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Abstract
Good management practices on the human resource functions can play a critical role in the implementation of a quality environment which in turn supports a strategic initiative. This research seeks to evaluate the importance of Human Resource Management in Total Quality Management (T.Q.M). Research questions address issues of employee involvement, motivation, innovation and their contributing effect to the success of the T.Q.M programme. This is done through a case study of Kenya Airways. Stratified sampling encompassing the views of identified groups in the total population was used, with interviewees randomly selected. Primary data was collected through a self administered questionnaire, with secondary data coming from memoirs, management minutes, reports and archival records. The findings were that Kenya Airways quality management system was founded on the basis of Local Quality Plans which were developed by their own staff and agreed to by management. Staff were motivated through involvement, autonomy and rewards. Education and training were key ingredients. Ultimately team work and better communication enhanced the T.Q.M system. The researcher concludes and recommends that human resource quality cornerstones are anchored on: empowering employees, effective communication, eradicating fortress management, educating and training staff. This way, you can achieve quality through people.

Keywords
Total Quality Management, Empowering Employees, Motivation, Effective Communication, Fortress Management, Education And Training.

I. Introduction
Authors like [10], pioneered scientific management which unfortunately placed emphasis on production at the expense of quality. This was because scientific management entailed the maximization of productivity through more efficient utilization of physical and human resources [2], philosophy was that quality had to be build into the product at all stages in order to achieve a high level of excellence. Quality according to [2], is a predictable degree of uniformity and dependability, at low costs and suited to the market. The increased acceptance and use of Total Quality Management has been a result of three major trends namely; reaction to domestic and global competition, the need to integrate organizational functions for improved output, acceptance of total quality in variety of service industries.

This case study evolved around a service industry Kenya Airways. Customers had been victims of quality failure at Kenya Airways i.e. delayed flights, poor in flight service, shoddy ground handling and incompetent staff. The loss at the end of the day, is invariably borne by the customer as the real cost of a quality failure are often out of all proportion to the value of the inconvenience caused to the customer by the airline. Free food and drinks after a delayed flight cannot compensate for missing out on a business deal worth thousands of US Dollars. Likewise what comfort is free hotel accommodation when you are going to miss an interview for a new job the following day?. Even in cases where people can seek redress through the courts, it still is a tortuous experience. Customers have become increasingly intolerant of poor service and organizations are also increasingly conscious of the potential of quality management. Total Quality Management is founded on customer satisfaction and involves more than wishing passengers a nice day and providing them with a free parker pen. Orientating the organization to quality management requires more than a managerial proclamation that from tomorrow everything will be different.

Total Quality Management cannot be bought and installed like a piece of computer software, it must be planned, prepared etc. Emphasis of this case study is that Total Quality Management ia a managed process which involves people. The logic is that people closest to a problem are in a better position to make decisions for improvement or enhancement of quality, if they have ownership of the improvement process. Again no system would work with disinterested or poorly trained employees. To borrow from [3] terminology, business has been in a “service slumber”, and this has damaged economics and ability to compete.

II. Statement of the Problem
“Human resource management issues are critical for total quality management”. T.Q.M has the potential to transform an organization from one of traditional hierarchy to a value adding synergistic system. It causes major shifts in labor, management relationships, power authority structure, and interpersonal relationships and cross functional relationships within the organization. This transformation creates a major cultural change which requires a receptive environment and appropriate mechanism for propagating and sustaining the change. Critical T.Q.M.success factors should be introduced in advanced hence this research seeks to establish that quality people do quality work and that quality is an expression of human excellence.

III. Research Objectives
1. Identify the human resource management aspects practiced at Kenya Airways in implementing T.Q.M
2. Evaluate the human resource management’s contribution to the success and effectiveness of T.Q.M at Kenya Airways.
3. Assess human resource management needs at Kenya Airways, which are appropriate for enhancing T.Q.M

IV. Research Questions
1. How were the employees involved in the implementation of the T.Q.M. programme
2. Did the involvement of employees at Kenya Airways enhance the effectiveness of the T.Q.M. programme?
3. Did the implementation of T.Q.M. at Kenya Airways result in a motivated workforce?
4. Did the T.Q.M programme evoke a release of the potential of employees thereby creating an innovative environment necessary for the success of the programme?
V. Literature Review
As postulated by [7], T.Q.M. is about obtaining measured results from peoples efforts and must have a strong focus on implementation, starting at the top of the organization and working down through the different strata. Every organization has its unique characteristics and a different level of maturity hence tailored implementation is the most effective approach. Writer [1] believes that it takes quality people to do quality work [9], a well known author on T.Q.M. says that T.Q.M. has far reaching implications for the management of human resources. He emphasizes among employees the aspect of self control, autonomy and creativity. The heart of T.Q.M. is the concept of intrinsic motivation involving decision making. The researcher therefore believes that employee involvement is a process for empowering members of an organization to make decisions and to solve problems appropriate to their levels in the organization. The researcher identified, from literature by [6], key human resource factors important for T.Q.M. implementation namely:

• Total means everyone in the organization is involved in the final product or service to the customer
• Quality means conformance to requirements. It has to be measurable and managed
• Management means T.Q.M. does not happen by accident. It is a managed process which involves people, systems and supporting tools and techniques.

