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Main Principles of Integrated Quality Management When Selecting Employees

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ANNOTATION: This article presents the basic principles of integrated quality management in the selection of employees. Analyzed the problem-solving approach has been criticized for a number of reasons. In particular, the analysis of work, as a rule, depends on the constancy of the requirements for a particular position.

KEYWORDS: comprehensive quality management, selection method selection, customer needs and expectations.

I. INTRODUCTION

To achieve a genuine and long-term competitive advantage, it is necessary to adopt total quality management as a fundamental principle (TQM). According to Dale [1], "total quality management is the mutual cooperation in an organization and the related business processes aimed at producing goods and services that meet or even exceed the needs and expectations of customers.

Total Quality Management is both a philosophy and a set of guiding principles for managing an organization.

II. RELATED WORK

Often, personnel management issues are considered not very significant. However, if we talk about the principle of complexity, then it makes sense to consider two aspects of quality management: "hard" and "soft".

"Hard" includes a set of methods associated with the use of basic quality management tools; "soft" includes in its problem field the management of human resources and cultural change. This assumes that well-trained and active employees are able to make a greater contribution to organizational success.

There is debate about the extent to which these aspects of TQM complement or contradict each other. Thus, the requirement to carefully follow certain quality control procedures can limit the motivation potential of an employee, depriving him of a certain autonomy and independence and, ultimately, stifle creativity in the workplace.

One of the personnel management tools that has attracted particular attention in recent years has been the selection of employees. The selection was included in the list of the most important tasks of human resource management.

It includes an important component of the experience of integrated quality management, since the performance of personnel is evaluated from the position of their contribution to the statistics of the organization's goals.

Capable workers are those who can perform certain tasks. The traditional selection process includes a detailed description of the work based on an analysis of the tasks that are sequentially solved in the course of its implementation. This approach is further implemented in the definition of the personal qualities of the employee, which is built according to the job description. Standard personality testing techniques, such as the Roger seven-point plan or the Munro-Fraser five-point plan, take into account the following factors: appearance, education, motivation, and mental abilities of candidates.



The problem-solving approach has been criticized for a number of reasons. In particular, the analysis of work, as a rule, depends on the constancy of the requirements for a particular position. In a changing environment where flexibility is becoming an important feature of a business, the requirements for a particular position can constantly change. Selection based solely on a candidate's ability to perform well-defined tasks is challenged because tasks can change dramatically.

There is no precise definition of competence yet. In the article *The Competent Manager*, Boyatjis [2] defines it as "a basic personality trait ... which can be a motive, a characteristic of someone's image, image ... or a system of knowledge that he or she uses."

When referring to TQM, the question arises as to whether the selection process in the organization allows you to identify individuals with skills that can affect quality. The TQM strategy should be reflected in the list of so-called competencies that are taken into account in the selection of personnel. The importance of this becomes clear when we consider that there are skills that are inextricably linked to general personality traits. While we are not trying to downplay the merits of TQM-based staff development programs, it still needs to be emphasized that some of the personality skills are very difficult to instill in employees who do not possess them at the time of selection.

For example, assessing whether a candidate can type 60 words per minute is one thing, but quite another is assessing whether a candidate is "innovative", "flexible in approach", "putting quality above all else" [3].

III. EXPERIMENTAL RESULTS

Organizations tend to measure competence in terms of two complementary strategies. This problem was first addressed in the design of selection methods; now competence is used to develop selection methods or at least influence the process. This is especially evident from interviews when applying for a job. There has been a marked increase in the use of structured interviews, which require candidates to provide examples of past times when they behaved in a certain way. At the same time, the logic of the interview is as follows: it is believed that if the candidate has provided evidence that he/she has demonstrated competence in the past, then he/she is likely to repeat it in the future. In addition, attempts are being made to use a range of selection methods where interviews alone have been used.

More often they began to turn to assessment centers, which include a group of methods designed to measure the competence required for a particular position. For example, the ability to "flexibly approach" the decision of questions can be potentially measured using an individual questionnaire and group discussion.

As noted above, the requirements for the employee must take into account adherence to the principles of TQM. Selection methods such as interviews, group discussions, oral presentations of candidates can be used to focus on quality issues. This emphasis in no way limits the ability to measure "innovativeness" and "flexibility". TQM provides the impetus for identifying and measuring job-related job requirements (Figure 1).

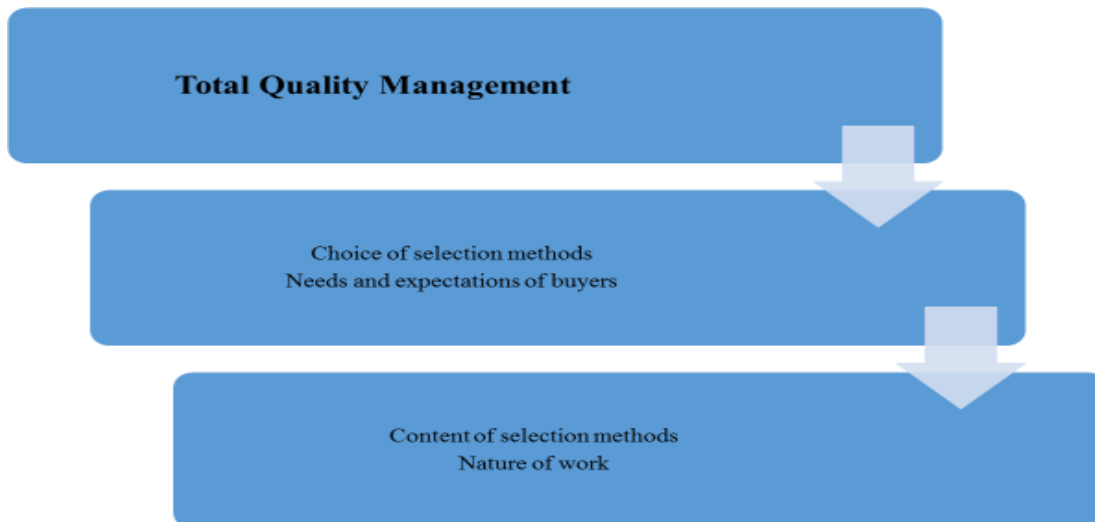


Fig. 1. Selection of employees based on the principles of integrated quality management



It would be too simplistic to say that the requirements for the employee and the methods of selection of personnel, due to the principles of TQM, automatically determine the selection process. This process is focused on identifying the most suitable person for a particular position, but there is no guarantee that the appropriate methods will be used correctly in every situation.

In order to guarantee the achievement of good results, it is necessary to subject the selection process itself to thorough scrutiny, including from the point of view of compliance with psychometric and legal requirements [4].

IV. CONCLUSION

Human resources policy plays a leading role in any effective TQM strategy. At the same time, the system of integrated quality management itself imposes certain requirements on the personnel selection procedure. The TQM strategy and the selection procedure should be linked and these links should be clearly expressed at each stage of the selection.

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