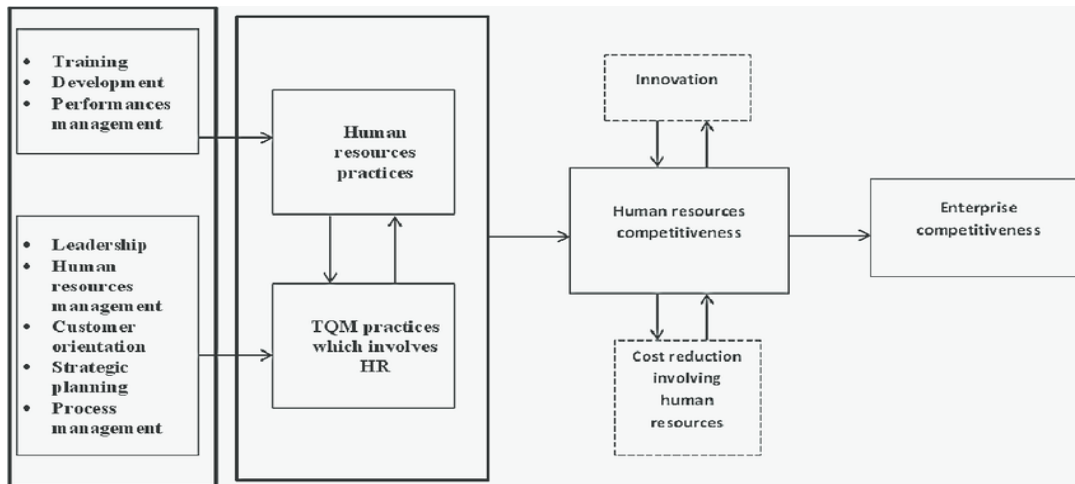
*Figure 3, Integrated Model of HRM with Supply Chain Management*

### **Integration of HRM and Total Quality Management**

An appropriate quality management system can be extended towards capable human resource. The proper adoption of techniques in which quality is preferred at every operational level must be on the knowledge-based reasons associated to it. Quality management should be endorsed in a manner that is suitable towards organizational structure and there must be proper work out on the authentic occurred problems in the organization. To be aware of the problems and resolving is more imperative than choosing the tools to be used to resolve it. The association between quality management and human resource management is explained in the figure.3 given below.

The above model examines the association of total quality functions with total quality management. Various HRM functions like training, development and performance were integrated with total quality management practices like leadership, human resource, strategic planning, process management etc. The above figure (3) clearly depicts that the integration is having relative effect over the organization by signifying the results in terms of human resource competitiveness through innovation and cost reduction that ultimately results in organizational competitiveness.





**Figure 4, Integration of HRM and Total Quality Management**

TQM is at an organizational level. It is infusing quality aspects across the organization. It can also be extended to suppliers to ensure good quality inputs. The benefits of these are seen across the organization. It includes its products, processes, internal operations, and all other departments. TQM is a comprehensive and structured approach to organizational management. It seeks to improve the quality of products and services. It involves continued feedback and refinements for improvement.

TQM consists of organization-wide efforts. It installs and makes permanent a climate where employees continuously improve their ability. This helps to provide on-demand products and services that customers will find of particular value. "Total" emphasizes that departments are obligated to improve their operations. It includes all departments like sales and marketing, accounting and finance, engineering, and design. "Management" emphasizes that executives are obligated to actively manage quality. These could be through funding, training, staffing, and goal setting.

While there is no widely agreed-upon approach, TQM efforts typically draw heavily on the previously developed tools and techniques of quality control. Total Quality Management Definition can be - "A system of management based on the principle that every member of staff must be committed to maintaining high standards of work in every aspect of a company's operation.

## **VI. FINDINGS**

- Quality should be given top priority and made sure that it is aligned to the mission and the beliefs of the organization.
- A culture regarding quality management has to be developed that is shared for the betterment of the company.
- A quality hierarchical structured is required where information is accessible at any time.
- A supportive, collaborative organizational culture is vital from the viewpoint of Total Quality Management formation.
- A planned approach is required to progress, sustain and restrain the use of technology associated to quality formation.
- It is found that the way in which quality is formed, managed and shared has also been inclined to the technology
- The accomplishment of the organization quality considerations is related to the approach in which the quality is accessed and controlled properly within the organization.

## **VII. CONCLUSION**

The HRM functions must be implemented in a way, that the quality features are considered and accumulated and distributed as well. The employees should be motivated towards the adoptability of the quality cultures prevailing in the organization and also should be encouraged to enhance their skills, abilities through the quality knowledge disseminated. The steps towards employee performance should be clear step towards quality control. Moreover, a regular feedback should be an inspiration for the employees and for organizational betterment. The employees with improved performance measured through organizational parameters like feedback etc. must be rewarded. Ideas, suggestions and recommendations of employees must be welcomed, because sometimes new ideas can be beneficial for the future of the organization. Also training and development programs or induction programs regarding quality parameters must be organised on regular basis in an organization, that will result in improvement in the existing quality parameters like quality management, quality system, quality assurance and quality control. There should be proper support from the top management, favourable

culture, employee supporting policies, latest technologies and up to date quality control check-ups in the organization. In addition to that, Total Quality Management is accepted as a key support function in most of the organizations, but many streams including academia have not yet realized its importance. More power should be given by the organizations to promote this field and also to make public aware about its importance.

## **VIII. SUGGESTIONS**

Every organization possesses countless dimensions of Total Quality Management that meets different purposes and needs. So, the proper identification of accurate suitable Total Quality Management technique can be a complicated task if appropriate requirement analysis and feasibility analysis is not taken care of.

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