ROLE OF HUMAN AND SOCIAL ATTRIBUTIONS IN QUALITY CULTURE OF AN ORGANIZATION

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ABSTRACT
Quality culture may be introduced in a society by focusing, controlling and assuring certain features of social setups. When ethical resources are invested in a society a better civilization results with improved culture, mentifacts and artifacts. A healthy quality culture is introduced by encapsulating social reforms or features derived from universally accepted principles, ethics and religion.

This paper focuses on general attributes like education, human relations, sense of responsibility, sense of achievements, courage to change and situation awareness etc. These features have been selected to judge the overall level of thinking and behavior of individuals of two organizations. Research has proved that the selected features indirectly affect the overall achievements and product quality of the organization.

The analysis and comparison of the above mentioned features has been made on equal subjects. The results are quite different for two setups because of different cultural influence of relevant societies on the subject. Organizational quality behavior is discussed by graphical analysis of the selective features, deriving the effect on organization’s accomplishment. The results support the necessity to improve these human/social dimensions for better quality culture in a society/organization.

INTRODUCTION
In the present changing environment of business world Quality is the burning issue of many organizations. As the world has become a global village, so it is being predicted by the experts that in future the companies can survive only if they accomplish a certain level of their product or service quality. Keeping in the view of this scenario most of the companies are trying to certify them in some quality standards, many of them have succeeded in their effort. But practically it has been observed that after certification there are clear differences in overall achievements of certified organizations.

Why the level of quality culture is different in two organizations while both have same certification? This research work is presented in this paper. To find out actual answer of this question two organizations were chosen; both have ISO certification. But there were many differences in working environment of these organizations regarding quality culture. To find the root causes of these phenomena a survey was performed.

The whole concept about “determining needs” is based on the challenge to help a quality manager be more effective by giving knowledge and awareness to the employees. This certainly includes the importance of understanding the employee’s thinking and behavior. In the survey some questioners were made regarding implementation of quality management system and distributed to the relevant personnel. Employees of the both organizations were asked about reasoning of implementing some clauses of ISO 9001:2000. Officials were asked to fill the Performa with out any fear of boss. Every question was given with ten
options.

Every option was analyzed separately and giving some appropriate suggestion to improve thinking of individuals and hence improving the entire quality culture of the whole organization. The answers of employees of both organizations were resulted in the light of theme behind every option. This was the effort to know the reason that; why one organization lacks the other while both accomplish all the requirements of ISO 9001:2000 audit.

A SAMPLE QUESTIONNAIRE FOR IMPROVEMENTS OF QUALITY CULTURE (PART-1)

| Name: ____________________________ |
| Designation: ________________ |
| Organization: ____________________________ |
| Responsibilities: ____________ |
| Qualification: ____________________________ |
| Date: _____________________ |

Question: Why you have established procedures and SOP’s?

Tick appropriate options (Minimum 1, maximum 5)

I don’t know
This is like constitution of our organization
Quality department knows better because we do our duty and they do their duty
Such things have no practical value; our working environment is not supportive, we can perform far better without these procedures
This is my duty to perform under these guide lines
Quality manager wants to tight us by using name of quality. In fact he himself, don’t know about quality
By practicing such type of written SOP’s we can achieve improved quality of product and our organization can grow faster
This is only beneficial for achieving ISO Certification
As a good religious person and good citizen this is my responsibility
As a good religious person and good citizen this is not my duty

Any other remarks:
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
_______________
ANALYSIS OF ANSWERS
(PART-2)

I don’t know
The person needs situation awareness by primary level training or education.

This is like constitution of our organization
The person has realized the theme of ISO 9001:2000 clause 4.1(a). This is the importance of whole ISO standard which is needed to be realized.

Quality department knows better because we do our duty and they do their duty
There is lack of effective human relations and coordination within the organization. Conferences and meetings should be arranged so that the coordination and relationship between the departments may be enhanced and employees become aware of the whole scenario.

