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**ADAPTABILITY OF QUALITY MANAGEMENT IN HUMAN RESOURCES OF PUBLIC TRANSPORT SYSTEM****SARIN RAJU****STUDENT****CET SCHOOL OF MANAGEMENT****COLLEGE OF ENGINEERING****TRIVANDRUM****SINI V.PILLAI****ASST. PROFESSOR****CET SCHOOL OF MANAGEMENT****COLLEGE OF ENGINEERING****TRIVANDRUM****ABSTRACT**

There arise regular complaints from the part of customers through the print and visual media about the service provided by the public transport system. With the growth in vehicle utilization, ownership and utilization private transport system also come into play. This results into heavy competition between private and public transport system. As a result public transport system starts to become a loss making company. This study is meant to check the adaptability of employees of state public transport with Quality management standards. Proper comparative study on the literatures and KSRTC system, analysis parameters got evolved into four parameters- Attitude of employees, Training and Education, Service quality & leadership quality and Improvement strategies. Conductors are the employees who are in direct contact with the customers for providing the service. So conductors are provided with well structured questions which contain the factors affecting the four parameters. Structured interview is done for those conductors who are reluctant to answer the questionnaire. Data is also obtained through direct observation and discussions with other office staffs. The main research objective is to analyse the four factors which helps to measure the adaptability of quality management in human resources in public transport system. The research methodology consists of preparing a detailed questionnaire based on the four factors that affect the quality management. Opinion of 100 conductors is taken to study the factors. The data obtained is analysed using software MS Excel and analysis has been done to draw result and conclusions. According to the results of the study, human resources that are in direct contact with customers in providing services are adaptable to quality management.

**KEYWORDS**

Public transport system, quality management.

**INTRODUCTION**

At the end of the 20th century, changes occurred in demographic patterns and employee expectations, shifts in societal demands, increased competition and fiscal constraints, and the requirements of adopting new technologies have made many traditional business practices obsolete. To meet these broad challenges, growing numbers of American businesses have adopted the principles of Quality Management (QM) to improve the responsiveness of their products and services. These adopted principles have influenced system changes that may increase customer and employee satisfaction, reduce costs, and improve productivity.

The transit industry faces many of these same challenges. The principles of QM appear to hold promise as a way to improve transit service, increase ridership, and fulfil transit's broad social mission. However, to date, only a few agencies have introduced innovative QM-based practices.

QM is a management philosophy concerned with people and work processes that focuses on customer satisfaction and improves organizational performance. QM requires an enterprise to systematically energize, manage, coordinate, and improve all business activities in the interest of customers. QM requires improvements throughout an organization to reduce waste and rework, to lower costs, and to increase productivity. Quality is no longer merely the province of service inspectors, the director of quality assurance, or the work supervisor. It can be defined, measured, and achieved, but such achievement requires that quality is built into all work processes and is understood and applied by all employees. Everyone is responsible for QM, especially senior management; all employees are involved in solving problems and improving performance, like many so-called "new ideas," the components of QM are not all new. Rather, QM is new because it embraces and enjoins many existing management and organizational philosophies. QM has its roots in many disciplines, including economics, industrial engineering, social psychology, mathematical statistics, and management science.

Public transport faces severe problems in almost all countries of the developing world, although the situation varies from one country to another. Perhaps most important, the lack of financial resources prevents necessary investments in maintaining and upgrading existing bus and building new ones. Likewise, many advanced technologies long available in Western Europe are simply not affordable in most developing countries. Public transport systems in the Third World are plagued by chronic corruption and inefficiency, overcrowded and undependable service, congested roadways that slow down buses, and an operating environment that is often chaotic and completely uncoordinated.

Those problems of public transport occur within the broader context of daunting urban transport problems in general. Air pollution, noise, congestion, and traffic fatality levels are often much more severe than those of developed countries. One might expect the much lower incomes in developing countries to assure a huge potential market of public transport riders. In fact, many city residents are so poor that they cannot afford even low fares, and routes are not designed to serve the poor at any rate. Thus, the poor in developing countries suffer even more than those in the Western World from low levels of mobility and accessibility, especially to jobs.

