Effective Visionary Leadership Qualities in Human Resource Quality Management – A Review of Literature

Dhirendra Singh
Research Scholar,
S. V. U., Merut, U.P., India
dhirendra.ose@gmail.com

Dr. Devesh Ranjan Tripathi
Research Supervisor,
S. V. U., Merut, U.P., India

Abstract--**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. 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 revealed that literature of HRQM practices and implementation in services sector still lack. Viewing leadership as a key visionary role, leaders have been seen as resource managers, task managers, communicators, inspirers, and information processors, but not as HRQM leaders. This study contributes to the review of literature by examining both the traits and behaviours of leaders as HRQM leaders. The core principles of QM are addressed and a number of theories discussed, identifying both generic and specific leader behaviours in the domains of customer focus, team dynamics, employee participation and continuous system improvement.**

Key Words: Leadership, HRQM, Visionary Leadership, QM.

1. Introduction:

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.

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 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.

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. 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. Below is given a summerised 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.

2. A Review of Literature

Brian Tracy described that there has been almost 33000 studies relating to qualities of top leaders. They all conclude that vision is the top most quality of a leader. These types of leaders are optimistic, inspiring others and are top level thinkers. According to Tracy a person is the commander of his own personal army. One is the leader of his own life. You are the "Captain of your fate and the master of your soul."

One has to take a responsibility for becoming a leader. One has to shed off the fears and dependency that hamper persons from becoming leaders. One has to mould his own future.

Human Resource Management & Leadership 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.

S. L. Adeyemi described visionary leader types and categorization. Also components of visionary leaders success. It also describes the organizational strategies which help in configuration together with helping the collaborating leaders to contemplate and evaluate the leader and their competencies. It also focuses on the characteristics of 'visionary'. Ideal visionary profile has also been dealt here. It provides a checklist against which leadership potential can be judged. It has also described a range of other visionary success components, which relates to the visionary organization and the conditions under which it operates. All this helps in predicting the chances of a particular leader been able to achieve success.

Gayle C. Avery (2006), examined relationships between follower's 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.

Sooksan Kantabutra (2008), reviewed 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.

Thomas Packard gave the summary of principles for leadership to enhance organizational performance in the human services will be offered. Use an individual development plan and engage in continuous learning. This should include taking advantage of leadership training and development opportunities.

Esam M. A.Mustafa and Abdul Talib Bon, (2012), reviewed 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 and deeply reviewed. A proposed conceptual framework developed according to the finding and theoretical dimensions of those papers.

Fu-Jin Wang, Shieh Chich-Jen and Tang Mei-Ling, (2010), discussed about the style of leadership, performance of the organization and human resource management from the strategic point of view. Further they also discussed the

effect of each other on the performance of the organization. The study is about the Kaohsiung's Nanzi Export Processing Zone in south Taiwan. It reviewed the 246 questions related to corporate owners, operators and executors. The conclusion drawn was that leadership style of charisma, visionary and transformational are directly related to the performance of the organization. Research results showed that the business management environment has become severe in recent years and that organizational development strategies often need transforming.

Mohammad Alharbi and Professor Dr. Rushami Zien Yusoff, (2012), determined 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.

Adrian Sorin Marian,(2011) through research 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. 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.

Tiona VanDevender, showed that Total quality human resources management (TQHRM) is "an approach to human resources management that involves many of the concepts of quality management." Its main target is to achieve empowerment to the employees. There are many differences between the traditional human resource and TQHRM. These differences have been tabulated by Thomas Foster. The TQHRM uses the approach which aims at establishing and making it available employee empowerment through the policy of capability, commitment, authority and finally alignment.

Dr. Sherif A. Mazen , Dina I. El-Kayaly, delivered a decision support tool aiding the decision making process concerning the strategic management of the department of human resource management. The goal of the strategic management in an organization is to assess, deploy and allocate resources providing the management with a competitive advantage.

La Hatani1, Sri Wiyati Mahrani, (2013), explored and tested the influence of implementation of Total Quality Management (TQM) and Strategic Human Resource Management (SHRM) towards competitiveness. More specific purpose is to test the role of SHRM practices as a mediator of relationship between TQM practices and

competitiveness. The design of this study used the survey method with data collection through questionnaire. Method of data analysis applied structural equation modelling. The results showed that TQM practices has significant influence toward SHRM practices and competitiveness.

Komaldeep Kaur, (2013), showed that using history to understand important leadership concepts such as strategic thinking, problem solving, effective communication and team building can make these concepts not only much more accessible and comprehensible, but also interesting, relevant and memorable.

Kelly Rouse Riesenmy, (2008), studied 27 corporate employees. Described the relationship between the leader and the follower and their mutual identity with each other. Relationship between the eaders' follower-centered leadership and followers' follower-centered leadership, and the leaders' capable manager leadership and followers' capable manager leadership was found to be positive. Further a discussion relating to visionary leadership and follower identity in practice has been given.

Bruce Avolio, et. Al.,(2009), described the latest changes taking place in the field of theoretical and empirical developments relating to ledership literature. Particulary those topics which are drawing the attention in terms of research and practice. It all starts with the development of authentic leadership, followed by cognitive science approach. There is further discussion relating to leadership role of complexity, their theories and also about shared, collective and distributed leadership. They have also dealt in the works relating to leadership substitute like servant leadership, spirituality and leadership, cross-cultural leadership, and e-leadership.

