

Visionary Role in Human Resource Quality Management System – A Conceptual Design

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Abstract-Success of any organization depends upon the quality of its employees. Hence it is a must for any organization in order to be successful in the business world to have world class Human Resource Managers as visionaries. They must be actively involved in the participation process dealing with strategic and operational decisions. In order to ensure that quality service is delivered consistently, a Human Resource Quality Management System (HRQMS) should be developed and implemented in each functional area and at critical control points. However, in order to develop a Quality Management System, the customer's expectations need to be identified. If an organisation establishes and uses a flexible and coherent HRQMS, clients will have confidence that the organisation has the ability to meet their needs and expectations. The objective of this paper is to deliver a decision support tool aiding the decision making process concerning the strategic management of the department of human resource management and to formulate a conceptual design for a strategic human resource management information system (HRMIS) that deploys the total quality management concepts.

Key Words: HRQMS, decision support tool, visionaries, HRMIS

1. Introduction

Success of any organization depends upon the quality of its employees. Hence it is a must for any organization in order to be successful in the business world to have world class Human Resource Managers as visionaries[1]. They must be actively involved in the participation process dealing with strategic and operational decisions. These HR managers play a vital role in the implementation of TQM programs. Also they are very important part in reengineering the benefits or the pay conditions of the organization. It is of utmost importance to see that these HRM are on the verge of technological revolution[1]. Thus it is not only human resource or capital but it also includes information systems as well. The benefits of these information systems are now being taken by the HR systems.

2. Basic Concepts

The existence of any business entity in an atmosphere of competition is coupled with scarce resource. It is the control of these resources i.e. physical human, information and organizational, that helps the organization in taking competitive advantage[2].

The basic aim of strategic management in any organization is the deployment and allocation of the resources in order to help the organizations in reaping the benefit of competitive advantage. Of the above mentioned resources it is seen that human and organization are the two classes that are correlated with the human resource function. Hence in order to achieve the complete benefit of HRM functions, it is essential that HRM functions must be fully involved in the strategic management process of the company.

In the first phase, Strategic Management process does the SWOT analysis in order to judge the companies strength and weaknesses. It also finds its competitive advantages in order to generate alternatives.

In the second phase, strategic management process carries out determination of action plan and resource deployment so as to be able to get the pre determined objectives.

Strategic human resources management (SHRM) [3] relates to the process of human resource deployment and activities in order to help the organization in the process of achieving its goals and objectives.

Next, for finding out the ways that make the competition in the favour of the organization, four level of integration exist in between the HR function and strategic management function[7].

- Admin Link :- Here HR focuses itself on daily activities.
- On way link :- It runs from strategic plan towards informing the HR.
- Two way link :- It is from strategic team informing the HR team of various activities. On the other hand HR analysing it and finally presenting it to the team. Once done, the strategic plan is passed on to HR for implementation.
- Integrated link :- A dynamic, continuous process, carried out by HR manager.

3. TQM AND HR Business Functions

TQM is defined as the quality wise approach of the management in an organization. It is dependent on the successful participation of the employees, whose aim is the long term success of the organization, based on the concept of customer satisfaction, ultimately leading to the overall benefits of the society. It strives for the overall improvement of the organization, apart from those of the individuals [4][5].

4. TQM and HR role

- First function of strategic HR is the audit. It carries out detailed audit of the HR

management and tries to find out its strengths and weaknesses and recommends suitable corrective measures.

- Deals with intervention design in order to prepare the people and the organization for the so called change called for.
- To provide personnel training and support to the employees in TQM methods and tools. It also includes initiatives to be taken by the employees.

- TQM philosophy development through customer, process and people orientation.

5. Conceptual Design of HR Analysis Model

For the construction of HR Decision Support System, a conceptual design for strategic HR applications dealing with some HR functions are hereby given below. The statistical analytical model is based on the concept of Input Output process technique.

Table1: Hierarchical Input Process Output

A			
HR Function : Planning, Recruitment and Selection ; Strategic Application : HR Planning			
	INPUT	PROCESS (Statistical Techniques)	OUTPUTS
Time Series Analysis			
1	Past Staffing level (no. of employees in different departments)	1. Isolate cyclic effect. 2. Isolate seasonal effect. 3. Eliminate irregularities if possible. 4. Project the trend using a suitable model (regression, etc.)	Projection of the staffing needed in the following period according to the budget and work needed to be done.
	Amount of available budget		
	A standard for evaluating the work done		
Personnel Ratios			
1	Personal Data	Projection done total or key group of requirements using regression or different ratios. $Productivity = Output / Input = (goods\ and\ services) / (people,\ capital,\ material,\ energy)$ The trend of scrap loss per unit of the firm.	Projected ratios for the productivity and effectiveness usage of raw material ad sales per employee. Personal ratios are then used to allocate total requirements to the various categories or non-key groups.
2	Sales		
3	Scrap loss		
Productivity Ratios			
1	Historical data on the departments workload.	$P = [workload / no.\ of\ people]$, Check if it is const. Or systematic. After establishing the relationship, HR requirements can be computed by dividing predicted workload by P.	Prediction of HR requirements. Ratios such as output in units per employees hour worked for the entire organizational unit can then be computed.
2	Number of employees in the concerned department		
Regression Analysis			
1	Production levels per period units	Building a regression model to establish the correlation between the staffing level and other related data and define this relationship by an equation used for prediction later on.	Predicting the workload indicators help to identify the HR needs.
2	Value added (output – input)		
3	Staffing level		