Such things have no practical value; our working environment is not supportive, we can perform far better without these procedures
There is a need to target thinking of individual and turn it towards positive. People should know that individuals make the working environment supportive. Effective training can be helpful in realizing the importance of Quality Management Systems.

This is my duty to perform under these guidelines
The person has accepted the requirement of this clause. This is the main thing that is required, in which job of employees come under the constraints of ISO clauses.

Quality manager wants to tight us by using name of quality. In fact he himself, don’t know about quality
In the presence of inter personnel conflicts, team efforts are not possible. There is a need to develop harmony and brother hood within the organization.

By practicing these things our organization can grow faster
The person has broad view about overall achievements of organization.

This is only beneficial for achieving ISO Certification
The person has limited view about overall achievements of organization. Although he accept the importance of Quality Management System but he has not realized its true spirit. A trainer with his own clear concepts should train the employees of the firm.

As a good religious person and good citizen this is my responsibility
The person knows about true meanings of ethics and he is a moderate religious man.

As a good religious person and good citizen this is not my duty
The person doesn’t know about the spirit of ethics and he is not a moderate religious man.

THE PHILOSOPHY BEHIND QUALITY STANDARDS

Quote: “Of the many reasons why a person might be interested in ethics, morals, virtue, or quality, this is the self-chosen preference of intelligent thought. The aim of intelligent thought is to achieve accuracy in how a person thinks, to willingly self-choose self-improvement, not for the sake of a philosophy, but for the sake of one’s own desire for self-betterment.” [1]

Nature is created upon the laws of Nature, logic is the creation of intelligence made possible by the laws of Nature, ethics and morals are the logical weighing of life by how life harmonizes with the laws of Nature. Religion is a fixed mental reference point that logic uses for the associating and weighing of reasoning. As every person requires a fixed point of reference with which he may be able to compare his good or bad, and this point of reference is given by religion. Quality is creative harmony relative to the object’s environment and ultimately weighed relative to the laws of Nature.

We can see that a person who leaves his religion, he needs some other standard references to justify his acts, Quality Standards play the same role in an organization as a religion play in the life of an individual. Keeping in the view of
this theory we can conclude that a religious person may prove himself suitable to work in that environment where there is a need to implement some quality standards.

THREE LAWS OF NATURE IN CULTURE MANAGEMENT

Personal ethics behavior and group behavior follow the same ethical principles; however they differ in their processes and effects. In group ethics, the system of operating cultural effects must also be managed if organizational ethics and outcomes are to be improved with high assurance. Three facts of nature in ethics and culture management make all the difference in program success or failure: Group cultures influence ethical behavior more than the sum of their individual ethics.

1. Ethical reasoning is a logical sequence where policies come last, making policies the result of ethical reasoning, not a substitute for it.

2. Ethics and Culture Gaps (escapes) can only be reduced by preventing their root causes at the beginning of the process.[2]

3. The first law of managing organizational ethics is recognizing the main points of influence. Ethics in organizations are influenced more by the group ethics system (culture) than by the sum of the individual personal ethics systems. These “group effects” can have a profound effect on the ethical behavior and overall culture of an organization. Therefore, to improve group ethics, more emphasis is generally needed on group dynamics, or culture management, than promoting any single kind of personal ethics system. [3]

The second law of managing organizational ethics is it is essential to follow the natural logical sequence of ethical reasoning. Group ethics systems tend to function at lower performance levels than individual ethics systems due to their differences in the comparative reasoning processes. Individuals that are well trained in ethical reasoning tend to follow the bottom up process (see illustration below) where ideas are refined in a logical progression by eliminating logical fallacies and lower forms first, followed by resolving dilemma, optimizing higher forms using moral creativity, and finally either aligning with or changing policy as needed. Bottom up reasoning generally results in better outcomes because it is more logical. In contrast, many misguided organizational ethics practices tend to follow the top down process beginning with policies (not reasoning) and consider logical fallacies last, if at all. Unfortunately, as observed in the first law of managing organizational ethics (above), this group practice tends to overpower the superior individual practices, resulting in a lack sufficient logical rigor at the beginning of the group reasoning process. Since all decision sciences give the greatest weight to applied logic at the beginning of the reasoning process, and since ethical reasoning is a decision science, organizational ethics must obey this same principle. Getting organizations to do this is what ethics and culture management need to be about.

