

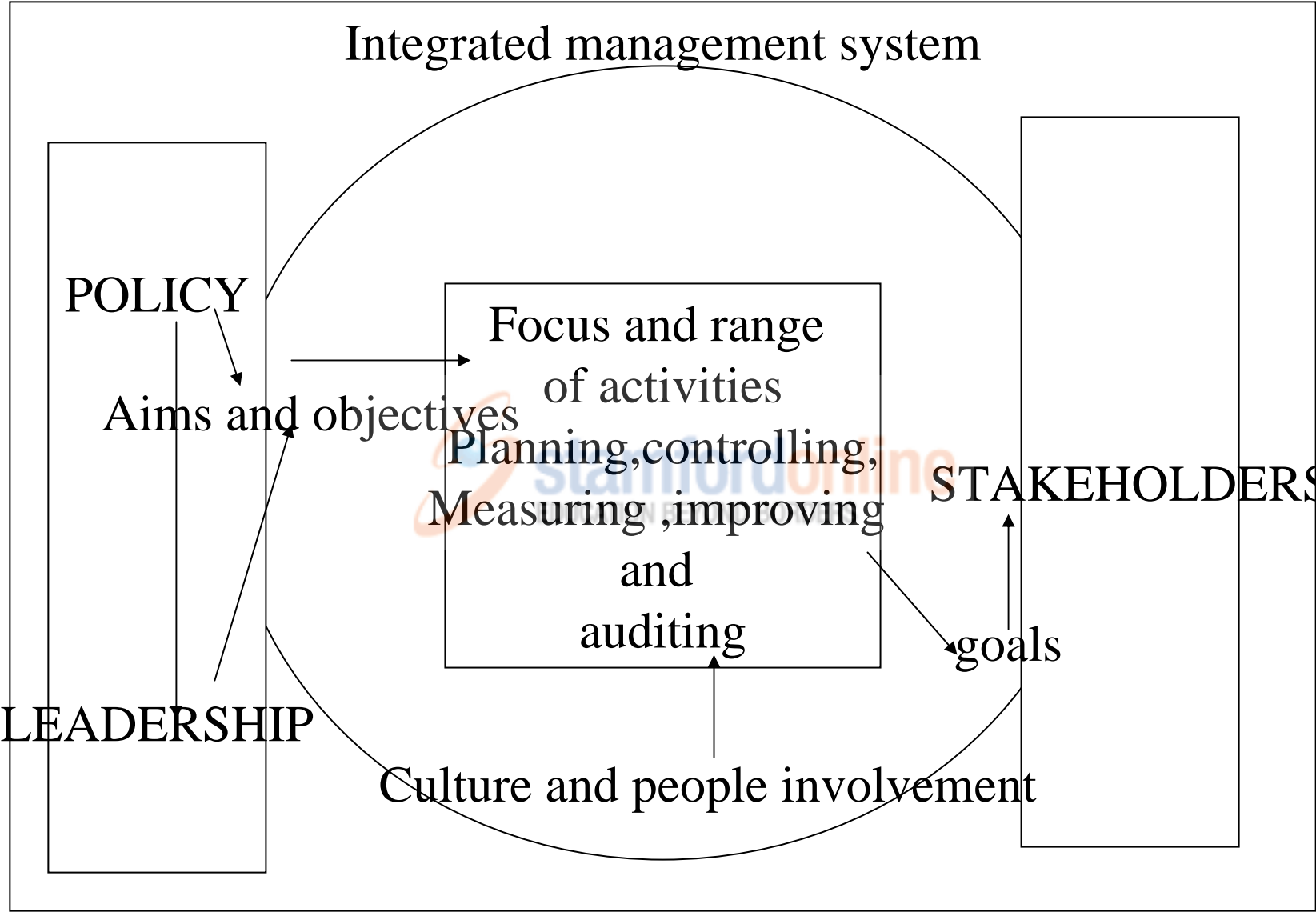
WEEK 5

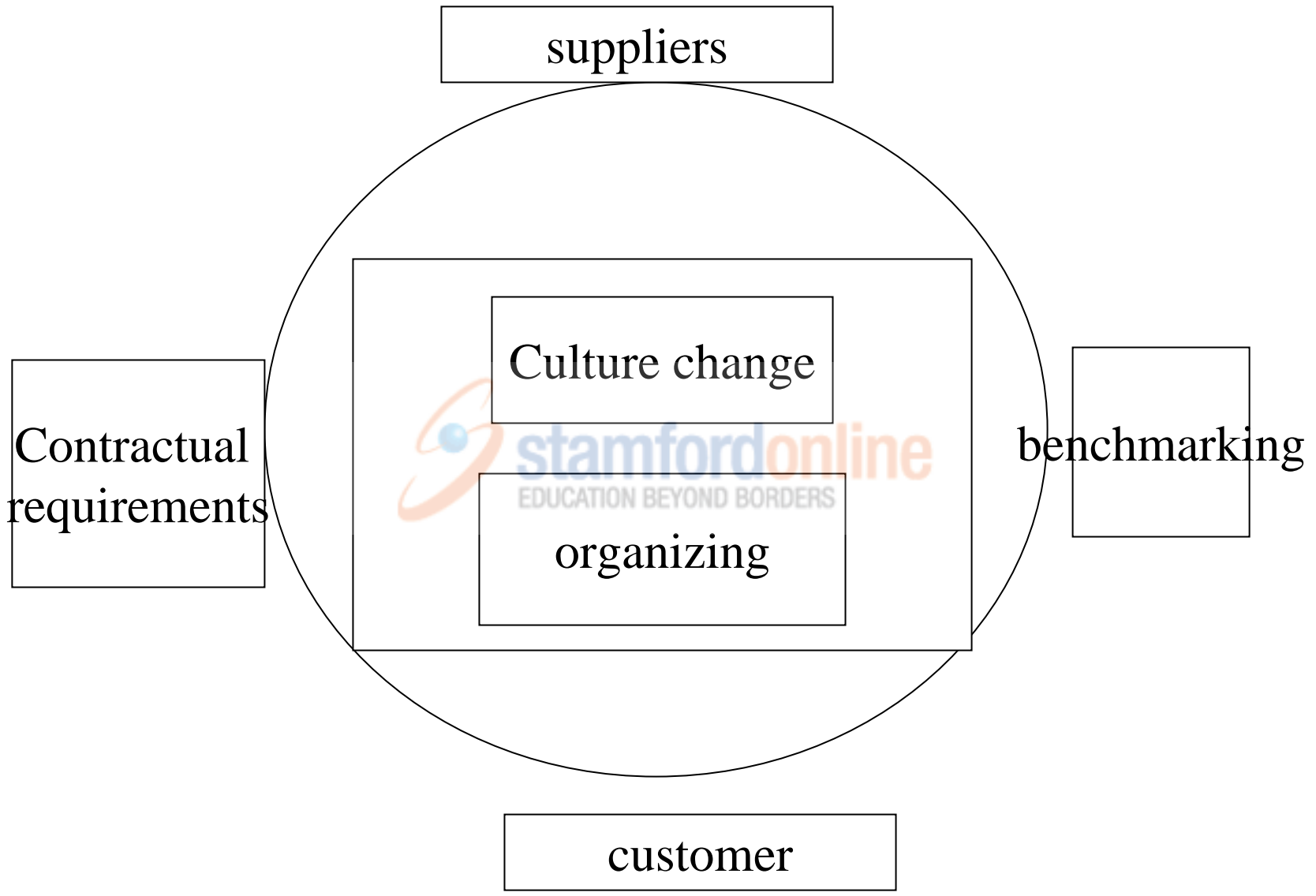
The logo for Stamford Online features a stylized orange and blue swirl icon to the left of the text 'stamfordonline' in a blue, lowercase sans-serif font. Below this, the tagline 'EDUCATION BEYOND BORDERS' is written in a smaller, lighter blue font.