Buses in Indian cities are doubly disadvantaged by congested conditions. Buses themselves are seriously overcrowded, with some passengers forced to ride on the outsides of vehicles. In addition, however, buses must negotiate extremely congested, narrow streets, with no separate rights-of-way at all, having to fight with a mixed array of animal-drawn carts, minivans, cars, taxis, motorized two-wheelers, auto rickshaws, pedestrians, cyclists, and street vendors. Severe roadway congestion has slowed down most buses to a crawl during much of the day—as slow as 6 to 10 km per hour in many large cities.

Most of the Operations related problems are caused due to certain human related problems. Workers in these public transport systems, behave to the customers very badly. The union related activities, trade laws are enough to save them from these complaints. The government lacks enough methods to enquire and solve these problems. Many complaints arise from the experienced staffs that the newly recruited staffs are not up to the standards. Medias also drew attention in these areas. There also arouse many complaints about the Leadership Qualities. There lack enough person to guide the staff who are in direct contact with the customers, especially conductors in public transport system. This also creates many quality related issues. Continuous improvement strategies are absent in this sector due to all these factors.

So, in a nutshell the main root causes behind all these problems are as per following:

1. Attitude of the Staff



2. Lack of Proper Training and education
3. Lack of Leadership Qualities and deliverance of Quality less service
4. Lack of Continuous Improvement Strategies

## LITERATURE REVIEW

Throughout the 1980s and 1990s, effective Quality Management represented a key competitive advantage and its concepts were developed in parallel with the evolution of new operations management ideas, the emergence of new quality-related techniques. QM evolution can be divided into five major phases or stages: (1) Inspection, (2) Statistical Process Control (3) Quality Assurance, and (4) Strategic Quality Management, and (5) competitive continuous improvement. Quality Management itself is a term referring to coordinated activities which direct and control the quality of product and services of an organization. QM typically includes the establishment of quality policy and objectives together with quality planning, control, assurance and improvement. Over two decades ago, Hodgetts et al. (1994) depicted modern organizations as those which made a fundamental shift from a Total Quality (TQ) paradigm towards a Learning Organization (LO) and later extended this theme, suggesting that organizations must sustain major improvements, maintain high performance and aim towards being an 'Excellent-Sustainable' organization. Prior to the '90s the organization could be described as "basic," i.e., it was focused on survival. The top management and a few employees dealt with the customer. For most employees, there was a distinct lack of awareness of the customer needs. The approach was top-down with instructions provided by top management that were executed by the rest of the company. There was no approach to improvement, the goal was to maintain status quo. Today, in many organizations, QM is employed in a broad context of organizational excellence and business development. Hence, current QM approaches tend to be systematic, holistic and company-wide, and linked to corporate strategy. Nevertheless, the main objective of QM implementation remains the continuous improvement of process management, hence advancing an organization's operating performance, developing Operational Effectiveness and organizational excellence, ultimately leading to enhanced stakeholder satisfaction. Hence, it was defined by Srivastava Lakhe, and Mohanty that recent stage, related to QM, emphasizes the importance of the flexible organization, responsive and able to adapt quickly to changes, responding to customer feedback and benchmarking against competitors.

The concept of Quality Management is defined as "everyone's mutual cooperation, in an organization, and the associated business processes, to produce valuable products and services that will match and, preferably, exceed the consumers' needs" (Dale, Van Der Wiele and Van Iwaarden, 2007: 4). Mcadam and Mckeown (1999) state that QM consists of a process of individual and organizational change, that aims at increasing the level of satisfaction of all the stakeholders of the organization.