The third law of managing organizational ethics is the necessity of preventing the root causes at the beginning of the culture process. When ethical outcomes are bad, or when actual behavior does not meet required or expected behavior, this deviation constitutes an “ethics or culture gap.” Unfortunately, these gaps generally are revealed at the end of the process (at the emergent box on the far right in figure.1), making their prevention after-the-fact essentially impossible. The best way, and indeed perhaps the only way to positively influence and reduce this gap, is to prevent its root causes which tend to occur at the beginning of the process (in the boxes on the far left in figure.1). The prevention of ethics and culture gaps requires managers to have ways of detecting likely causes early, and "engineering" needed changes in the Leadership Styles, Background Factors, and/or Requirements before damage is done to the desired outcomes.
Figure 1

So, the training that focuses on influencing these early process factors offers the greatest potential benefit to outcomes and performance. Given these culture mechanics, it becomes apparent that merely adding more compliance policies to apply at the end of the process is a low assurance approach for preventing ethics or culture gaps at best. At worst this kind of misapplication of compliance management can sometimes make the culture gaps worse by risking the possibility of punishing good ethics or rewarding poor ethics. Effective culture management therefore is about early awareness of causes, and managing these factors early in the process as a system of effective diagnosis and response.

HOW TO ACHIEVE THE GOAL

Now the question arises that how to implement above suggested Quality culture in the organization. Building a quality culture is not an easy task. Developing a focus on quality seems very easy but it really is not a straightforward thing to achieve. Organizations spend years of efforts and budget to achieve the goal. What is needed is to focus attention on various aspects as described below.

Gap Analysis

There has to be some beginning. As usual with any improvements, it starts with gap analysis.

- Where is the organization now?
- What does it want to achieve?

Find out the gap based upon the survey conducted in the organization in which you can use the questioners as discussed in early pages of this paper. Though the organization may be very small, there will be some good points, which should be kept as-is or enhanced further. After finding the gaps, lay down a plan to conquer the gaps. You will need to develop organization wide requirements. Next, plan the way of action. There are many international models available in this regard.

Management Commitment

Commitment from Senior Management is a “MUST”. In fact, it is the driving force. Many a time it is observed that, either the senior management allocates the budget for such activities and forget about it or the senior management behaves in an autocratic way.
Neither results in successful implementation of Quality processes. Procedures, tools, and database are all useless if the senior management do not want to see a Quality culture in the organization. It is going to fail if management only wants to run behind getting certified to so and so quality standard. Even if the certification is achieved, there is no guarantee that, it will be practiced. The employees of the organization will not care, if the senior management themselves do not show the attitude to follow the right path.

**Sense of Responsibilities**

The president of xyz company is responsible for ensuring compliance to policies of the company and vice president is responsible for embedding Quality Management into the company for ensuring quality improvement is included in strategic plans as a routine way of doing business.

Departmental Executives are responsible for pursuing Quality Management as a fundamental responsibility for carrying out continuous improvement plan, including matrices, for all processes under their ownership.

Managers and supervisors are responsible for creating a supportive environment that requires communication with employees that leads to submission of suggestions from employees, for improvement and total customer satisfaction. Employees are responsible for modeling and fostering Quality culture and by seeking potential areas of continuous and self-developed improvement to ensure total customer satisfaction.

Department facilitators are responsible for supporting the department executive in improving the owned business processes and for fostering Quality Culture in the department. [4]

**Sense of Achievements**

Quality products and services as well as quality processes can only be developed through developing a sense of achievements of employees in any setup. This provides a focus on future. In TQM approach there is a need for managerial leadership to create a new thinking to develop quality culture. There should be a harmony between technical system, social system and managerial system. [5]

**Courage to change**

When a person lives isolated, he feels successful, as soon as he comes to know about his competitors he become aware of the actual situation. This is the starting of courage to change. Theory of benchmarking supports this idea.

