

THE QUALITY MANAGEMENT OF THE PERSONNEL AS THE DETERMINATIVE FACTOR OF INCREASING THE COMPETITIVENESS OF THE ORGANIZATION

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The basic aspects of the competitiveness of the organization from the point of view of the TQM concept and the account of modern lines of development of social and economic systems are considered. The approach to quality management of the personnel, allowing to raise competitive advantages of the organization is offered.

Active competitive struggle between commodity producers initiated competitive processes in the field of management systems on the basis of quality. In the majority of branches of economic, companies became the leaders, which are using in the activity the concept of general quality management (Total Quality Management). As a basis of ideology of the given system three positions serve:

1. high quality of work of the personnel of the organization is the major tool of achievement of its purposes;
2. high quality of work of the organization assumes an optimality using all kinds of resources;
3. high quality of work of the organization is achievable only under condition of orientation of actions of all divisions and employees to the maximal satisfaction of requirements and expectations of the consumer.

An overall objective of system TQM is achievement of higher, in comparison with actually available, a degree of quality of production let out by the enterprise and business processes carried out by it. The methods, are used within the limits of system TQM, are extremely diverse and cover set of the parties of functioning of the enterprise. The number of such methods includes and actually methods of management in qualitative parameters of production, and methods of coordination of business processes, and methods of management of the personnel, and methods of resource management.

Any organization irrespective of a field of activity carries out the functioning and development in the certain plane which can be presented as a system of three interconnected co-

ordinates: "profitability", "competitiveness" and "social responsibility" (fig. 1).

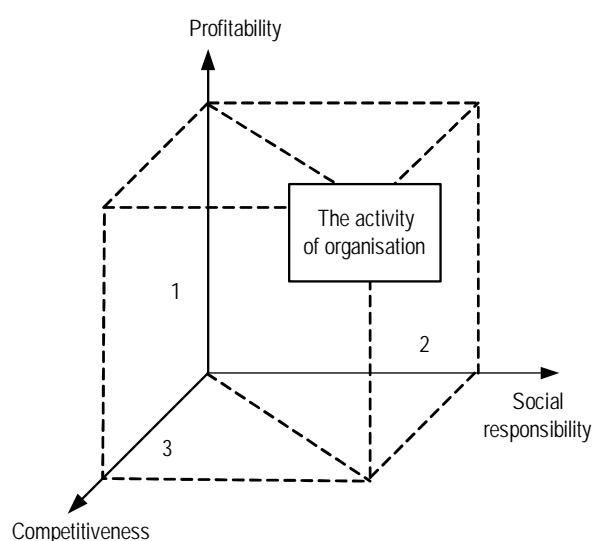


Fig. 1. System of coordinates "profitability", "competitiveness" and "social responsibility"

We shall consider in more detail the maintenance of a vector "competitiveness of the organization". Last time appears more and more publications, devoting to study the essence, making components and value of competitiveness of the enterprises in the market of the certain goods or services. Thus, as a rule, the majority of researchers connect a phenomenon of competitiveness with the concept of quality. And it is not casual, as distinctive features of the present stage of development of the social and economic attitudes determining a standard of living both the separate person, and societies as a whole, is as "shift" to the quality. Thus quality of productions, quality of the organization and management, quality of let out products, etc. define a level of competitiveness of the organiza-

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tion. In this connection, it is important to distinguish the basic tendencies causing occurrence and distribution so-called "qualitative revolutions". First of all, increasing of productivity, science capacity, innovation, dynamism, resource capacity, intellect capacity, education capacity in economy leads to becoming, how marks A.I. Subetto, "economy of quality or qualitative economy", focused on satisfaction of needs of various groups of consumers¹.

In spite of this is revealed social circulation of quality where the quality of goods and services is determined by quality of technologies and quality of production; the quality of production technologies depends on the quality of systems and the quality of managing systems, which in their turn, are determined by quality of the person and quality of the intellectual resources, the latest depend on the quality of the public intellect and the quality of the education, and all of them, together form the quality of the life as a complex category. The quality of life is the main aimed function of modern overindustrial systems. Exactly through the integral indices of quality of life the industrial development organizes social building and management.

Thus, for definition of competitiveness of the organization it is possible to set following system of coordinates: "science capacity", "satisfaction of consumers" and "quality of the personnel".

Let's consider in more detail one of the vectors determining competitiveness of the organization, namely - quality of the personnel.

According to GOST R ISO 9000-2001 "Systems of a quality management. Substantive provisions and the dictionary" quality (en quality; fr qualite) it is defined as "a degree of conformity to the complex of inherent characteristics to requirements". Accordingly, **quality of the personnel** can be defined as the whole complex of characteristics (personal, professionally important qualities, competences, skills, skills, etc. of) the person, according to the requirements of the organization.

