

Quality Management System, Human Behavior and Business Excellence

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1. Management System and its elements

Organizations' social system comprises on complex sets of human relationships interacting in many ways with each other and to the outside world. Besides belonging to the social and cultural settings into which people are born, in organizations we voluntarily join groups based on shared work practices, habits, beliefs, interests or knowledge levels. Memberships in these groups influences employee work traits, behaviors toward seniors, quality of work habits and how people think of themselves and others. Consciously or subconsciously, these groups impose expectations and rules on its members. Arrangement for informal/formal coaching of these groups on organizational goals in the light of changing customer needs is very essential, so to extract positive and aligned work behavior.

Over the time, these closely bonded or fragmented social systems establish an organization's culture, which reflects conventional behavior of a company that encompasses beliefs, customs, knowledge, standardization efforts, conflict management and other general work practices. This culture widely influences human behavior, even though it seldom enters into their conscious thought. People depend on established cultural systems as they give them stability, security, understanding, and the ability to respond to any given situation. This is why people fear change to their routine practices. They fear that the existing work system will become unstable, their security will be lost, they will not understand the new process, and they will not know how to respond to the new situations. A set of organizational practices, operations, culture, environment and their interaction with products/services exhibit its management system. This behavioral management system study will help organizations address their low productivity, motivation and product quality variation problems in a much better way.

1.1 Human attitude & Behavior

Employee and group attitude is key elements for measuring the success or failure of an organization. Attitudes reflect a person's likes/dislike toward another person, object, events, and activities in his/her environment. Rapid industrial/technological changes have made it vital to study and know about employee attitudes toward work, its supervision, pay, benefits, promotion, or anything that might trigger positive or negative reaction of employee. Gradual changes to attitude very likely affect and build a person's work behavior that is being discussed in this study.

A Model of Human Attitudes (Figure -1)

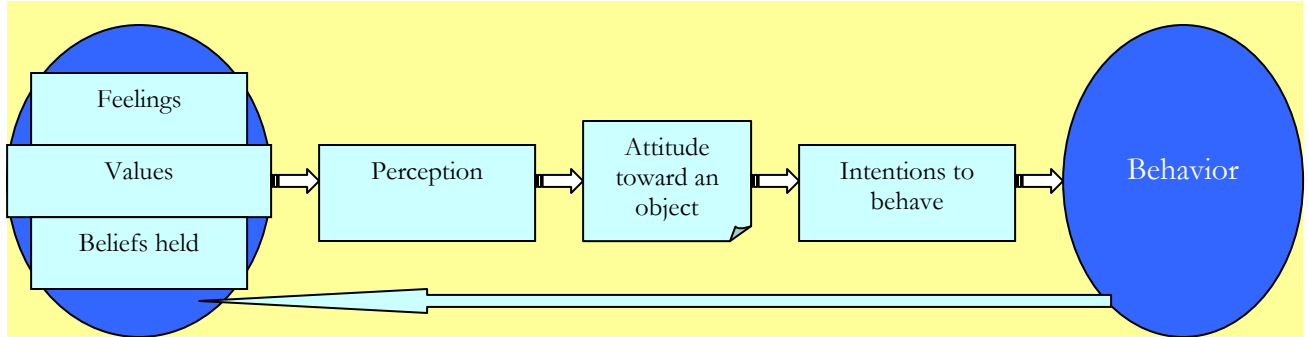


Figure 1 highlight how individual feelings, believes develop into group work behavior which later paves the way for organizational culture.

Like product variation, behavioral variations exist in the shape of conflict which is always there in organizations. This often arises between people or groups on competition for gaining resources, authority, power, attention and status. The competition is not just for resources but for ideas too—one person or group wants to have the ideas or behavior of another group suppressed, punished, or declared illegal. Organizations generally attempt to engineer social change to their management systems by means of establishing and revising policies, laws, incentives, or coercion to prevent conflicts.

