



THE PRACTICES OF TOTAL QUALITY BASED HUMAN RESOURCE MANAGEMENT BY NON-GOVERNMENTAL ORGANIZATION

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ABSTRACT

The present study explores the practices of total quality based human resource management by the Mysore Resettlement and Development Agency (MYRADA). The study adopted census sampling method to study the corporate culture practices, the communication, voice and involvement, the training, performance measurement and evaluation adopted by the study Non-Governmental Organization, and to study the encouragement and rewards practices adopted by the study Non-Governmental Organization.

KEY WORDS: *Practices of Total Quality Based Human Resources Management, MYRADA*

CONCEPTUAL FRAMEWORK

The benefits of a strong corporate culture are both intuitive and supported by social science. According to James L. Heskett culture “can account for 20-30% of the differential in corporate performance when compared with ‘culturally unremarkable’ competitors.” But what makes a culture? Each culture is unique and myriad factors go into creating one, but it is observed at least six common components of great cultures. Isolating those elements can be the first step to building a differentiated culture and a lasting organization. **Vision:** A great culture starts with a vision or mission statement. These simple turns of phrase guide a company’s values and provide it with purpose. That purpose, in turn, orients every decision employees make. When they are deeply authentic and prominently displayed, good vision statements can

even help orient customers, suppliers, and other stakeholders. **Values:** A company’s values are the core of its culture. While a vision articulates a company’s purpose, values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision. **Practices:** Of course, values are of little importance unless they are enshrined in a company’s practices. If an organization professes, “people are our greatest asset,” it should also be ready to invest in people in visible ways. **People:** No company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values. That’s why the greatest firms in the world also have some of the most stringent recruiting policies. **Narrative:** Any organization has a unique history — a unique story. And the ability to unearth that history and craft it into a narrative is a core



element of culture creation. The elements of that narrative can be formal — like Coca-Cola, which dedicated an enormous resource to celebrating its heritage and even has a World of Coke museum. **Place:** Open architecture is more conducive to certain office behaviors, like collaboration. Certain cities and countries have local cultures that may reinforce or contradict the culture a firm is trying to create. Place — whether geography, architecture, or aesthetic design — impacts the values and behaviors of people in a workplace. There are other factors that influence culture. But these six components can provide a firm foundation for shaping a new organization's culture. And identifying and understanding them more fully in an existing organization can be the first step to revitalizing or reshaping culture in a company looking for change. Hence, the present study investigates emphasizing these factors.

OBJECTIVES OF THE STUDY

The broad objective of the present research work is to study the implementation level of Total Quality based Human Resource Management by the Mysore Resettlement and Development Agency (MYRADA) Non-Governmental Organization:

Consequently, the specific objectives of the study are to:

1. To study the corporate culture practices in the study Non-Governmental Organization;
2. To study the communication, voice and involvement in the study Non-Governmental Organization;
3. To study the training, performance measurement and evaluation adopted by the study Non-Governmental Organization; and
4. To study the encouragement and rewards practices adopted by the study Non-Governmental Organization.

SELECTION OF THE STUDY AREA

A Non-Governmental Organization (NGO) called, Mysore Resettlement and Development Agency (MYRADA), Erode District was selected for the present study. The NGO was started in 1968 and is presently undertaking 18 projects in 20 backward and drought prone districts of Karnataka, Tamil Nadu and Andhra Pradesh.

METHODOLOGY ADOPTED

The present study is exploratory research work, as it explores the practices of total quality based human resource management by the Mysore Resettlement and Development Agency (MYRADA). The study adopted cent percent sampling method since cent percent of the employees of the study NGO were considered for the present study that is, all the 90 employees were administered with the structured interview schedule for the collection of primary data. To analyze the primary data simple percentage, mean, standard deviation and ranking methods were employed.

ANALYSIS AND INTERPRETATION

Table 1(See Appendix) represents the distribution of respondents by their scaling on the practices of total quality based human resource management by the Mysore Resettlement and Development Agency (MYRADA). It reveals that 15.6 percent of the employees were highly satisfied with the adequacy of staff within the department, 43.3 percent of the employees stated that, the staff employed were educationally qualified to perform the assigned duty, 43.3 percent stated that, there was good combination of male and female staff and majority of the employees (55.6 percent) expressed that, there was flexibility in performing the activities. On the other hand, 21.1 percent of the employees disagree that, there was sufficient staff in the department and the staff were educationally qualified to perform the assigned duty and 11.1 percent disagree and 5.5 percent highly disagree that there was flexibility in performing the activities.