It is clear from the above definitions that this case study focuses on Human Resource management [2], defines quality as “a predictable degree of infirmity and dependability at low cost and suited to the market”, while [4], defined quality as fitness for use in terms of design, conformance, availability, safety and field use. The researcher sees some common themes emanating from the definitions of all the above mentioned experts which are:

• Inspection is never the measure of quality improvement or policing
• Involvement of and leadership by top management are essential
• T.Q.M. requires wide efforts and long term commitment
• Quality is first and schedules are second.

Employee involvement means more responsibility, which requires greater level of skill hence writer [9], argues that this can only be achieved through training. One are of training he mentions is problem solving. A quality environment needs people with sharp problem solving ability. The researcher also agrees with the argument by [2], that individual performance evaluations encourage short term goals, undermine team work and encourage competition for rewards. Performance appraisal in a way is an attempt to pin blame for poor organizational performance on lower level employees rather than on the system. Customer expectations and not job descriptions should generate the individuals’ job expectation. In his book [3] shows how companies can compete successfully for customers in the global market. He contents that common sense, fair play and the latest and shrewdest lessons in marketing and management are combined in a concept called “Qualitivity”, which sets the service industry on a path towards customer satisfaction and profit.

Authors [8], give a very interesting account of lessons learnt from successful companies quote “One may speculate at length as to the cause of the decline and fall of a corporation. Technology, changing tastes, changing fashions, all play part. No one can dispute their importance. But I question whether they in themselves are decisive. I believe the real difference between success and failure in a corporation can very often be traced to the question of how well the organization brings out the great energies and talents of its people. What does it do to help these people find common cause with each other” end of quote. The writers talk of tough minded respect for the individual and the willingness to train him, to set reasonable and clear expectations for him and to grant him practical autonomy to step out and contribute directly to his job. In his thesis [5], states that any organization that strives for better efficiency and productivity must be concerned with human needs. He writes that the real success in running an institution lies in extending our democratic principles to the shop floor. This enables workers to express themselves and contribute directly to the success of the enterprise.

VI. Research Methodology
The researcher chose a case study as this would rely on multiple sources of evidence at Kenya Airways. Kenya Airways employees at Head Office and Jomo Kenyatta Airport formed the population for the case. Because of the large number of employees involved the researcher applied stratified sampling which was Executive Management (2 percent of the population), Middle Management (10 percent), Supervisors (28 percent) and frontline/shop floor 60 percent, out of a sample size of 100 employees. Participants from each strata were selected randomly.

Three principles were used in data collection: multiple sources of evidence, creating a case study data base, maintaining a chain of evidence. A questionnaire was devised as a basis for interviewing. Data was also compiled through direct observation as researcher had job functions at Jomo Kenyata airport. Secondary data was collected from minutes of meetings on T.Q.M., reports from Speed Wing Consultants (entrusted with Kenya Airways turnaround), newspaper reports and other archival records.

VII. Results
It was interesting to note that 80 percent of the interviewees understood the concept and importance of quality management. Even more enlightening was the fact that 90 percent of the interviewees concurred or had consensus with regard to specific Human Resource factors that are critical for implementing T.Q.M. The reasons why T.Q.M. had not taken route in past years, as indicated by respondents were:

• No declared purpose for the organization’s existence in vision/mission statement
• Lack of commitment by management
• Infrastructure to enhance powerful vehicle of education and training
• Employees were allegedly wrongly placed in jobs with little regard for their attitude, values, personality and analytical ability.

As regards motivation 15 percent of the respondents confirmed they were motivated by the monthly recognition awards that were given to staff judged to have the highest performance levels. However 60 percent emphatically stated that their involvement in T.Q.M. formulation and implementation processes was their greatest motivator. 25 percent were of the opinion that motivation was derived from envisaged autonomy which came through the introduction of Local Quality Plans which were prepared by the combined efforts of management and staff from each section or department. These would then be incorporated into the main Quality Management plan.
VIII. Conclusion
Before adopting the quality philosophy, a good number of staff at Kenya Airways saw the world through godfathers, nepotism, corruption and self gratification. In some instances some of the staff even saw customers as a source of unnecessary and uncalled for irritation. It was as if the fewer the customers they handled, the more exciting were the jobs. In a way one would say they were being pragmatic as losses or no losses their salaries would still be streaming in. Hard work or competence was of no consequence. The quality way required that this slovenly attitudinal framework be exorcised from the heads and hearts of Kenya Airways staff. At first there had to be a transition where Kenya Airways employees had to go through a complete conversation and become convinced that T.Q.M. was the way to go. Most importantly the priorities of the leadership had to show how employees were to be recognized, rewarded and promoted. Kenya Airways recognized that a new value system that was consistent with the new cultural orientation of the company was badly needed. A “Building Pride Together” course was designed and run by consultants with staff as facilitators. Entire staff was trained. One would want to imagine the degree of inspiration when a messenger realized that the Managing Director was also smarting under the reconditioning strain on the next seat. Staff morale was high and they were motivated.

IX. Recommendations
1. Empower employees
2. Practice effective communication
3. Eradicate fortress management
4. Achieve quality through people
5. Educate and train the staff

References