Due to these market forces, quality managers are now burdened for one more responsibility of working with HR to stitch off required attitudes in a job. Attitude should be an essential element of every job description in an organization to reinforce positives.

2. Work behavior analysis

Behavioral analysis is a science concerned with the behavior of people at workplace. Variations in behavior, changes in the frequency or form of what we do or what we say, are understood in terms of relations with real-world events. Understanding, describing, and predicting behavior does not require an appeal to nonobjective or unscientific concepts. Behavior is analyzed in terms of interactions between behavior itself and the environment.

2.1 Departmental Planning and establishment of Objective

a. Business is behavior

Need for incorporation of this behavioral approach to management systems arises due to the fact that people in organizations are possessing satisfactory level of technical competence but still there is a wide performance gap which come in the way of achieving organizational goals due to quite lower understanding on social skills in companies. Organizations can induce behavioral applications to their quarterly/annual planning and goal setting processes. At the onset of this process, important positive and negative work behaviors should also be brainstormed and recorded first as given in table 01.

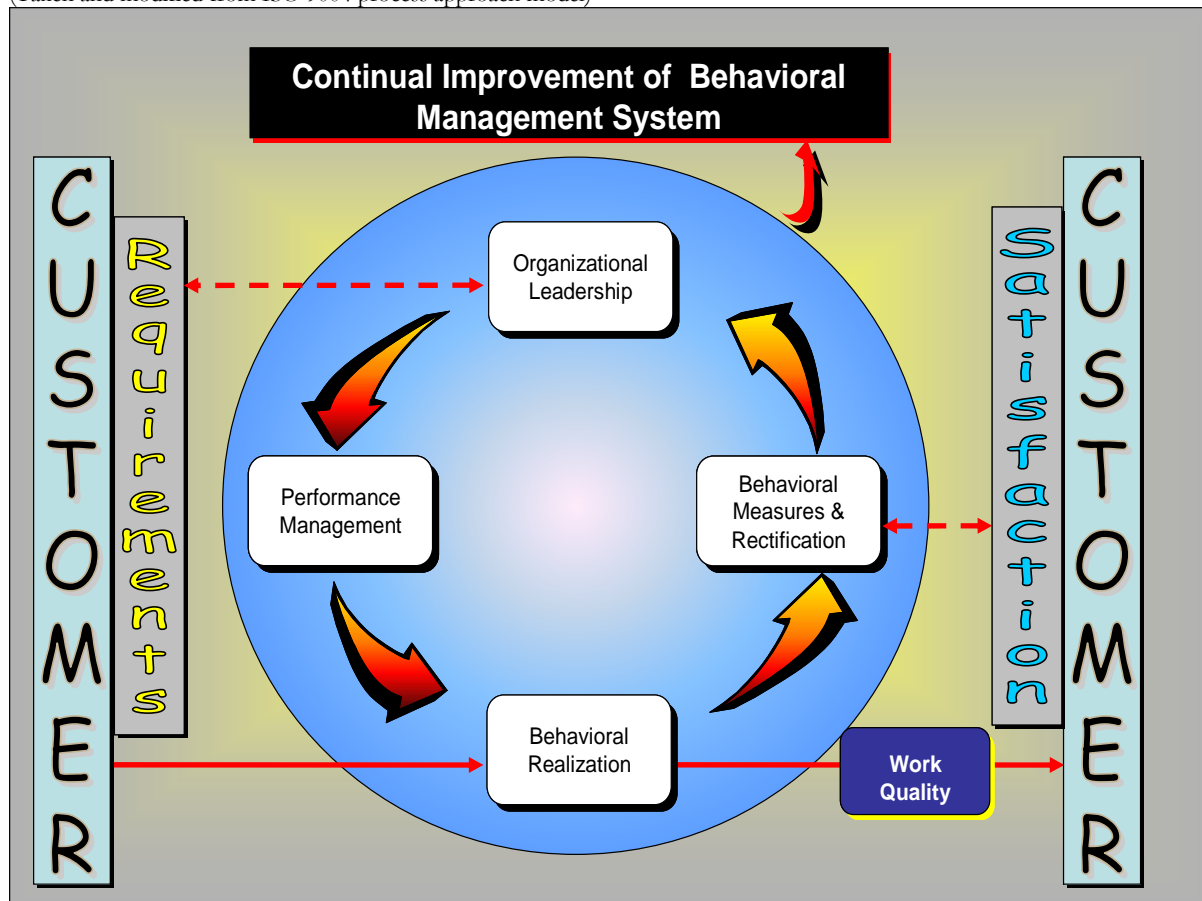
Goal	Positive Work Habits	Negative Work habits
<p>Producing two million quality items per day and</p> <p>Reducing 05 % overall plant scrap</p>	<p>Workers punctuality, commitment, health and safety rules and their implementation, 20 minute daily machine check/cleanliness by operators for detecting and reporting potential defects, Supervisors' work planning, scheduling and data analysis system and capabilities</p> <p>Top management encouragement</p> <p>Manager, Supervisor, co-workers and teams internal relations</p> <p>Application of modern tools & techniques</p>	<p>Overall Lower sense of responsibility and decreasing commitment level in employees.</p> <p>Poor man-machine communication</p> <p>Poor adherence to safety rules</p> <p>Indifference with employees achievements</p> <p>Rule Conflict</p> <p>Disrespect to individual values</p> <p>Use of rigid methods of work, poor flexibility to change mgt.</p>

