

**IMPACT OF HR PRACTICES ON
THE QUALITY MANAGEMENT SYSTEMS
IN MANUFACTURING ORGANIZATIONS**

By

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Abstract

Quality is a paramount requirement of all products and services. The customers' concern on quality is increased throughout the history. Therefore all manufacturing and service industries take utmost effort to enhance the quality of products and services. To enhance the quality of products and services the quality management systems (QMS) are being implementing. But most organizations are unable to achieved set targets through QMSs.

There are numerous factors might affect on the successfulness of QMSs. One of those factors is HR practices. The different HR practices are practicing in organizations for different reasons. The main objective of this research is to identify impact of selected HR practices on performance of quality management system. Those selected HR practices are reward system, team work, performance appraisal, empowerment, communication and skill development. The QMS's performance is assessed through four selected common performance indicators which are scrap level, rework percentage, customer complaints, rewards and certifications.

The most famous QMS in the world is Total Quality Management (TQM) and most Sri Lankan industries are implemented ISO 9000 QMS. TQM literature discuss about human involvement through eight key elements. Those elements are ethics, integrity, trust, training, teamwork, leadership, recognition and communication. TQM has been coined to describe a philosophy that makes quality the driving force behind leadership, design, planning, and improvement initiatives. For this, TQM requires the help of those eight key elements.

The researches have been carried out to study the impact of human involvement for quality management systems of organizations. Yang carried out a research in 1994 among Japanese organization and identified a major factor which makes these Japanese firms successful in producing high quality products is management's deep concern for people and a set of sophisticated human resource policies formulated and executed at these plants. People are carefully selected, well trained, respected and recognized as important partners with management in achieving company goals.

Another research had been carried out in Malaysia by Lau & Idris in 2001. The topic was "The soft foundation of the critical success factors on TQM implementation in Malaysia". The finding was culture, trust, teamwork, employment security and training are the main HR practices which influenced on successfulness of TQM.

The outcome of all researches is "there is a strong impact on QMS performance by HR practices". Even though those researches had been carried out in different country, the main outcome is HR practices such as skill development system, rewards, communication, team work, empowerment, performance appraisals and others HR practices also affect on the performances of quality management system.

The analyzed results shows, HR practices strongly affect for the successfulness of quality management systems. Without considering HR practices, it is impossible to make success of quality management system. The HR practices are the back bone of the successful quality management system.

Performance appraisal system is the most influencing HR practice for the quality management systems. Performance appraisal system is the fourth most influencing HR practice to successfully

implement a quality management systems and most important HR practice to enhance the performance of already implemented quality management systems. Therefore the well establishes performance appraisal system to be introduced to enhance the performances of QMS. That performance appraisal system to be addresses the issues and obstacles of QMS.

Because HR practices play a main role in quality management system implementation and maintaining process, HR department also has a main role to play. According to the analyzed results, main role of HR department is train the employees and second main role is motivating the employees.

Management categories and main departments also have to play different role for successful implementation of quality management system. The CEO's and Board of directors' main role are facilitating. The senior management's, quality departments' and general administration's main role is steering the implementation process. Middle management's, production department's and HR department's main role is drive the quality management system implementation process.

The main outcome of this research is "there is a strong relationship between HR practices and quality management systems success". Therefore to successfully implement and maintain the quality management system, the related HR practices also to be established.

The main concept evolve through the analyzed data is people's participation is a main factor to enhance the performance of quality management system. Therefore while implementing a quality management system, simultaneously introduced and strengthens the relevant HR system also. Therefore HR department should play a major role in implementation and maintaining of successful quality management system which enhance the performance of the organizations. All the levels of managers also have prominent roles. Therefore all level of managers should actively participate for quality management system implementation and maintaining by playing respective roles.

The organizations which want to enhance their quality management system have to align their HR practices with their quality management system. As an example employee's performance with relevant to the quality management system can be measured through performance appraisal system. That aligning process will empower the HR department for more active participation in the quality management system implementation and maintaining.

