

# **Integration of human resource management and supply chain Network with specific reference to overall quality management**

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Research Article

## **Integration of human resource management and supply chain Network with specific reference to overall quality management**

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### **Abstract**

Organization in the contemporary era aspiring to be quality intensive must create an influential association between their Human Resource Management and Total Quality Management. The association between the two can create performance criteria and 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, leading the organization towards success. Organizations nowadays are highly focused on quality control and frame such policies, focusing on its leadership, strategies, partnership, resources, processes, etc. The study aims to identify the relationship between 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.

**Keywords:** Resource Management (RM), Supply Chain Network, Organization, Sustainability

### **1. Introduction**

Globalization, which describes the transition from conventional business structures to the notion of one independent global marketplace, is a key movement that propels organizations forward. In such a context, the quality parameter is crucial in competing worldwide, and it is aided by other essential competitive weapons such as information, workforce skill, and so on. In today's fast-paced business environment, quality has emerged as a critical aspect in gaining a competitive edge over competitors. According to several significant research, one of the management solutions to the empirical trends connected with globalization and post-industrialism is TQM's emergence and expansion. The missing connection between HRM practises and organizational results have been debated by Hilsop (2003), Morrow & McElroy (2001), and Moynihan et al. (2001). Nowadays, quality is referred to be the organization's "golden child." The shift in the contemporary industry from a production-based to a knowledge-based economy has had significant quality consequences for government agencies as well.

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"Human resource practises (HR practises) operate as the key methods through which organizations may influence and mould their abilities, attitudes, and behaviour of employees to fulfil their jobs

that serve to achieve organizational goals," according to Collins & Clark (2003), Martin's sons (1995). Competent Human Resource Management (HRM) and the use of established methods such as job design, recruiting, selection, orientation, performance management, remuneration, training, and development may inspire employees to work more efficiently and effectively. The data triangle is the basis of the word quality in the organizational setting. The following are the terms used in the triad:



**Figure 1. Quality Pyramid Architecture [3]**

**Quality Management:** Act to supervise all the activities and duties needed to maintain the target efficiency level. It involves quality policy definition, creation and implementation, quality planning and quality verification, and improving quality.

**Quality System:** In order to achieve quality objectives, the quality system is a specialised application of quality philosophies, ideas, standards, procedures and instruments. Every organisation's quality system will be unique.

**Quality Assurance:** Quality assurance means that the intended quality is set to prevent errors and faults in produced goods and avoid issues in the delivery of goods and services to clients i.e., Quality assurance implies

**Quality Control:** This is a procedure by which entities evaluate the quality of all production elements. QC focuses on ensuring a product complies with the defined technical quality standard. It should also fulfil the needs of the consumer. It entails the physical monitoring of operations at every level of manufacturing. This includes cycles from material receipt and production through testing, packaging and delivery. Quality control is thus product-oriented and focuses on identifying defects.

**Inspection:** The inspection phase of the pyramid indicates that the tests, testing and measurement of material, objects or systems are critically valued. These include official assessments or scheduled examinations.

## 2. Literature Review

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### ***Before the 1940s***

Quality has relied largely on tests and user mistakes. There were no particular methods to evaluate a given product/service quality.

### ***In the 1940s***

Quality testing got more precise, statistical methodologies started to emerge, and quality control has proven to be effective.

### ***In the 1960s***

The notion of quality gurus came into being; quality became a tool that affects the company as a whole that has been able to include all the processes associated with the company and that all the departments have responsibility for product quality.

### ***In the 1970s – 1980s***

In the industrial sector, the notion of quality became evident; many US companies lost market share in foreign rivals; Toyota and Honda were an important part of the quality market besides Toshiba and Sony that finally lead the market because of a strong dedication to improved quality. The astonishment was that these companies produced high-quality priced items.

### ***The late 1990s – current***

Many organizations have hired consultants and attended complete quality management training and seminars, therefore learning the notion of quality and its whole view. So far, the TQM approach has essentially been customer-centred and driven.

## **3. Research Gap**

Management of human resources offers workers the ability to be outstanding sensors of TQM. This involves clear communication with individuals of diverse cultures and background, constructive critique and feedback from encounters, overall greater productivity and strategic plannings. A lot of studies have been conducted on how to manage functions of human resources effectively, but less research has been done focusing 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.

## **4. Objective of the Study**

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

## **5. Research Methodology**

### ***The 6 Cs of TQM are:***

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

***Employee engagement:*** the commitment by all workers of the company to quality improvement must be made.

***Culture:*** The organization must always adopt a contemporary culture of quality improvement.

**Continuous improvement:** All policies, processes and activities established by management for the company must be continuously improved.