Table #1 Goals achievement forces

To execute their goals, companies should align management system with Behavioral approaches to work. A brief description of this system is being provided here in the following lines.

3. A Model of Behavioral Management System (Figure 2)

(Taken and modified from ISO 9004 process approach model)



3.1 Behavior Realization

3.1.1 Organizational Culture sensing

This study suggests first of all arrange the in-house/external managed assessment of the organizational culture and relative work values. Haphazard change without knowing the depth of existing management systems and its root causes can have severe impact on the organizational operation and also undermine strengths of a business entity.

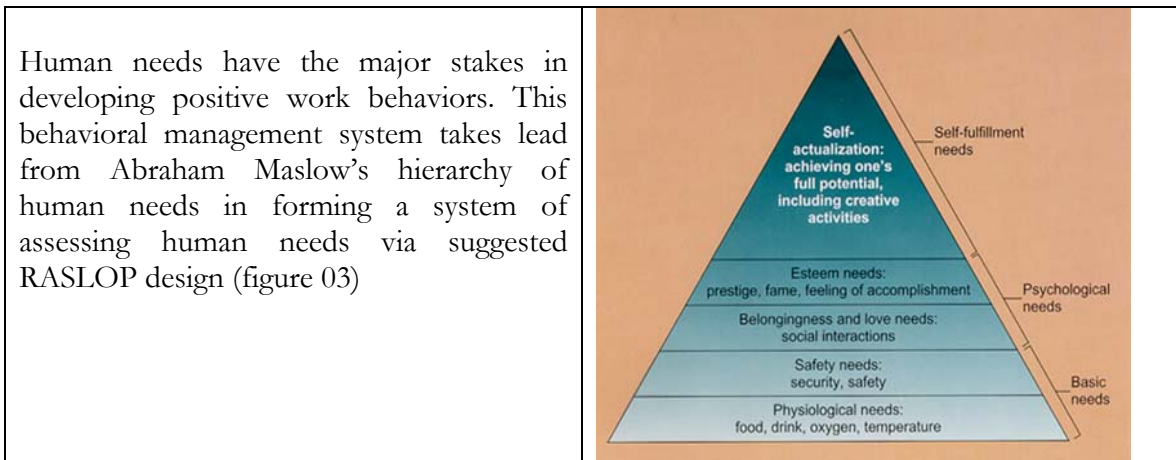
a. Organizational Vision, Mission and management system policy: Stated commitment of top management to professional work.

b. Employees: Conscious recruitment of diverse capability possessing working groups and level of mentoring and support programs for exiting and new employees, vertical and horizontal growth opportunities according to individual strengths, leadership abilities, work interests, employee satisfaction measurement system.