Improving the Quality of Human Services Through Results-Oriented Human Resource Management, The Center for the Study of Social Policy, 2002. The examples from jurisdictions around the country clearly illustrate a current and ongoing process of adopting new HRM policies and procedures. In select places, strategic partnerships may already be forming. South Carolina has transformed its HRM function by creating a pool of consultants who confer with human service agencies on their human resource problems, such as: reducing staff turnover, resolving labour management disputes, devising recruitment strategies for high-need jobs, and structuring appropriate incentive systems. These examples also illustrate that reform and innovation within human resource management do not always require legislative action.

Alexandros G. Psychogios, (2007), addressed manager's awareness and familiarity with Total Quality Management (TQM). Eighteen (18) semi-structured, in-depth interviews were conducted with managers working in a variety of service organizations in Greece. The major argument of the study is that although the acronym TQM and some of its concepts and practices are known by a range of public and private sector managers, actual awareness of its "soft" side is often superficial, and managers have a relatively poor understanding of it. TQM is neither resisted nor directly absorbed by them, but they tend to see it from the technical point of view, being aware only of the importance of its "hard" aspects. Key Words: Managers, Total Quality Management, Soft and Hard Side of TQM, Greek Service Organizations, and In Depth Interviews.

Saeed Ahmadpour Kaskari, (2014), expressed the outlooks of the writers regarding the relationship present across total quality management (TQM), human resources management, competitiveness and ISO 9000 and the effect of this relation on the insurability of business.

Rakesh Kumar, (2012), showed that there is no single theoretical formalization of total quality and assumes that quality is the outcome of all activities that take place within an organization; that all functions and all employees have to participate in the improvement process; that organizations need both quality systems and a quality culture.".

3. Conclusion:

The HRM leader starts with the customer focus in his mind rather hitting the bottom line of the organization. HRQM leader is an innovator who believes in people and progress. He is a leader of action and great purpose. His ability to direct people toward a goal is outweighed only by his ability to identify that common purpose. In addition, the visionary places great emphasis on personal control and the responsibility of workers in an organization. He "empowers" followers by giving them a value system to manage themselves and others in a positive manner. The HRQM leader establishes the boundaries so people know when they should act on their own and when they should not. The visionary's goal is to unite followers and gain commitment to common goals. He gains influence by demonstrating important personal characteristics such as: "goal articulation, personal image building, demonstration of confidence, and motive arousal." More important than his ability to optimize his own personal skills, is his ability to get things done through people. The HRQM leader is more effective than other types of leaders because he cares foremost about his people, is committed to quality, keeps in touch with the organization, and has the wisdom and courage to make the right decisions.

References:

[1] Human resource management & leadership, the development compendium 2009, pp ix-1 to ix-129.
[2] S. L. Adeyemi , " profile of the successful visionary leader ", ph.d department of business administration, university of ilorin, ilorin, pp. 1-13.
[3] Gayle c. Avery, (2006), " follower effects in the visionary leadership process ", journal of business & economics research, volume 4, number 5, pp. 57-66.
[4] Sooksan kantabutra, (2008), " what do we know about vision? ", the journal of applied business research, volume 24, number 2, pp. 127-138.

[5] Thomas packard, " leadership and performance in human services organizations", managing for performance, pp.143-164.

[6] Esam m. A.mustafa and abdul talib bon, (2012), " role of top management leadership and commitment in total quality management in service organization in malaysia: a review and conceptual framework", elixir human res. Mgmt. 51 (2012) 11029-11033.

[7] Fu-jin wang, shieh chich-jen and tang mei-ling, (2010), " effect of leadership style on organizational performance as viewed from human resource management strategy", african journal of business management vol. 4(18), pp. 3924-3936

[8] Mohammad alharbi and professor dr. Rushami zien yusoff, (2012), " leadership styles, and their relationship with quality management practices in public hospitals in saudi arabia ", international journal of economics and management sciences vol. 1, no. 10, 2012, pp. 59-67

[9] Adrian sorin marian,(2011) "the quality management in the order and public safety system ", ph. D. Thesis.

[10] Tiona vandevender, " total quality human resources management".

[11] Dr. Sherif a. Mazen , dina i. El-kayaly, " conceptual design for a strategic human resources quality management system", pp. 427-443.

[12] La hatani1, sri wiyati mahrani, (2013), " strategic human resource management practices: mediator of total quality management and competitiveness (a study on small and medium enterprises in kendari southeast sulawesi) ", international journal of business and management invention, volume 2 issue 1, pp.08-20.

[13] Komaldeep kaur, (2013), " leadership profiling of maharaja ranjit singh ", international journal of business and management invention, volume 2 issue 7, pp.06-011.

[14] Kelly rouse riesenmy, (2008), " the moderating role of follower identification in the relationship between leader and follower visionary leadership", emerging leadership journeys, vol. 1 iss. 2, 2008, pp. 62-77.

[15] Bruce avolio, et. Al.,(2009), " leadership: current theories, research, and future directions", management department faculty publications. Paper 37., pp.421-449.

[16] Alexandros g. Psychogios, (2007), " understanding total quality management in context:qualitative research on managers' awareness of tqm aspects in the greek service industry ", the qualitative report, volume 12, number 1, 40-66

[17] Saeed ahmadpour kaskari, (2014), " the effect of manpower and total quality management (tqm) on the business companies", kuwait chapter of arabian journal of business and management review vol. 3, no.9; may. 2014, pp. 265-269.

[18] Rakesh kumar, (2012), " human resource management and total quality management – an important aspect in the bank. ", g.j. I.s.s., vol. 1(1) 2012:14-20.