**Cooperation:** staff collaboration and experience should be used to strengthen plans and performance.

**Customer attention:** Customer attention and satisfaction are vitally vital to the company's long-term success.

**Control:** effective monitoring and measurement of the true performance of the enterprise must be established.

### 5.1.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 the 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 central 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. Therefore, total quality management may be characterized as a customer-focused company management approach that often improves all personnel. It employs strategy, statistics and effective communication to embed quality discipline into the organization's culture and actions. The cultures, management techniques and procedures utilized to generate and provide its goods and services are unique to each organization. The quality management plan then will differ from one company to another, but there should be several essential features in some structure [10].

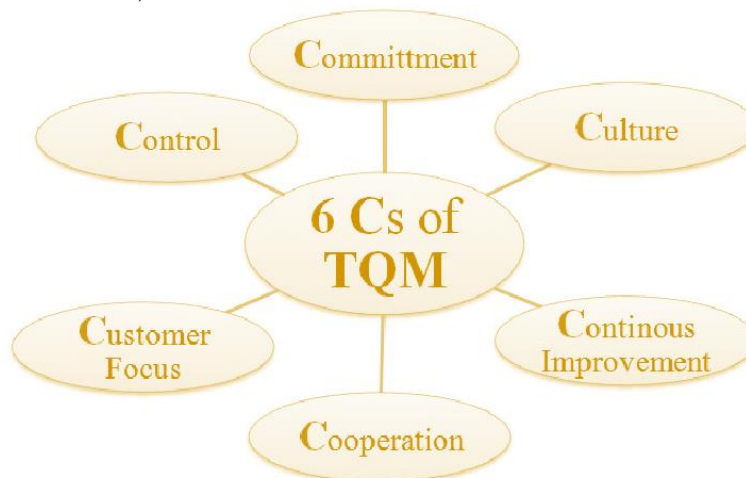


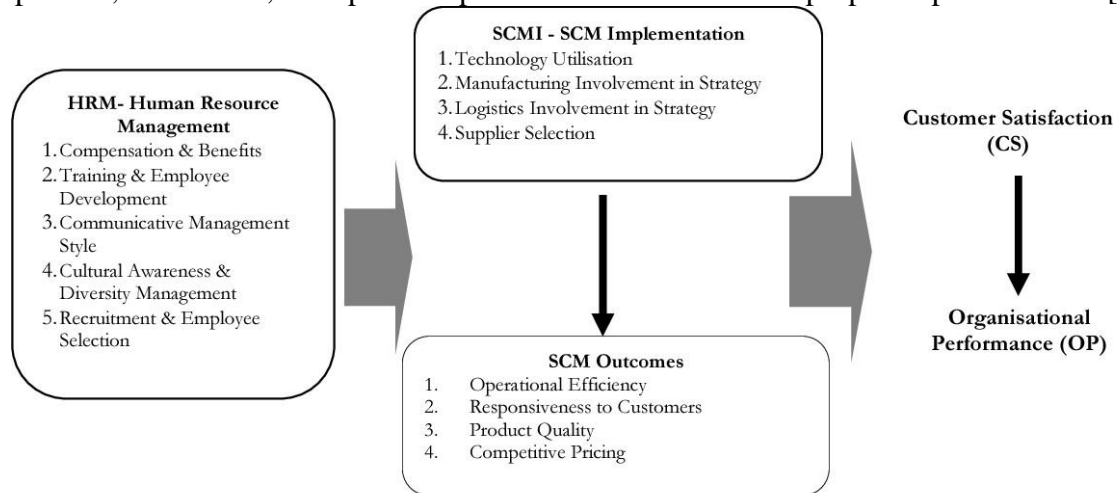
Figure.2. 6C's of Total Quality management

### 5.2.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

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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 result in customer satisfaction and organizational performance. The organization in this current era needs 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 the 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 implementing such strategies to achieve the desired results by the proper commitment of the workers in the production phase. Then comes the sales perspective of the process; the human resource committed in the marketing identifies every possible opportunity to raise its sales standards 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 a proper assessment of knowledge from the managers and supervisors to maintain the potential customers' demand and supply. This stage is followed by the essential logistics supply chain management, which involves location, layout, and transportation functions. Thus, there is a proper requirement for observation of knowledge management so as to attain total quality management. All the phases mentioned earlier are directly or indirectly affecting the whole supply chain process, and in turn, each phase depends on each other for its proper implementation [8].