c. Learning and knowledge management: Research policies that discover occupational learning styles. Extent and assessment of HRD programs, Technology integration in acquiring knowledge, replacing conventional work methods with new technologies

- d. Community/customer services: Span of reaching local community, Customer involvement programs at new product design end development processes, Extent of customer satisfaction monitoring programs, Customer complaint handling system
- e. Periodic organizational Evaluations and Assessments at various processes.
- f. Events/Success celebration tradition
- g. Conflict resolution: Evidence of explicit procedures to eliminate conflict. Peer mediation and proactive approaches to conflict resolution.
- h. Stockholders view: Return on investment, profitability. Return on training investment
- i. Supplier relations: Supplier development process through continued training and certification.

3.1.2 Assessment of Employees Human Needs



Reward

Employees are first and foremost needs are of food, rest, and protection from the undesired events/elements. Until these needs are satisfied, employees cannot enthusiastically concentrate on work, learning and applying new techniques, self-expression, competitive idea generation etc. Companies should make system to monitor staff members in order to make sure that their basic physical needs are being met with existing compensation packages. A tired employee (working at various places/doing other personal tasks to satisfy his and family's physical needs) may not be able to perform as expected. Companies should also know that once a need is satisfied, it no longer provides guaranteed motivation. Thus, the employee strives to satisfy the needs of the next higher level. So, it should be a continuous process to counsel employees and balancing their needs with carefully designed financial packages.

Work Motivator – Money: concern for obtaining financial rewards from work that help fulfill physical needs.

Authority

Authority is concerned with the egoistic needs which usually have a strong influence on the Manager – Worker relationship. These needs mainly are of two types: those that relate to one's self-esteem, such as self-confidence, independence, achievement, competence, rule in decision making, and knowledge; and the needs that relate to one's reputation, such as status, recognition, appreciation, and respect of associates.

Work Motivator - Independence: This motive is about being free from unnecessary close supervision at work. This often links with higher Creativity.

Strategy

Organizational HR and corporate strategies put specific mark on the behaviors of employees. Policies towards hiring, recruitment, training and performance management processes allow company to attract, develop and retain best human capital.

Work Motivator – Management: concern for planning, organizing and executing ones work.

Liking

The safety or security needs are protection against physical danger, job threats, and resource deprivation. Companies can address this through a comprehensive grievance handling mechanism.

Work Motivator – Security: every one likes being able to keep one's job and to be free from the threat of redundancy, short-time work at other places/temporary contracts, and unemployment.

Observance

a. Social

When individuals are physically comfortable and do not feel threatened, they seek to observe/satisfy their social needs. These are to belong, to associate, and to give and receive recognized friendship. Employees can be guided to revert their informal group relations into cross-functional quality control circles. In which they can openly discuss their work, resolve work and procedural conflicts, avail work life counseling sessions and good supervisor-worker relationship.

Work motivator Co-Worker: This motive is concern for receiving professional friendship and understanding from work colleagues. A high Co-worker's score often links with high scores in work surroundings improvement, work prestige and job security.

Work Motivator – Prestige: This motive can be understood as a desire for work which will allows a person to obtain both recognition and status in the eyes of others

b. Self-fulfillment

At the apex of the Maslow's hierarchy of human needs is self-fulfillment. This comprises on realizing one's own potential for continued development, and for being creative in the

broadest sense of that term. Companies can respond to the same with induction of explicit career tracking process, where employees with continuously provided professional assistance decide their development needs.

Work Motivator – Self development: This motive is concerned with developing and using one's skills and abilities at work. Employees will see work as a chance for exercising the talents they acquired. A high score in Self- Development often links with high scores in Creativity, Altruism and Management

Political values

The organizations political values include identifying, distinguishing and minimizing the relations gap at mentioned below three levels;

- a. workers – supervisors relation
- b. worker – manager relation
- c. supervisors – manager relation

Work Motivator – Altruism: is concerned with being of help to other people. This might be help of a practical nature, or help that is of psychological/emotional kind.

