

SZENT ISTVÁN UNIVERSITY
DOCTORATE SCHOOL OF ECONOMIC AND BUSINESS
MANAGEMENT SCIENCES
GÖDÖLLŐ

FEKETE, RITA

CONNECTION BETWEEN QUALITY MANAGEMENT AND HUMAN
RESOURCE MANAGEMENT IN THE AGRICULTURAL VENTURES

DOCTORAL (PHD) THESIS

Gödöllő

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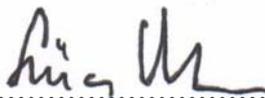
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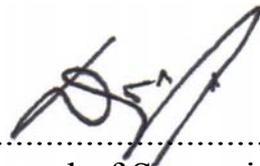
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Previous work and summary of targeted scientific aims

Hungary by the joining to EU, became a part of such system, of which member states aimed at achieving the unified European Qualification Developing Policy. The multilevel international agricultural trade partly general one partly needs demands of quality written in law.

Rules of quality included in the system should be followed from the production, preparing, classification within transport and trading until the table of consumers. The key element of this product channel is self the people, which their capable, knowledge and works have considerable quality.

The actuality and background of research

Aims of company strategy focused on quantity of production until near past. So there was the most important target to produce given product as much. In this opinion the quality was only technical issue.

The demands of consumers continuously increased (LEONARD-SASSER, 1982; JOSEPH-WALKER, 1998; KANDAMPULLY, 1998), so buyers became much more criticized products and services of quality, which was the biggest challenge, because products and services should meet demands of consumers.

It became clearly for much more people, that the key element of success was quality, and the success resulted in human work. Recently number of such experts increased, who declared that the human, as the “most valued input” of the company was put into the centre.

Chose of my subject is supported, that until traditional demanded role of human power resource management of quality also is needed to change in applied human power resource management methods of quality.

During my work I had possibility to participate as a preparer in introducing processing of Total Qualified Management (TQM) of a company

and then in the whole educational and analysing process. The experienced issues and difficulties (opposition of higher managers, continuously extending deadline, and disinterested employees) encouraged me to use – at first in Hungary – a questioner measuring for reading Total Qualified Management in final research of my studies, and then based on its analysing to value condition of quality of the company in agricultural sector (FEKETE, 1998).

My experiences encouraged me to start an independent research, which analysed issues of qualified and human power resource management. I analysed scientific written and electric references concerning my subject. I participated on conferences, lectures concerning the subject; I used their experiences and proposals. My case study concluding study at MBA ? analysed role of human power resource in qualified assurance possibilities of public administration.¹

Based on my knowledge I formed such a new subject study for students of human power resource manager second diploma – and I have taught this for four years –, of which aimed at harmonising scientific fields of the management of quality and human power resource management in experience conception.

The definition of research field and determining the aims

I analysed connection belonging to two scientific fields of regularities determining operation of the organisations – as systems –, namely quality management and human power resource management in my dissertation.

During my research I considered scientific ambition as basic aspect and methodical conception and creating the conclusions based on analyses and harmonising. I wanted to set up vertical and horizontal regularities of dissertation and cohesion of aims, methods and scientific results.

¹ FEKETE R.: The human opinions of quality in common services, MBA diploma BME Budapest, 2006.

Beyond my aim at deepening of knowledge belonging to scientific fields and developing education, my aim was at helping such companies, which wanted to take any development in direction to much more efficient and human central conception operation; also they wanted to save time in introduction of qualified assurance systems and to decrease expenditures.

In my research the statistical population was according to the agricultural economics, because in field of economy influencing role of human inputs is considerable resulted in character of their activities. The agricultural work processes mean special work conditions, considerable part of them can be mechanised, but it can not be automatically wholly, and human cooperation is essential in operating technical equipment.

I analysed a sector level:

- existing, place and role of quality;
- existing, place and role of human power resource management;
- quality and human power resource-orientation.

I analysed at organisation level:

- connecting fields of quality management and human power resource management;
- their characters and
- their influencing elements.

In order to achieve these aims I set up the aim structure, which are as follows:

- *Study* scientific written and electric Hungarian and foreign references concerning my subject.
- *Summarise* much more important models and role of human power resource management published in scientific references recently.
- *Set up structure* of connecting fields of quality management and human power resource management in system conception and their completion.
- *Analyse and value* experiences of researches concerning to subject.
- *Analyse* characters of Hungarian conditions of subject, especially in the agricultural sector.

- *Editing and applying* such questioners in practice, which analyse activities and connections of quality management and human power resource management.
- *Definite* characters of developing standard recent requested belonging to human power resource management.
- *Harmonise and analyse* theoretical and experimental results in a issue structure.

In my dissertation by one hand I provide recovering and analysing theoretical knowledge, by the other hand I show applying possibilities of scientific theories within a researched structure and its methods.

Researching and analysing methods

Based on my supposing developed standard of human power resource management and its contacts with quality management determine conception of quality, formulating quality culture and efficiency of activities servicing quality.

Starting points of my researching analyses, which are as follows:

1. Introduction of system of quality will result in changes for qualitative characters of human power resource, as community.
2. Quality of enterprise human power resource management determines changes.
3. Synergies of changing qualities are determined by connecting fields of quality management and human power resource management, implementation of their value-holding influences and their planning ruling cooperation.