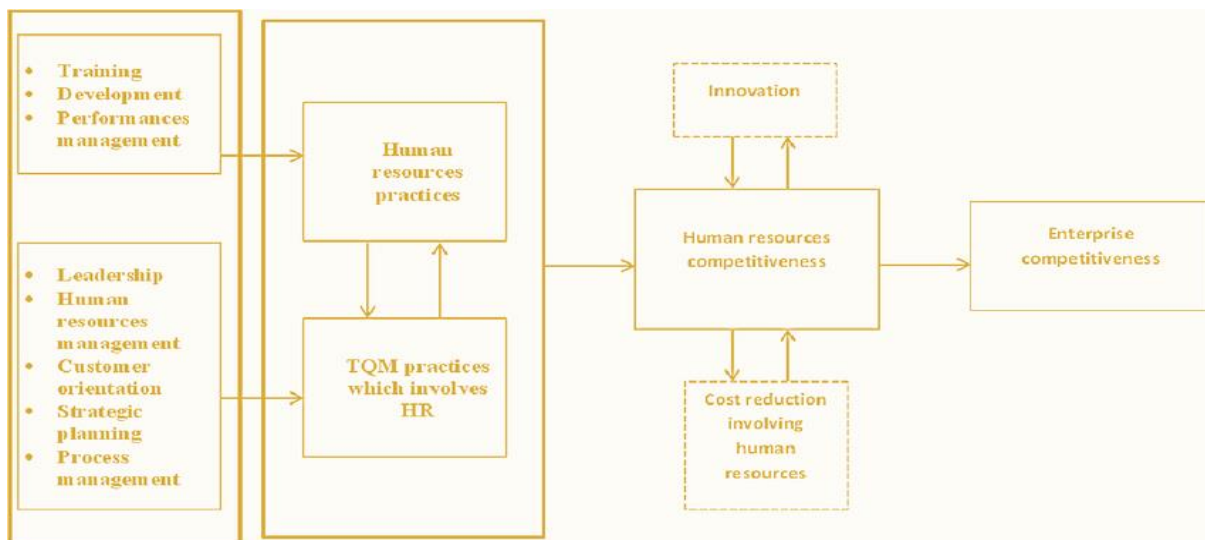


Source: Smith-Doerflein et al. (2011)

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

**5.3.Integration of HRM and Total Quality Management**

An appropriate quality management system can be extended towards the 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 with it. Quality management should be endorsed in a suitable manner 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 them is more imperative than choosing the tools to be used to resolve them. The association between quality management and human resource management is enlightened 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 has a relative effect on the organization by signifying the results in terms of human resource competitiveness through innovation and cost reduction, ultimately resulting in organizational competitiveness.



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

TQM is at the level of the organisation. They infuse characteristics of excellence across the company. It may also be expanded to provide superior quality inputs to vendors. The advantages are apparent across the company. Its goods, procedures, internals and other divisions are included. TQM is a comprehensive and systematic management strategy. It aims at improving product and service quality. It includes continuous feedback and improvements.

TQM includes initiatives throughout the company. It creates and permanently builds an atmosphere in which workers constantly develop their abilities. This helps to provide goods and services that are of special value to clients on demand. "Total" underlines the need of departments to enhance their operations. It comprises all areas such as sales and marketing, accounting and finance, design and engineering. "Management" stresses that managers are obliged to control quality actively. They may be funded, trained, staffed and assigned goals.

Although there is no commonly acknowledged strategy, TQM's efforts are usually based on the tools and methods of quality control previously created. Total Quality Management Definition: "A management system that is founded on the premise that all staff members must devote themselves in every part of a firm to sustaining excellent work standards [5].

## **6. Findings**

Quality should be given top priority and made sure that it is aligned to the organization's mission and beliefs [7].

- A culture regarding quality management has to be developed that is shared for the betterment of the company.
- A quality hierarchal structure 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 with 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 appropriately controlled within the organization.

## **7. 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 to adapt to the quality cultures prevailing in the organization and be encouraged to enhance their skills and abilities through the quality knowledge disseminated. The steps towards employee performance should be a clear step towards quality control. Moreover, 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 organization's future. Also, training and development programs or induction programs regarding quality parameters must be organized regularly in an organization, which will result in improvement in the existing quality parameters like quality-system, quality-management, 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. Total quality management in many enterprises is also regarded as a vital support function, although many streams, including academics, have not yet understood its value. The organisations should thus provide more authority to promote this area and make the public aware of its relevance. Every organization possesses countless dimensions of Total Quality Management that meets different purposes and needs. So, the proper identification of an accurate, suitable Total Quality Management technique can be a complicated task if appropriate requirement analysis and feasibility analysis is not appropriately taken care of.

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