It is obvious, that the whole complex of characteristics (properties, qualities) of the person for each enterprise, or organization will be their, that depends on specificity of manufacture, an infrastructure, economic, social, technique-technological, etc. features of functioning, and also strategies of development and positioning of the organization in the market. However, it is possible to distinguish a number

of factors which can be general for different social and economic systems.

Today they speak about increasing of role of the human capital (intellectual, natural and social) in realization of the purposes of the organization. The **human capital** is understood as a measure of realized ability in the person to bringing an income. The human capital represents the set of professional abilities available for people, skills, knowledge and motivations, therefore to measure it with the same accuracy, as material resources it is impossible. Becomes obvious that exactly the human capital is the main property of the organization and the condition of its victory in competitive struggle.

Modern manufacture demands significant feedback of all forces of the person: physical, spiritual, intellectual, psychological, etc. But they are not boundless and become an original brake in increasing of a production efficiency. Moreover, working on the verge of the opportunities, the person even more often is ill, and the sick person is "economically dear" worker.

Therefore among a complex of problems of the management, aimed at maintenance of competitiveness of the organization, the special role is played the problem of perfection of management of the personnel and development such "take care of human nature" technologies (creation of optimum working conditions, all-round developments and reasonable using creative power of the person, increasing level of his qualification, competence, responsibility, initiative, etc.).

As shows experience of the foreign enterprises, the decision of problems of increasing the profitability and liquidity of business is possible through definition of actions on improvement of quality of let production (the goods or services) and reducing the expenses for manufacture. And, the given actions do not contradict each other as it seems at first sight, on the contrary, processes should be carried out in parallel as they are interconnected. Thus realization of the given actions is possible only at a high level of motivation and an involvement of the personnel into the decision of given tasks and achievement of planned purposes. In fig. 2, the scheme showing value of an involvement of the personnel in realization of the corporate purposes, is presented.

Today any organization is considered not only as the whole complex of technological process, the equipment and the personnel, making

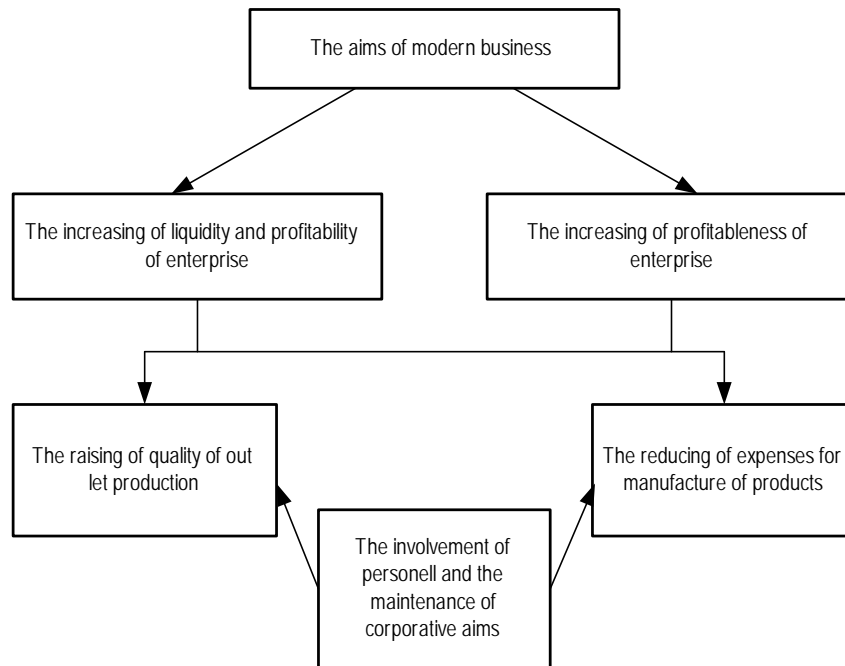


Fig. 2. The role of the personnel in realization of the purposes of business

certain production or services, but also as social and economic system. For the worker working on hiring, earnings is unique means of subsistence, and for the enterprise the work of the person is a necessary element of extraction of profit. The purposes and interests of the worker and the organization coincide, because the work of the worker is important to both parties.

Expression: “Do not like, leave!”, in the modern successful companies not only it is not admissible for ethical reasons, but also it is forbidden, because the irreparable economic damage causes. The worker spends about third of his life at the enterprise and his needs of nature is the certain self-expression and self-realization, including the process of his labour activity. For the organization it is important able to use the given needs of the person with the purpose of realization given tasks. The worker declaring the negative phenomena on manufacture, in valuable to the head that he helps to reveal problems and needs and, by that, opens opportunities for increasing of motivation, to reduce losses, improvement of labor productivity.