B			
HR Functions: Training and Development; Strategic Application: Performance Appraisal			
	INPUTS	PROCESS (Statistical Techniques)	OUTPUTS
1	Questionnaires Input data	<i>Absolute Standards:</i> Rating each question with a questionnaire and then using a predefined method to evaluate the rates (parametric / non-parametric). A macro doing the routinely the analysis and compare it to standards.	Questionnaires, results and reports

2	Questionnaires input data	<i>Absolute Standards:</i> Rating technique and according to this technique draw inference by comparing different groups either to a selected group or to certain if the samples were large enough to consider it normally distributed.	Questionnaires, results and reports
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C			
HR Function : Compensation and Benifits; Strategic Application : Compensation and benifits			
	INPUTS	PROCESS (Statistical Techniques)	OUTPUTS
1	Information from the payroll system (salaries, allowances, incentives, etc.)	<i>Statistical Reports and Curves</i> 1. Different statistical estimates. 2. Draw wage and salary curve by placing the jobs in ascending levels of difficulty along the x axis and the wage rate along the y axis. 3. Effective ratios such as payroll cost by unit per employee grade could also be calculated.	Statistical reports expressing the relationship between the payroll and HR application. Also wage / salary curve and effective ratios.

D			
HR Function : Safety and Health; Strategic Application : Inspection , Reporting and Accident			
	INPUTS	PROCESS (Statistical Techniques)	OUTPUTS
1	Accidcnt data such as no. of accidents, etc.	<i>Statistical reports and trend determination</i> Accident frequency rate is calculated per million hour of work. Accidents cause loss of time. 1. Frequency Rate = No. of accidents / number of works hour in the period 2. Accident severity rate = No. of work days lost / No. of work hours in the period.	Statistical reports relating to different accident ratios. Deviation in the ratios calculated against the standard levels are marked.
2	The national standards of accidents	1. [no. of illness, injuries x 1000000]/ Total hours worked by all employees in the year. 2. Other ratios like compensation paid for accidents, classified by type of injuryto each part of the body, and average cost of accident by part of the body involved. The organizations statistics then compared with the injury statistics and government statistics. Observe also the trend of these ratios over time.	The trend in rated is also drawn.

6. Conceptual Design of HR Data Model

In order to perform the above calculations one needs detailed and aggregate data. These data will be collected and stored in the application data models of various departments of the organization like marketing, accounting, finance, etc. The required data, as fundamental qualities are discussed below:

1. Employee Entity:-

- a. Employee code, name, sex, religion, birth date, birth place, address
- b. Employee file no.
- c. Assignment date
- d. Natinality code
- e. Job code
- f. Section code
- g. Union code



- h. National Security number, likr Aadhar card no.
- 2. Employee contract**
 - a. Employee code
 - b. Employee contract number, date of start, date of end, job code, salary and type, audit stat
- 3. Employee Jobs**
 - a. Employee code
 - b. Jod code, type, start date, end date, status
- 4. Salary Period**
 - a. Work Place code
 - b. Salary start date, end date, month
 - c. Salary raise, year, percent, type.
- 5. Allowances**
 - a. Code
 - b. Work place code
 - c. Region, type, against productivity
 - d. Allowance region base
- 6. Bonus and Gifts**
 - a. Date
 - b. Deserving type
 - c. Region base
 - d. Reason
 - e. Its maximum value
- 7. Medical Report**
 - a. Employee code
 - b. Medical report number, year, date, description
- 8. Termination**
 - a. Employee code
 - b. Termination date, type, reason, decision and year
- 9. Age Termination settlememnt**
 - a. Employee code
 - b. Termination date, salary on date, avg. Basic salary
 - c. Total Insurance period
- 10. Full or Partial Inability**
 - a. Employee code
 - b. Termination date, salary on date, avg. Basic salary
 - c. Total Insurance period

help the company to achieve its business objectives. Thus it is seen that in todays world HR systems for managing the quality of the organizations are moving towards computerization of individual tasks of the HR department, installing HR information systems and use of internet and intranet technology. Thus information technology is being able to support HR managers in managing both the traditional and strategic planning operations.

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It is to be noted that in order to design the conceptual model mentioned above, it is seen that at the time of technical designing of the data model additional varieties of entities shall be added for satisfying the performed statistical calculations in the conceptual process model shown above. Further some other types of data are also needed like total employees per section category, total amount of compensation in the budget, total sales per month and total scrap loss permonth in an year.

7. Conclusion

In order to integrate the various departments efficiently for better performance of the organization, the HRQMS as managed by the HR managers, described above, is able to accomplish HR jobs cost competitively and thus HR managers become strategic partners with the top executives of the organization. A HR function can and should be strategically integrated with a company's business plan to