Benchmarking is an important opportunity for Education, learning and cultural change and required to assure success in the region where some industry is lacking. As it impact on culture positively, it helps tremendously to bring about this significant silent, cultural change. The success of TQM can help to support benchmarking at the early stage to pave the way and set examples for their successors. Benchmarking is a key element in utilizing available support factor to execute such an important task. [6]

**Education/Training**

Education enables to understand the answers “Why” questions. (Why establishment of SOP’s and Procedures are important?). Whereas, training focuses on providing the answers like “How to” questions. (How do we go about establishing SOP’s and Procedures?). It is evident that education will pay a vital role in coping with the change process there is now a real need to incorporate the principles of Quality Culture in any education and there is an even greater need to educate specialists in this field and propagate new ideas. US Air Force learnt a valuable lesson while implementing its TQM education and
training programs. They trained the masses and did not achieve the significant results due to some misunderstanding of the core concept. Training and Education for their own sake do not pay off. However, Education and training united with implementation make a dynamic combination. [7]

**Situation Awareness**

There will be a need to raise the basic knowledge, understanding, and maturity for each and every member of the organization. For this purpose, organization wide trainings should be arranged. The experienced trainer should impart training that will convince staff they need to support quality initiatives. Effectiveness of training can be measured by mock interviews, quiz etc. This will ensure that, people in the organization are on the same page when they are dealing with Quality.

**Motivation**

However hard you try to bring change to the organization, it will turn to failure if people are not motivated. Not all people are self-motivated. In fact, there would be very few, who are self motivated. Senior Management and the Quality groups need to provide a sufficient amount of motivation to push things. Budget cannot be a constraint for motivation. However, a certain amount of enforcement is also required to push the changes in the system. There should be a right mix of both. This word however, is exactly right to explain how the Quality culture must be built. Training, group discussions, sharing of knowledge are essential to bring the change. Also motivation, exchange of ideas, and quality awareness forums are critical to institutionalize the change.

![Figure 2](image)

If the importance of the change is understood at the lowest level, then success will be achieved. Many a time, knowledge flows horizontally whereas it is preferable to have the knowledge flow from top to bottom i.e. vertically.
Figure 2 explains the flow of culture, awareness, knowledge, and maturity to institutionalize quality in the organization.

Automated tools can help ease the burden of implementing quality processes and standards. The organization that institutionalizes the tools used for either quality or any phase of the development life cycle benefits greatly through the innovation and consistency in delivering the solution.

The organization will build capabilities and maturity and bring out the benefits of these capabilities and maturity to grow further. This will also adopt a very easy way to help manage projects with a standard set of procedures, guidelines and tools. Once this is achieved, continuous improvements will be a part of process. Companies can focus on many other areas and the management can rest assured regarding the quality of their work products. Management’s commitment and motivation are key to success for any quality initiative. Religious teachings can be proved as catalysts in this kind of endeavor.

CONCLUSIONS AND RECOMMENDATIONS

The core concept behind implementation of quality culture has proven very valuable to individuals, groups of people and many organizations and many of them have discovered the relationship between quality culture and role of human and social attributes. It is suggested to conduct such surveys within any organization to measure the deficient areas which resist growth of quality culture in the organization. Because it is usually in practice of most quality managers that they only ask “Have you displayed quality policy in your department?” but he doesn’t ask “Do you know! What is the importance of displaying quality policy on a prominent place?” Similarly quality manager usually hear the quality policy from employees but don’t ask that what you do to accord with this policy. In short, we can contribute in the growth of quality culture by targeting the thinking of employees and by developing specific human and social attributes that we can mention by conducting similar surveys. Further programs on such issues are designed to change attitude as well as teach important knowledge and skills.

REFERENCES