It is obvious, that needs of the person and the purpose of the organization are not simply interconnected, but also are the complementary elements of uniform system capable to occurrence so-called synergetic effect.

The management directed on realization of needs and interests of the person in the organization, promotes inclusion of the personnel in

the decision of industrial problems, that reducing expenses (time, financial, etc.), connected with achievement of the corporate purposes. Thus, the degree of an involvement of the personnel and realization of the purposes of the organization are directly proportional.

The roughest mistake of the majority of domestic businessmen is ignoring an inclusiveness, and, hence, and interest of the personnel in the decision of problems on increasing profit, cost and liquidity of the enterprise. And it is one of the reasons of low profitability of the Russian manufacture in comparison with the foreign companies. As competitiveness is defined through a parity the price-quality (qual-cost), the Russian enterprises inefficiently using opportunities of the personnel, even letting out qualitative production, cannot compete on price aspects with import analogues.

A problem of an involvement of the personnel (the involvement of the personnel is one of principles TQM and modern system of a quality management) while remains scantily explored area.

Any organization, planning its development on long prospect, inevitably collides with necessity of development its resources, including workers of the organization as on element of realization the strategy and achievement the purposes of the organization.

According to the pentad of quality offered by V.V.Schipanov, quality of result of any activity (productive and economic, political, social, educational,

etc.) is defined by five basic components: quality of the project, quality of technology, quality of an estimation, quality of the organization and quality of the personnel. Quality of result in many depends on quality of the project, i.e. how the indices of product or service worked out and technological processes. Quality of result in many depends on quality of technology, i.e. what kind of technology is using, how much it is actually observed and how much effective the technological process. Quality of result depends on quality of estimated system, i.e. what system of an estimation of let out production and production processes is applied for the control and quality management. Quality of result depends on quality of the personnel of the organization, i.e. from the qualification, the competence, motivation of the personnel, etc.

All five basic components of a pentad are interconnected and only adequate total changes in each of five elements are capable to affect on formation of the desirable (planned) results. Thus it is important to note, that the personnel is the system formed factor, because all four above factors depend on quality of work of the personnel. The personnel provides logic and morphology of interrelations, promotes an establishment of corresponding mutual relations between the specified elements. Therefore, it is important to operate quality of received results from a position of vision system and through the development of quality of the personnel as defining component of the system.

The modern level of development of the productive forces, described as using complex and various technics and the “ technological processes “, great scales of output, multinomenclature cooperation, assumes joint work of a plenty of people. Such work is impossible without the certain organization of work, and also efficient control by industrial-labor activity.

Though there are many approaches to define the concept of “management”, but one of the most widespread are the following: **management** is the most effective way purposeful influence (influences) on system or its components, providing preservation of integrity, structure, maintenance of a mode of activity, realization the program, the purpose according to the set parameters².

A system of quality management of the personnel of the organization is a part of a management system of the personnel, called to provide achievement of the purposes of the enterprise in the field of quality of let out production by means of purposeful influence on develop-

ment (formation) of quality of the personnel demanding in the organization.

Under **quality management of the personnel** on manufacture is considered the complex of administrative influences on interests, behavior and activity of workers with the aim of optimum using of their potential at performance of labor functions. The purpose of a system of quality management of the personnel of the organization is improvement of quality of work of the personnel, that directly will affect on improvement of quality of let out production.

The structure of system is necessary for considering from a position of a system triad, i.e. to define above system, in this case it is the general control system of the organization, and then to distinguish necessary subsystems: a subsystem of the analysis, planning and forecasting of the personnel, a subsystem of selection, arrangement and rational using of the personnel, a subsystem of an estimation and a subsystem of development of the personnel (fig. 3).

Presented in figure 3 subsystems carry out functions of planning, coordination, organization, control and management of all set of elements of system, filling thus its maintenance and providing interrelation and interaction of components.

According to cycle PDCA (cycle Shuhard-Deming) it is possible to present logic and interrelation of subsystems of quality management of the personnel of the organization from a position of continuous improvement of quality of the personnel (fig. 4).

On the basis of the analysis of existing needs of the enterprise and problems facing to it, is carried out planning and forecasting of the personnel (quantity necessities for realization of given tasks for the personnel; a level of its qualification and experience; a level of professionalism and competence; an opportunity of training and rotation of an available personnel, etc.).

After carrying out of comprehensive planning it is necessary to carry out selection and arrangement of the personnel according to the developed criteria (parameters of quality) with the aim of the most rational (optimum) using of an available personnel potential.

