

Human Resource Strategies To Improve Organisational Performance

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Abstract-This paper was designed to analyze issues from a triple perspective: theoretical, conceptual and empirical, being an interdisciplinary approach to a actuality issue, aiming at quality human resource management system impact on the organization. Proper management of human resources quality is critical in providing a high quality of services to the industry. A refocus on human resources quality management (HRQM) are needed to develop new policies. Effective human resources quality management strategies are greatly needed to achieve better outcomes.

Key Words-- Human Resource, HRQM, Quality Management, Strategic Management

1. Introduction

The soft S's (skills, style, staff and shared values) are very important aspects of an organization – as stated in the “Strategic management”. A growing sense of the importance of human factors led in the latter half of the past century to the development of Human Resource Management (HRM) as an explicit discipline. After the introduction of the term HRM in 1965, Human Resource Management actually started to come of age in the 1980s. Nowadays, HRM is well developed and fully accepted worldwide as a standard management discipline in medium-sized and large organizations, such as Customs Administrations. The way HRM is implemented and used by Customs Administrations can vary enormously, especially with regard to the importance of the role that HRM plays in the organization

2. Human Resource Quality Management

With respect to the extensive conformity that HRQM is one of the successful methods used to achieve higher performance and productivity in manufacturing related organizations, many researchers (Samat et al, 2006; Huq, 2005; Agus & Abdullah, 2000; Brah et al, 2000) revealed that literature of HRQM practices and implementation in services sector still lack. In response to that, academic researchers started paying more attention through studying, investigating and evaluating HRQM initiatives and practices in different service sector organizations. These studies came out with contradicted and varied results. However, the majority agreed that top management leadership and commitment has a crucial role in HRQM implementation.

3. Leadership

Leadership is commonly seen as an important variable affecting organizational performance. While the concept has been extensively studied, there is still much to be discovered regarding how leadership affects variables such as

organizational culture, climate, and performance. Most of the research on leadership has been in for-profit organizations. While research on leadership in human services organizations is increasing, there is still a limited amount of research knowledge to guide practice in our field. One seminal article in social work described the importance of administrative “behaviors, attitudes, practices, and strategies” in ensuring effective service outcomes and subsequent research, some of which is included below, supports this perspective.

4. Quality of Human Resource

According to Khan (2011), quality is the focus of most organizations as it is considered to be the main competitive and business practice; quality management has become a strategic tool to achieve superior performance and competitiveness. Top management support is essential and the most important factor for HRQM in providing a clear direction to employees' satisfaction (Ng, Goh, & Eze, 2010). Antonaros (2010) argue that leadership is about the skills, abilities, behaviour, and knowledge necessary for the success of quality initiatives, which is significant given the number of organizations striving to weave quality programs into their overall strategic orientation. Additionally, Anderson, Rungtusanatham, Schroeder, and Devaraj (1995), Laohavichien, Fredendall, and Cantrell, (2009) contend that leadership traits are essential to achieve quality improvements in product, processes, and services. Top management's commitment and involvement are necessary to bring about quality enhancement in any organization. Several studies show that continuous HRQM improvement implementation and similar strategies require a long-term commitment of several years in order to result in a successful outcome (Laohavichien, Fredendall, & Cantrell, 2009).

A notable aspect of successful quality management (QM) is leadership (Bass & Avolio, 1994). The Malcolm Baldrige National Quality Award's (MBNQA) Criteria for Performance Excellence are some of the most widely used quality criteria for QM. One of the key categories in MBNQA is leadership (Idris & Ali, 2008) and it highlights the importance of leadership in achieving quality performance. This category emphasizes how senior managers can guide an organization and encourage superior performance. It also promotes visionary leadership as a core value and concept. Moreover, quality gurus stress that

leadership is vital for effective implementation of total quality management initiatives (Khan, 2010).

According to Bass and Avolio (1994), the turbulent healthcare environment shows that it poses challenges and has made management aware of the need for appropriate leadership as healthcare professionals function in an environment of uncertainty, disorder, and ambiguity. The current turbulent environment requires speed, innovation, and flexibility, with which traditional organizational practices are unable to cope with. Suffice it to say, the right leadership in an organization can stimulate a group to articulate innovative ideas. These are known as the "strong forces" of leadership, which can shift the focus from quantity to quality and speed (Bass & Avolio, 1999). Quality and speed can provide an organization with a competitive edge; these two factors can be responsible for the long-term success of an organization. Leadership can facilitate qualitative change by changing associates' viewpoints. Hence, leadership style influences the HRQM environment.

In summary, the concepts of leadership styles and quality management practices (QM) are very critical in organizations. The application of these concepts often determines how organizations achieve their goals and objectives (Khan, 2011). Even though these concepts are related to a greater extent, they also differ in terms of their meaning and application in the organizations. It is important to point out that in as much as they may be different concepts, the success of each of these approaches in the organization depends on the working of the other; that is, when applied in a given organization, the two are rarely separable because they are intertwined (Goetsch & Davis, 2011).

Hence, leadership requires many things, but the most important is service to others. The combination of competencies, characteristics, traits and methods of each style will yield an effective leadership mode capable of driving quality management and sustaining long-term evolution in the organization. A synthesized integration of these leadership styles will drive forward the leader's ability to effectively influence the organization and therefore impact quality management practices.

Below is given a summarised review of the work done by different authors in the field of leadership, total quality management (TQM), HRQM, how can a visionary leadership qualities influence the human resources quality management practices, etc.