The success of QM will result in improved employee involvement, improved communication, increased productivity, improved quality and less reworks, improved customer satisfaction, reduced costs of poor quality and improved competitive advantage (Antony et al., 2002). Saraph et al. (1989) argue that there are eight critical success factors (CSFs) for QM implementation such as: top management leadership, role of the quality department, training, product design, supplier quality management, process management, quality data reporting, and employee relations. Meanwhile, Black and Porter (1996) revealed ten major QM practices. They are people and customer management, supplier partnerships, communication of improvement information, customer satisfaction orientation, external interface management, and teamwork structures for improvement, operational quality planning, quality improvement measurement systems, and corporate quality culture. Antony et al. (2002) described 11 QM practices: management commitment, role of the quality department, training and education, employee involvement, continuous improvement, supplier partnership, product/service design, quality policies, quality data and reporting, communication to improve quality, and customer satisfaction orientation. Sureshchandar et al. (2002) expanded the practices even further and came out with 12 major practices comprising of top management commitment and visionary leadership, human resource management, technical system, information and analysis system, benchmarking, continuous improvement, customer focus, employee satisfaction, union intervention, social responsibility, service scapes, and service culture. Brah et al. (2000) in their study on QM and business performance in Singapore service sector has come out with 11 constructs of TQM implementation, which are top management support, customer focus, employee involvement, employee training, employee empowerment, supplier quality management, process improvement, service design, quality improvement rewards, benchmarking, and cleanliness and organization. The researcher had selected 4 factors from all these which have high significance when public transport system is considered. It includes

1. Attitude of the Workers
2. Training and Learning
3. Quality of service and Leadership qualities
4. Continuous Improvement

Attitude is the first and foremost factor that affects quality management. Allen and Meyer (1990) created attitude model for relating attitude with quality management, according to which the concept is composed of three dimensions: (1) *affective*, which consists of a connection, identification and involvement with the organization; (2) *continuance*, referring to the commitment based on the cost that the individual associates with leaving the organization and (3) *normative*, related to the feelings of obligation to stay in the organization.

Among the various concepts of service quality, two of the most widely accepted and used by researchers is the SERVQUAL model by Parasuraman et al. (1988) and the technical/functional quality framework by Gronroos (1983, 1990). Parasuraman et al. (1985) proposed a conceptual framework of service quality based on the interpretation of qualitative data from extensive explanatory research performed in four service businesses. The SERVQUAL instrument by Parasuraman et al. (1988) included two 22- item sections. The intent is to measure customer expectations of various aspects of service quality and customer perceptions of the service they actually received from the local service organization (Lassar et al., 2000). Parasuraman et al. (1988) in their research found that customers consider five dimensions in their assessment of service: reliability, responsiveness, assurance, empathy, and tangibles, which represent how the customers organize information on service quality (Cook and Verma, 2002). Apart from the expectations-performance methodology by Parasuraman et al. (1988), Cronin and Taylor (1994) claimed that a psychometrically superior assessment of service quality could be obtained through the SERVQUAL performance items alone. TQM is not only limited to product quality improvement. It also covers a wider aspect of quality in the service sector. Previous empirical studies regarding the linkage between TQM and organizational performance as well as quality have shown significant and positive results see Flynn et al. (1994), Ahire et al. (1996), and Terziovski and Samson (1999). The main focus of TQM as suggested by Ishikawa (1972), Crosby (1979), Deming (1982) and Juran (1988) is to improve overall quality including process quality and service quality (Litton, 2001). Successful TQM implementation will give benefits in improving quality and reducing rework as well as reduction in costs of poor quality such as scrap, rework, late deliveries, warranty, replacement, etc (Antony et al., 2002). Furthermore, Brah et al. (2002) supported the proposition that TQM implementation correlates with quality conformance. Cook and Verma (2002) found that according to the perceptions of bank employees, quality systems affects service quality that in turn relates to organizational performance. Effective TQM processes can generate marked improvements in both product and service quality which then results in increased customer satisfaction and organization's profitability (Litton, 2001). By establishing a motivated, customer oriented management philosophy and practice; internal service quality levels will be more favourable. It was also found that employees' possessing organizational knowledge and skills are important in delivering service quality in which high levels of employee morale and satisfaction were found dependent on the empowerment and involvement of employees (Geralis and Terziovski, 2003; Prajogo and Sohail, 2006).