A following stage is the estimation of quality of the personnel according to the distinguished criteria (parameters of quality) from the position of rationality of using abilities and opportunities of the personnel. The estimation of quality of the personnel should be complex and

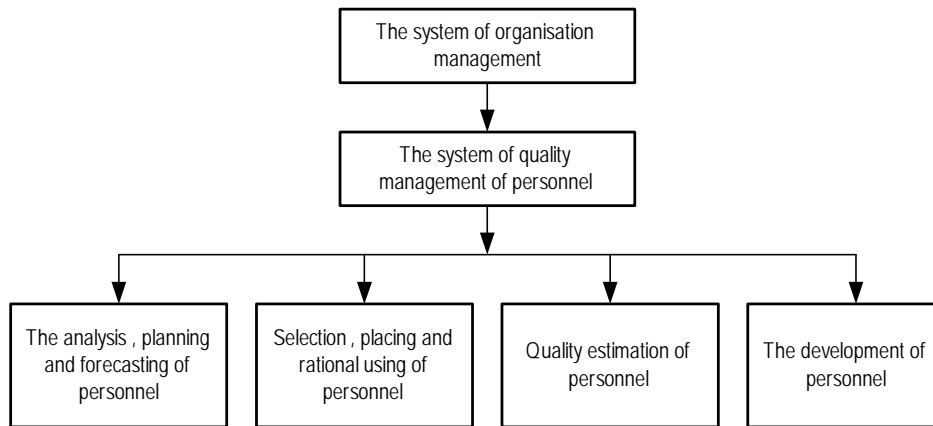


Fig. 3. A triad of a control system of quality of the personnel of the organization 3 subsystems

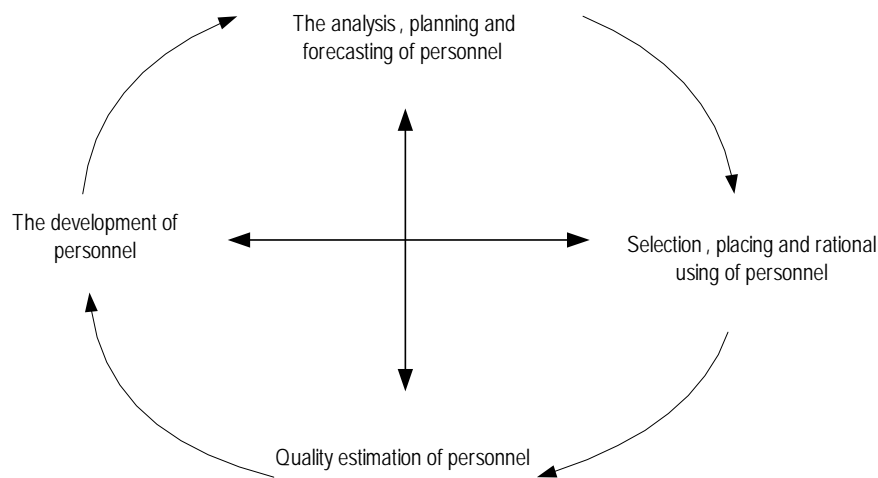


Fig. 4. Continuous improvement of quality of the personnel of the organization

includes at least three directions: an estimation of economic efficiency of the end results of work; an estimation of quality, productivity and efficiency of work of the personnel; an estimation of a social system effectiveness of system of quality management of the personnel.

On the basis of the received results it is necessary to define the weakest (narrow, inappropriate to the declared requirements) parameters of quality of the personnel and quality of its work, then to develop correcting and warning actions (actions on development of those or other qualities (properties) of the personnel, to improvement the techniques of work, working conditions, etc.).

The majority of home businessmen see in IS ISO series 9000 only technological receptions of increasing profitability and profitability of manufacture by means of improvement of quality of let out production, while principles of TQM are given in these standards, is necessary to consider as philosophy of building business which base is the new approach to work and management of the personnel with all its needs and reserves.

Thus, having designated the basic problems of functioning of the organization in modern conditions of development of productive and economic and social attitudes, it is obvious, that their complex and effective decision is impossible without taking into account such categories as “quality of the personnel” and quality of the person. It is obvious, that application of modern methods and approaches of management to quality management of the personnel promotes increasing of efficiency its work and, as the consequence, to adequate development of productive and economic aspects of activity of the organization in the conditions of innovative dynamics of progress and to maintenance the competitive positions in a commodity market and services.

¹ Grigorev S.I., Subetto A.I. The bases of non-classical sociology: New tendencies of development of culture of sociological thinking on boundary XX-XXI of centuries. 2 the edition, additional and advanced, M., 2000. P. 15.

² Mischin V.M. Research of control systems: the Textbook for high schools, 2 the edition, a stereotype. M., 2007. P. 39.