In summary, management should strive to help employees satisfy their human needs in a manner that will create a healthy working environment. In this type of environment, employee experience fewer frustrations and, therefore, can devote more commitment and attention to their processes. This is being exhibited here as follows;

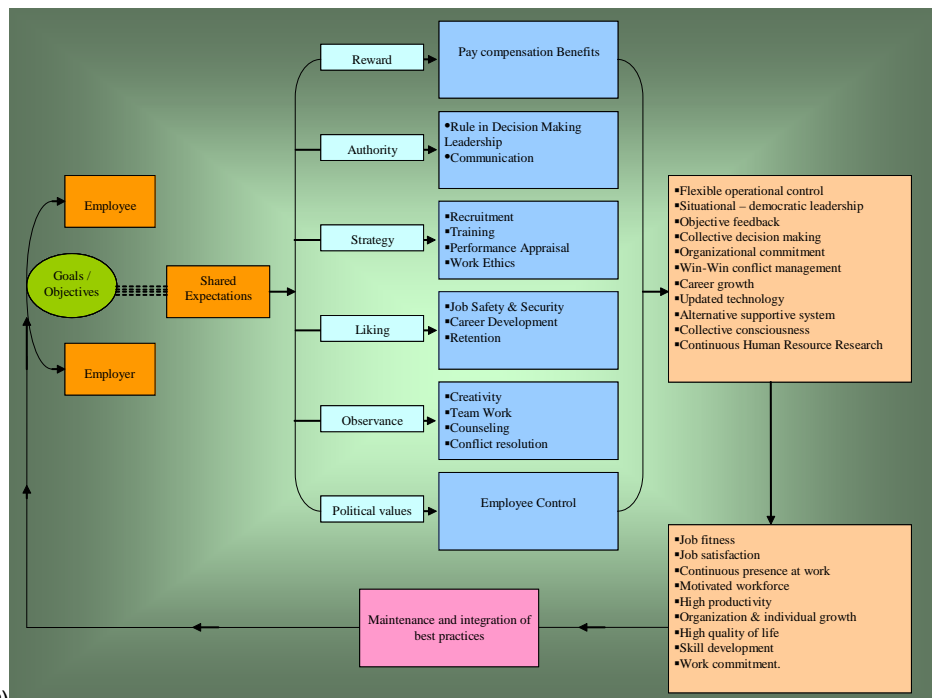


Figure 3(RASLOP)

3.2 Behavior Measurement and rectification

3.2.1 Human Behavior in Organizations

In present times career success will be largely a function of our skills in understanding and influencing human behavior. This is because most of what we are doing is shaping the behavior of others. All of us will agree that a now a manager spends little of his time in what we think of as traditional management. Most of the time is spent in working with and through people. Thus our people skills will probably be the most critical we can develop. Now we will have to be a skillful psychologist. This is true in case whether you are a manager or a subordinate, you will only be successful if you have skills at interpersonal influence, motivation, and communication with your superiors, peers, and yourself.

3.2.2 Observing behavior at our workplace

As behaviors occur in three parts, likely we at our workplace are observing the general and specific behaviors including both positive and negative. These we call **A**, **B**, and **C**.

A is a triggering event (often called an **antecedent** or cause or stimulus for a behavior)

B is the **behavior** itself

C is the **consequence** of the behavior (what happens as a result of the behavior)

This partition is helping organizations in observing a behavior and then changing a part or whole of it. An organization has to train its associates to assess problems and gather all related information to take effective corrective preventive actions:

- First, define the **behavior (B)**. What is the current behavior? What is happening? What did the person do? Describe the action.
- Next, we look for and arrange information about prior events that may have triggered the behavior (the **antecedent (A)**). Did anyone or anything trigger the behavior? What was happening before the behavior started?
- Lastly what is the **consequence (C)** of the behavior? What happens as a result of the behavior? What changes occurred in the environment or in the behavior of other people.