American Quality Foundation and Ernst & Young, "The International Quality Study: Best Practices Report, an Analysis of Management Practices that Impact Performance," (1993) provides a better analysis on need of training for quality management. The IQS examined organizations in the automotive, banking, computer, and health care Industries within four leading industrialized nations--Canada, Germany, Japan and the United States. This report focuses on "best Training practices"--those management practices that lead to the best results and identifies three management practices that have significant impact on performance. One of the fundamental requirements before embarking on forming self quality management is training of all the employees in the team so that they are prepared for the empowerment. They should have wiliness to change. They should be able to manage a change. The team members should learn good qualities and they establish sound relationship with the other team members. This is more important for any teams. For the interest of the organization, all

teams members should work single minded to discharge their duties. The training of teams should be done in such way that all the members should understand their responsibilities, adjust them with the other members, motivate the others and they should have a motivational attitude.

Continuous improvement (CI) is a philosophy that Deming described simply as consisting of “Improvement initiatives that increase successes and reduce failures” (Juergensen, 2000). Another definition of CI is “a company-wide process of focused and continuous incremental innovation” (Bessant et al., 1994). Yet others view CI as either as an offshoot of existing quality initiatives like total quality management (TQM) or as a completely new approach of enhancing creativity and achieving competitive excellence in today’s market (Oakland, 1999; Caffyn, 1999; Gallagher et al., 1997). According to Kossoff (1993), total quality can be achieved by constantly pursuing CI through the involvement of people from all organizational levels.

**RESEARCH METHODOLOGY**

Research methodology is a method that can be used to solve the research problems. It helps in studying how research is done scientifically. Research methodology provides various steps that can be adopted by the researcher in studying research problems. Research methodology includes not only research but also considers the logic behind the methods. For capturing perception of employees, relevant data is collected by a questionnaire consisting of 24 questions .The questionnaire is distributed to 200 conductors of public transport system. This questionnaire was revised three times after the pilot study. While collecting data problems occurred such as:

1. Around 200 employees were asked to fill the questionnaire but only 100 responded positively
2. Language of questionnaire was also problem for a few respondents. They were explained about the questions in Malayalam

To improve response rate, a closed questionnaire was used consisting of structured statements. The data obtained by means of the perceptions, questionnaires were gathered by requesting respondents to express their level of agreement with the statements. To accomplish this five point Likert scale was used to mark the questions. It was as follows:

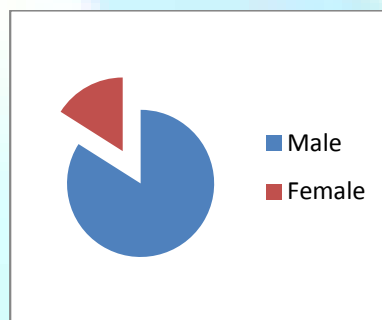
Strongly disagree, disagree, neutral, agree, and strongly agree.

**DATA ANALYSIS**

**RESPONDENTS PROFILE**

84% of the respondents are male and remaining 16% of them are female.

		TQM	Attitude of Employees	Education & Training	Continuous Improvement	Leadership Quality
TQM	Pearson Correlation	1	.987	.991	.994	.993
Attitude of Employees	Pearson Correlation	.987	1	.96	.969	.991
Education & Training	Pearson Correlation	.991	.96	1	.996	.975
Continuous Improvement	Pearson Correlation	.994	.969	.996	1	.976
Leadership & Quality	Pearson Correlation	.993	.991	.975	.976	1



**Inference**

From the above correlation matrix discloses that correlation between TQM and factors affecting TQM are highly positively correlated. Correlation between TQM and Attitude Of Employees is .987, correlation between TQM and Education & Training is .991, correlation between TQM and Continuous Improvement is .994, correlation between TQM and Leadership & Quality is .993