An investigation on the agreeing level on the corporate culture by the employees of the Mysore Resettlement and Development Agency (MYRADA) reveals that majority of the employees (54.5 percent) were highly agreeing, 32.2 percent of the employees just agreed, 10 percent remained undecided and 3.3 percent of the employees does not want to agree, with the collectiveness effort that was made in the organization in performing the job. It was found that 43.3 percent agreed that there prevailed cross-functional work in the organization and 21.1 percent does not want to agree that there was cross-functional work in the organization. On the satisfaction made to the customers by their services rendered, the majority of the employees (54.5 percent) agreed that customers were satisfied and merely 3.3 percent does not want to agree that their services rendered have satisfied the



customers. Further, the employees agreed that they have rendered quality services to the beneficiaries.

The way in which the flow of communication was followed within the organization was accepted by the employees as majority of the employees highly agreed that there was mixture of top-down and bottom-up communication system and further majority of the employees (54.5 percent) highly agreed that the Growth and achievement of the organization was made known to every employee.

The importance given to the ideas and suggestions of the employees was very good in the organization as majority of the employees (54.5 percent) highly agreed that participatory approach was followed and every employee's suggestions were listened though there were merely 3.3 percent who does not want to agree with it.

Enriching the capacity and skill of personnel by way of giving regular training and updating the current business scenario will enhance the achievement of every organization. In this regard 54.5 percent of the employees highly agreed that regular training was provided to the employees and training provided was very much related to the assigned job. However, 34.4 percent of the employees disagree that regular training in updating information was needed for their job and it was for record purpose.

The respondents' satisfaction on the performance measurement and evaluation indicated that majority of the respondents highly agree with the regularity in the measurement carried, 32.3 percent just agreed and 10 percent remained undecided in this regard. Further, absolute majority of the respondents (67.8 percent) were undecided with the statement that, 'Personal prejudice was eliminated through performance measurement' and majority of the respondents (54.5 percent) highly agreed that performance measurement was done properly.

The encouragement given by way of giving reward by the organization and the employees' satisfaction reveals that majority of the employees (54.5 percent) were highly satisfied with the reward given to them on their extra effort but the reward was not given in terms of finance. The employees' satisfaction in regards to the health and safety in the

work place indicated that there employees were just satisfied in this regard. On the mode of selection and promotion majority of the employees (54.5 percent) highly agreed that, the selection of employees was carried out in clean manner and there was no biasness in employee promotion.

Table 2(See Appendix) represents the mean score and ranking. It indicated 10 factors were ranked 1st with the mean score of 4.3778 among the 32 factors that was considered for the present study. Customers' satisfaction was provided was ranked 2nd followed by the flexibility in performing their activities with mean score 4.3556 and 3.6889 respectively. There was completely top-down communication system nor there was completely bottom-up communication system was ranked last with the mean score of 1.1 among the 32 factors. Which shows the organization followed a combination of both top-down approach and bottom-up approach. Further, the study indicated employees agreeing level on the practices of total quality based human resource management was somewhere highly agree and just agree.

CONCLUSION

It is concluded that, a vast majority of the employees were highly satisfied or just satisfied with the practices of total quality based human resource management by the Mysore Resettlement and Development Agency Non-Governmental Organization and 10 factors were ranked 1st with high mean score among the 32 factors that was considered for the present study which indicates a strong corporate culture in the organization.

**APPENDIX****Table 1: Distribution of respondents by their scaling on the practices of total quality based human resource management by the organization**

VARIABLE	Agreeing Level				
	HA 5	A 4	U 3	D 2	HD 1
I. ADEQUACY OF HUMAN RESOURCE:					
1. There was sufficient staff in the department.	14 (15.6)	29 (32.2)	19 (21.1)	19 (21.1)	09 (10)
2. The Staff were educationally qualified to perform the assigned duty.	14 (15.6)	39 (43.3)	09 (10)	19 (21.1)	09 (10)
3. There was good combination of male and female staff.	13 (14.5)	39 (43.3)	11 (12.2)	18 (20)	09 (10)
4. There was flexibility in performing the activities.	16 (17.8)	50 (55.6)	09 (10)	10 (11.1)	05 (5.5)
II. CORPORATE CULTURE:					
1. There was collective effort in performing the job.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
2. There prevails cross-functional work in the organization.	10 (11.1)	39 (43.3)	13 (14.5)	19 (21.1)	09 (10)
3. Provided Customer Satisfaction.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
4. There was quality output.	13 (14.5)	39 (43.3)	10 (11.1)	18 (20)	10 (11.1)
III. COMMUNICATIONS:					
1. There was completely top-down communication system.	00 (00)	00 (00)	00 (00)	09 (10)	81 (90)
2. There was completely bottom-up communication system.	00 (00)	00 (00)	00 (00)	09 (10)	81 (90)
3. There was mixture of top-down and bottom-up communication system.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
4. Growth and achievement of the organization was made known to every employee.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
IV. VOICE AND INVOLVEMENT:					