Observe and write down findings about the behavior. It will be wise to work with one behavior at a time, so target just one to watch.

Here is an example of what we are going to describe from this model;

Machine operator has produced defective products	Antecedent (A)	Behavior (B)	Consequence (C)
	He might have not followed SOP due to low level of process awareness.	Worried or anxious	Call him and arrange process orientation
	I know his physical limitations, weak eye sight, other health issue	Empathize his problem	Change his work timing or duty station
	He didn't bother to follow work procedure often.	Annoyed or angry	Call and warn him or finally give him show cause notice
	It doesn't matter to me whether people are producing defects.	Indifferent	Nothing in particular
	I needed the time to arrange more data to take action	Relieved	Relax and enjoy yourself

Table 2 (Behavior occurrence classification)

3.2.3 Three Categories of Behavioral Management

- ☺ Always reinforce • Behavior that is appropriate and desirable
- Ignore • Behavior that is disruptive but not dangerous
- ☹ Block or punish • Behavior that is dangerous

3.3 Organizational Leadership

3.3.1 Leadership style and their impact on the management systems

Leadership Style	Required Behavioral Competencies	Impact On organizational Climate	Objective	When Appropriate
Coercive	Drive to achieve; initiative, emotional self-control	Strongly negative	Immediate compliance	In a crisis, to kick-start a turnaround, or with problem employees.
Authoritative	Self-confidence; empathy; change catalyst	Most strongly positive	Mobilize others to follow a vision.	When change requires a new vision, or when a clear direction is needed.
Affiliative	Empathy, building bonds; conflict management	Highly positive	Create harmony	To heal rifts in a team or to motivate during stressful times.
Democratic	Collaboration; team leadership; communication	Highly positive	Build commitment through participation.	To build buy-in or consensus, or to get valuable input from employees.
Pacesetting	Conscientiousness; drive to achieve; initiative	Highly negative	Perform tasks to a high standard.	To get quick results from a highly motivated and competent team.
Coaching	Developing others; empathy; emotional self-awareness	Highly positive	Build strengths for the future.	To help an employee improve performance or develop long-term strengths.

Table 4 Leadership style and its impact on system (modified from “The Emotionally Intelligent Workplace”)

3.3.2 Leadership and Motivation

Here Vroom's Expectancy Theory with necessary cultural modifications is being introduced at our behavioral management system.

Reward x Performance x Instrumentality = Motivation

- Reward = the amount of desire for accomplishment of a goal (What is the reward?)
- Performance = the strength of belief and required competence that work related effort will result in the completion of the task (How hard will I have to work and develop competence to reach the goal?)
- Instrumentality (Belief) = the belief that the reward will be received once the task is completed (Will they notice the effort I put forth?)

The product of Reward, Performance, and instrumentality is **motivation**. It can be thought of as the strength of the drive towards a goal.

3.4 Performance management

Top management should make available their employees clear periodic goals, focused efforts and on-going individual feedback to bring out the best from them — and this will post healthy impact on plant's bottom line performance. Everyone at workplace, from senior executives to the front line staff, should understand the importance and ways of aligning his/her performance with the organization's vision, values, and strategic priorities.

In ignoring this managerial tool, we will not be able to execute our key business initiatives, allow employees to pursue their own improvement agendas (or, perhaps, to pursue none at all), and have no clear system to reward and recognize high performers which deteriorate organizational work.

Work and perseverance are requirements for any manufacturing system improvement. Short-term HR achievements at manufacturing floor can quickly build a program that underpins operational excellence. Company has observed operational transformations occurring at all levels of HR competence, ranging from departments in need of basic training assistance or to add another milestone to an already outstanding program. We conclude that in every situation, improvement is based on six basic performance management elements:

1. Commitment to human resources excellence
2. Dedicated work drivers
3. Benchmarks/proven approaches rather than re-inventing wheel
4. Move the needle on engagement
5. Healthy lust for kaizen
6. Increasing driving forces

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