5 Human Resource Management & Leadership

The thesis discusses in details about the Human resource management and leadership. It deals with the strategic HRM principles, Personnel development, career planning and Management Development, Leadership and supervision, etc. Many different perspectives and definitions of Human Resource Management can be found in the literature and are used by practitioners. Strategic role of human resources has been discussed. These HRM principles can be considered as overall themes or characteristics that indicate how HRM is

being used within the organization. They serve as guidelines and become visible in the actual HRM tools.

In this Compendium, one specific leadership concept has been chosen to explore in more detail. This concept has been chosen because of its simplicity, its applicability and its user friendliness. It has been successfully implemented in several of the world's Customs Administrations. An important aspect of this concept is that managers look at their own personal and leadership style – for instance, in workshop sessions – and discover how to improve their performance as a leader.

6 Literature Review

Brian Tracy suggested Over the years, there have been more than 33,000 studies into the qualities of top leaders. All conclude that "vision" is the most identifiable quality of a leader.

Top people are long-term thinkers. Leaders inspire others because they are inspired themselves. Leaders are optimistic. In the final analysis, you are the leader of your own life. You are the general in command of your own personal army. You are the president of your own personal services corporation. You are the "Captain of your fate and the master of your soul." The acceptance of leadership is a great responsibility. It is both scary and exhilarating. Once you decide to become a leader in your life, you cast off the shackles of fear and dependency that hold most people back. With your own hands, you design your own future. You set yourself fully on the path to becoming everything you are capable of becoming.

S. L. ADEYEMI This paper provides a categorization of visionary leader types and an associated configuration of visionary success context components. The paper describes work being undertaken by authors and organizational strategies which aims to help configuration, on the one hand, and which helps their collaborating leaders to think about and evaluate their own leader-organization competencies.

Gayle C. Avery, (2006), In his study examined relationships between followers use of their leader's vision and their own emotional commitment to the vision, and associated organizational performance in retail stores, exploring the rarely investigated follower role in a visionary leadership process. Findings endorse the importance of vision guiding and emotional commitment to a vision. Both were significantly associated with organizational performance, although emotional commitment was more important. The results revealed that staff emotional commitment to their store manager's vision is critical to enhanced organizational performance as measured by both customer and staff satisfaction. Moreover, staff emotional commitment to a vision is associated with customer satisfaction, taking into account the staff vision guiding. These findings suggest that the more staff members believe in their store manager's vision and do whatever it takes to achieve the vision, the higher the customer and staff satisfaction. This implies that when followers share their store manager's vision, they will try to do their best to

achieve it and this possibly enhances both their own and customer satisfaction. Satisfied customers might also motivate employees and raise the intrinsic value of effort. This virtuous spiral benefits the store where staff behavior aligns with the vision.

Sooksan Kantabutra, (2008), in this paper the author reviews the theoretical and empirical literature on vision, highlighting early concepts of vision, vision definitions and components before proposing future research directions, including looking at what the components of an "effective" vision are, identifying the attributes and content of visions associated with desirable performance and ability to sustain it.

Esam M. A. Mustafa and Abdul Talib Bon, (2012) Purpose of this paper is to review the role and impact of top management commitment and leadership on total quality management (TQM) in service organizations in Malaysia, and to come out with a conceptual framework model. A total of 15 related studies selected from well known electronic academic resources and databases (e.g. Emeraldinsight, Elsevier Sciencedirect and Scopus) and deeply reviewed. A proposed conceptual framework developed according to the finding and theoretical dimensions of those papers. Outcomes of this paper will: enrich the literature in the field; will underline trends of the research in role of top management leadership and commitment in TQM practices; and will provide fresh insights to academic researchers interested in the field of TQM as well as to organizations managers.

Adrian Sorin Marian, (2011) Through research we have identified ways, means and perfect tools with application to implement quality management systems in post-secondary education in public order and safety system, but also the possibilities of extrapolation to the whole system. Structure tended to capitalize bibliography, exceeding some standard approaches to validate the assumptions made, can be theoretical but also practical, support for those involved in the management organizations of public order and safety system, especially in education sector institutions of this system.

Research conducted shows that implementing a management system and quality assurance in MAI post-secondary schools can be achieved if series of proposed outcomes are identified and implemented, which could be a practice manual for those involved in the implementation of education. The set of proposals on the admission paper argued that the European Schools system includes adjustments to gender.

Mohammad Alharbi and Professor Dr. Rushami Zien Yusoff, (2012), The purpose of this study was to determine the relationships between leadership styles (transformational leadership style, transactional leadership style and laissez-faire leadership styles), and quality management practices in Saudi public hospitals. A quantitative research design was adopted to collect data, test hypotheses, and answer the research questions. A cross-sectional survey method was

used to conduct this study. Results of the study revealed that the transformational leadership style has a significant, positive relationship with quality management practices. However, the transactional and laissez-faire leadership styles were found to significantly and negatively relate to quality management practices. Based on the results, it is recommended that hospitals recruit leaders with transformational style, and also hold seminars to train current leaders to become more transformational.

7. Conclusion .

There will be differences in the manner in which Administrations use the various elements of HRM. Many different perspectives and definitions of Human Resource Management can be found in the literature and are used by practitioners. In order to be able to work effectively on the topic of HRM, one needs to make sense of this 'HRM chaos'. The WCO Capacity Building Compendium adopts the following HRM definition: "Human Resource Management is about people. It is about guiding employees in such a way that they are willing and able to use their knowledge, skills and focus in the best possible way to serve the goals of the Customs administration".

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