1. Organization's aims and objectives were finalized after taking voice from the employees.	10 (11.1)	19 (21.1)	21 (23.3)	35 (38.9)	05 (5.5)
2. Voice from the shop floor workers was considered.	10 (11.1)	25 (27.8)	21 (23.3)	29 (32.2)	05 (5.5)
3. Participatory approach was followed.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
4. Every employee willingly in performing the job.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
V. TRAINING AND DEVELOPMENT:					
1. Regular training was provided to the employees.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
2. Training provided was very much related to the assigned job.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
3. Regular training in updating information was needed for my job.	05 (5.5)	29 (32.2)	00 (00)	31 (34.4)	25 (27.8)
4. The training provided was only for record purpose.	00 (00)	05 (5.5)	25 (27.8)	29 (32.2)	31 (34.4)
VI. PERFORMANCE MEASUREMENT AND EVALUATION:					
1. Performance measurement was regularly carried.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
2. Personal prejudice was eliminated through performance measurement.	04 (4.4)	10 (11.1)	61 (67.8)	10 (11.1)	05 (5.5)
3. Promotion was given based on performance.	00 (00)	03 (3.3)	09 (10)	29 (32.2)	49 (54.5)
4. Performance was done properly.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
VII. REWARDS					
1. Our extra effort to complete the job was rewarded.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
2. Reward was in terms of finance.	00 (00)	03 (3.3)	09 (10)	29 (32.2)	49 (54.5)
VIII. HEALTH AND SAFETY:					
1. Ventilation, temperature, cleanliness, lighting, toilet, canteen, etc.	13 (14.5)	39 (43.3)	11 (12.2)	18 (20)	09 (10)



2. Safe in handling the job.	10 (11.1)	39 (43.3)	14 (15.6)	18 (20)	09 (10)
3. Transportation facility was safe.	13 (14.5)	39 (43.3)	11 (12.2)	18 (20)	09 (10)
4. Mind was always tense while performing the job.	10 (11.1)	39 (43.3)	14 (15.6)	18 (20)	09 (10)
IX. SELECTION AND PROMOTION:					
1. Employee selection was carried out in clean manner.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)
2. There was no biasness in employee promotion.	49 (54.5)	29 (32.2)	09 (10)	03 (3.3)	00 (00)

Source: Computed from the sample survey. **No.:** Number of respondents.

Note: Figures in parenthesis represent the percentage to their respective total sample respondent. **HA:** Highly Agree, **A:** Agree, **U:** Undecided, **D:** Disagree and **HD:** Highly Disagree.

Table 2: Distribution of respondents by their scaling on the practices of total quality based human resource management by the organization

Variable	Mean Score	Rank
I. ADEQUACY OF HUMAN RESOURCE:		
1. There was sufficient staff in the department.	3.2333	9
2. The Staff were educationally qualified to perform the assigned duty.	3.3333	4
3. There was good combination of male and female staff.	3.3111	6
4. There was flexibility in performing the activities.	3.6889	3
II. CORPORATE CULTURE:		
1. There was collective effort in performing the job.	4.3778	1
2. There prevails cross-functional work in the organization.	3.2444	8
3. Provided Customer Satisfaction.	4.3556	2
4. There was quality output.	3.3333	4
III. COMMUNICATIONS:		
1. There was completely top-down communication system.	1.1000	16
2. There was completely bottom-up communication system.	1.1000	16
3. There was mixture of top-down and bottom-up communication system.	4.3778	1



4. Growth and achievement of the organization was made known to every employee.	4.3778	1
IV. VOICE AND INVOLVEMENT:		
1. Organization's aims and objectives were finalized after taking voice from the employees.	2.9333	12
2. Voice from the shop floor workers was considered.	3.0667	10
3. Participatory approach was followed.	4.3778	1
4. Every employee willingly in performing the job.	4.3778	1
V. TRAINING AND DEVELOPMENT:		
1. Regular training was provided to the employees.	4.3778	1
2. Training provided was very much related to the assigned job.	4.3778	1
3. Regular training in updating information was needed for my job.	2.5333	13
4. The training provided was only for record purpose.	2.0444	14
VI. PERFORMANCE MEASUREMENT AND EVALUATION:		
1. Performance measurement was regularly carried.	4.3778	1
2. Personal prejudice was eliminated through performance measurement.	2.9778	11
3. Promotion was given based on performance.	1.6222	15
4. Performance was done properly.	4.3778	1
VII. REWARDS		
1. Our extra effort to complete the job was rewarded.	4.3778	1
2. Reward was in terms of finance.	1.6222	15
VIII. HEALTH AND SAFETY:		
1. Ventilation, temperature, cleanliness, lighting, toilet, canteen, etc.	3.3222	5
2. Safe in handling the job.	3.2556	7
3. Transportation facility was safe.	3.3222	5
4. Mind was always tense while performing the job.	3.2556	7
IX. SELECTION AND PROMOTION:		
1. Employee selection was carried out in clean manner.	4.3778	1
2. There was no biasness in employee promotion.	4.3778	1



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