**FINDINGS**

- It was found that majority of the employees are male whose age range between 25 to 30 years.
- The employees feel that the salary given is fair.
- It is evident that team work is there between workers to achieve company’s goals.
- The study reveals that the employees are proud to work in the organization and hence tries their best to deliver quality of service.
- It was found that the organization gives opportunity to the employees to develop by giving proper Training and learning environment.
- The analysis shows that the organization gives enough importance to timely changes to increase quality of service.
- The analysis also reveals that the employees trust their executive level officers and their style of leadership
- It was found that the trainings they attended so far were relevant to their job needs .It also unveiled that the training programs in the organization were effective enough to enhance the skills of employees.
- It was also revealed that ,most of the employees are optimistic about the company

**SUGGESTIONS**

- Study reveals that the factors Attitude, Education, Training, Quality Service, and Leadership are suiting TQM standards. The problems are less when compared to human resources and high when compared to Engineering and Operations. So more care is needed for these departments. It was also observed that, Attitude towards the company worsens with increase in age. These need to tackle by providing a dynamic work environment.
- There is a high difference between the scheduled staff and available staff in every department. These lacunae should meet immediately by recruitment, training, promotions etc.
- Organization can motivate the individuals through proper counseling and guidance. Many employees expect more Training, Development programs, Learning Environment etc. Organization must evolve in such a way that it should satisfy the employees and customers at same time.
- Most of the employees believe that there is problem with the organization and that problem is not because of the quality of service. This clearly defines that the problems can be easily tackled by Employee involvement discussions and meetings.
- Most of the employees have positive attitude towards continuous improvement strategies, but not satisfied with present strategies. More and more employee involved continuous involved strategies are needed.
- Employees are to be appreciated for the honest and sincere work as it improves the job satisfaction of the employees. Many have complaints that superiors are not appreciating, when they perform.

**CONCLUSION**

The project, 'Adaptability of quality management in human resources of public transport system' aims to measure the adaptability of four pillars of QM, Attitude of employees, Training and Development, Continuous Improvement, Leadership Qualities among human resources of KSRTC. It has been seen that the study elaborates, that there is high degree of relation between the pillars of QM and employees, but attitude of workers towards the company decreases with increase in age. The problems in Corporation are less when compared to Human Resources and more when compared to Engineering and Operations. There is a high difference between the scheduled staff and available staff in every department. These lacunae should meet immediately. Most of the workers believe that the problems in the corporation are not because of quality of services. The workers are expecting more and more training and development programs.

**LIMITATIONS**

Though at most care was taken to eliminate the element of bias and imitations, the study has following limitations:

- The sample size taken for study was from one single depot won't represent the complete characteristics of the population, attitude of person change with geographic change.
- Time taken for the study was small.
- Lack of cooperation from employees.

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**APPENDIX****QUESTIONNAIRE**

1. Gender a) Male b)Female
2. Age a) Below 25 b) 25-30 c) 30-35 d) 35 and above
3. I feel that my salary is fair for my responsibilities. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
4. Employees work as a team to achieve company's goals. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
5. I feel proud to work in the company and hence try my level best to provide quality of service. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
6. Superiors never appreciate us whenever we do a good job. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
7. I am doing the work with the same quality as I am delivering my responsibilities at home. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
8. I do believe that a person must always be loyal to his or her organization. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
9. Jumping from organization to organization does not seem at all Unethical to me. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
10. Team members are having adequate skills to perform the job. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
11. I am satisfied with the Up grading training provided here. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree
12. I am satisfied with Initial Training provided to me. a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**13. I am satisfied with the recruitment policy (PSC), company is following**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**14. I receive good quality learning to help me perform my job better.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**15. Training given in this organization is benefitable.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**16. I tries to improve after every work.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**17. Company policies are not frequently revised here.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**18. Executive Level Officers compels to increase productivity after my every work.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**19. I have a mentor in the organization, whom I discuss often to improve my work.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**20. Timely changes for increasing Quality are not invited here.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**21. I really feel as if this institution's problems are not because of Quality of Service Provided by it.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**22. There are no barriers of communication while you are communicating with your superior about problems in Service providing.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**23. The supervision and the style of leadership is appreciable**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

**24. I am confident that my company will do well in future.**

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree



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