QUALITY CULTURE

AND HUMAN

RESOURCE CONSIDERATION





suppliers

Culture change

organizing

Contractual requirements

benchmarking

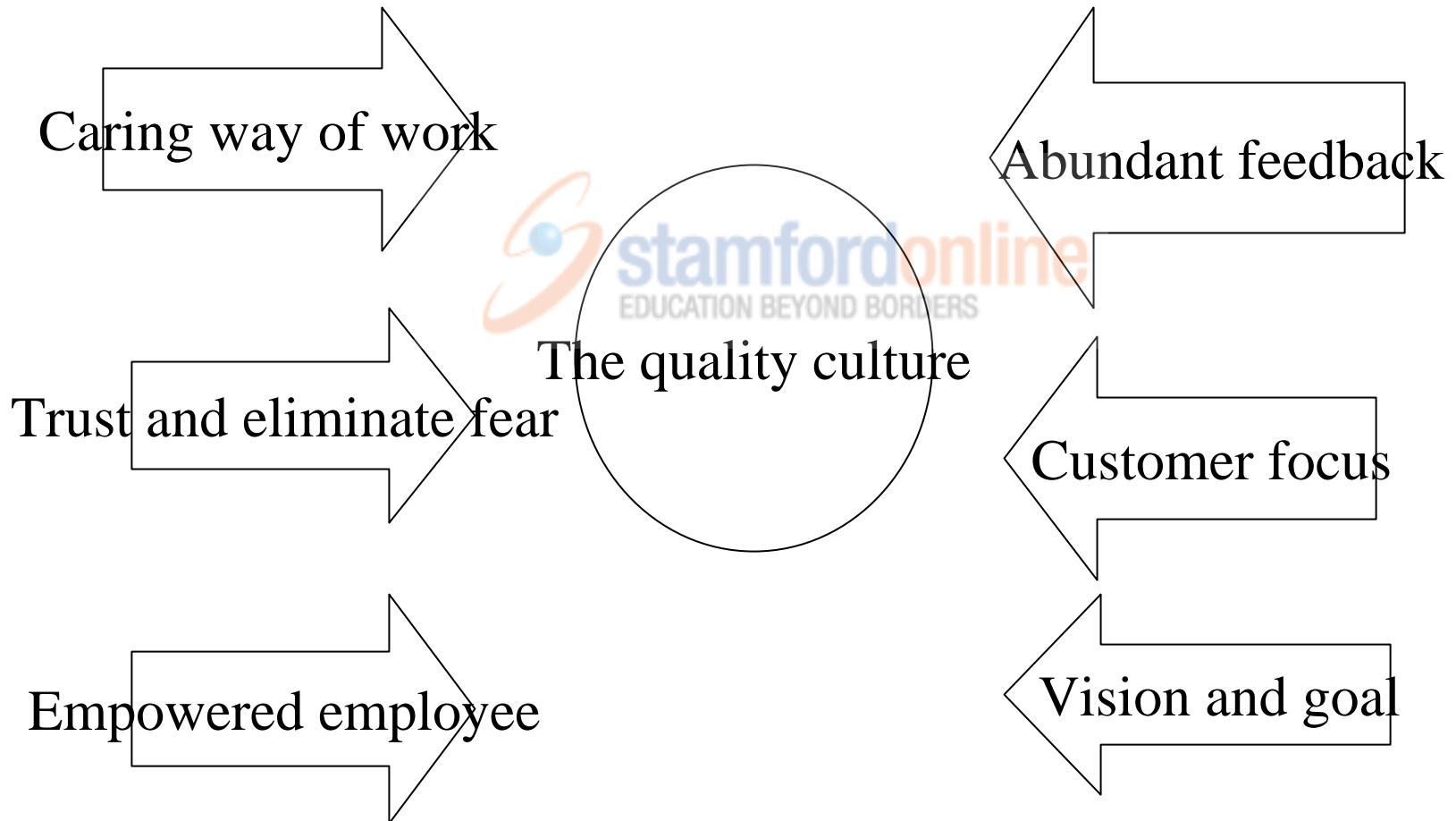
customer

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EDUCATION BEYOND BORDERS

# Quality culture

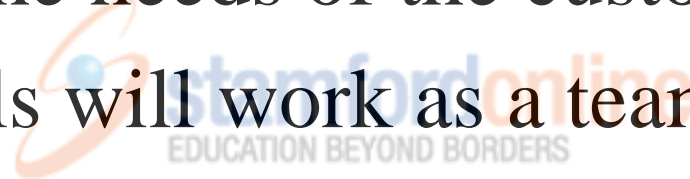
- Japanese culture is different from American view
- Japanese: Kanban, Kaizen and 5S (Seisu, Setsu...)
- American term: JIT

# Elements of the quality culture



# **1. Customer focus, vision and goal orientation**

- There is a clear vision to guide employees in their work and decision making;
- Meeting the needs of the customers;
- Individuals will work as a team.



# **2. Trust and elimination of fear**

- Fear can paralyze individuals and the commitment to organization;
- Called as demoted;

- Employee commitments will help to enhance the quality;
- It means that blaming others and making excuses when things don't go exactly right are unacceptable.

### 3. **Abundant feedback**

- Affirming feedback can reinforce performance and build confidence;
- Corrective feedback can help employees focus or redirect their efforts;

- There are three levels and types of feedback: impersonal, informative, behavioural.
- **Feedback rules:**
  1. Pay close attention when you are receiving feedback;
  2. Seek true understanding;
  3. Consider the source;
  4. Take appropriate action.



## **Giving supportive feedback:**

1. Think about what you want to say and how to say;
2. Give at right time and place;
3. Always be respectful and courteous.
4. Focus on the behaviour of the individual.

## 4. Customer focus

- Quality must depend on customer satisfaction;
- Customer must be given priority to evaluate product by giving the feedback form;
- Customer satisfaction will help to create customer loyalty;
- Your employee also can be the customer.

## **5. Empowered Employee**

- Employee must be given some authority in order to make decision especially supervisor and operation managers;
- They have the right to eliminate any unnecessary activities.



## **6. Caring as a way of life**

- Caring in the sense of giving a good medical benefits, compensation pack and safety assurance.

# QM: the HR concerns

- QM did not achieve its objectives (Hill and Wilkinson 1995);
- QM is not focusing on the “human factors”;
- Difficult to getting the staffs;
- Scheduling system is difficult from QM aspects

- **Taguchi:** quality is achieved by minimizing variance.
- **Ishikawa:** offer more positive approach to people management.
- **Juran:** an understanding of the human situation associated with the job will go far to solve the technical problems.
- If quality is to be “built in” rather than inspection, quality must be the responsibility of all employees .

- Contrasting approach: focusing on the management of individual performance.

## **HR policies and practices:**

1. Employee involvement
2. Organization culture
3. Diversity
4. Training and education
5. Selection
6. Appraisal
7. Pay
8. Employee well-being
9. Industrial relations
10. Employment security



## Summary:

1. QM and HRM practices should and can be integrated to mutually reinforce quality efforts;
2. Culture is a complex concept and is not easily manipulated;
3. Context of change should be considered;
4. Power and conflict need to be addressed;
5. The human resources dept has an important role to play in all these areas, and can make a contribution to QM in a number of phases.