During my research activity I applied empirical and theoretical methods. I selected the applied research methods into three main groups, which were as follows:

1. Interdisciplinary theoretical research, by which I could set up basis to analyse each issue.
2. Quantitative analyse to recover the Hungarian conditions in special economic fields and agricultural sector.
3. Work out my model based on the scientific empirical research results.

The research process and applied methods are regulated in system, which is as follow in the table 1:

1. Summarizing Scientific literature

Secondary research

Analysing the documents

2. Summarizing characters of analysed sector based on the research

Analysing the documents

3. Measuring researched territorial characters of sector

a- Interview by phone (n= 300)

(Primer research)

Describing statistics

b- Secondary analyse (n= 400)

(Secondary research)

Comparing analyse

Describing statistics

4. Prepare questioner

Setting conception: creating dimensions, operational conceptions

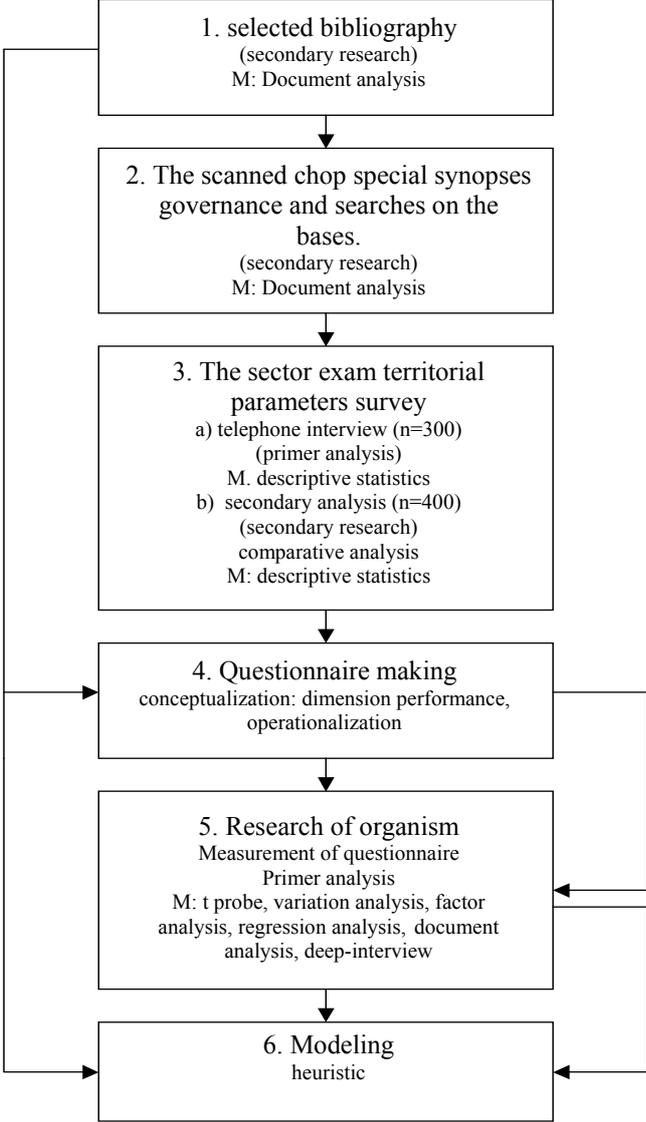
5. Organisational analysing

Research with questioner

(Primer research)

Analyse documents

6. Create model



1. Scheme: Process and methods of research

In the first step I overviewed my main declarations in researching fields of quality management and human power resource management discovering the possible connecting points based on the system conception scheme.

Then I measured by empirical research methods, which situation was formed in analysed population, how the quality assurance system was working, and which parts of independent human power resource management were existing. My research works were discovering, which were based on the statistical methods.

During the second period of research work I analysed the data of research² coming from 2000. I analysed the institutional connections concerning the quality and human power resources in the agricultural organisations, describing the characters of other organisations in case of each example in this field.

Then I discovered characters of human power resource management and quality management and their cooperation situation by two questionnaires made by me.

Based on the analysing results of employees' questionnaire and connections of items showed I set up a new questionnaire.

Based on the all these elements resumed I created a work structure for human power resource management, which can be adequate for effective implementation of cooperation between quality management and the human power resource management based on my opinion, in such a way implementing the activity concerning to qualitative opinion in its own field and extending human value review for the whole organisation.

Resuming valuation of scientific references concerning the subject

In chapter analysing references of my Thesis I applied comparative analysis and combinative synthesis. During interdisciplinary synthesis and analysis I introduced and critically analysed such references, which focused on the connections between the human and quality as in my work, based on the logical structure created by me.

In part of scientific references of human power resource management the quality appears as dimension. *Fowler (1987)* declared that the characters of quality of labour force are important, *Mabey and Salamon (1995)* declared that the role and importance of human power resource management are to ensure such employees, who provide service of quality in adequate time, meet the demand of management.

Guest (1986) declared, that issue of connection between quality and human power resource is an aim of human power resource management. According to his opinion this means to ensure the creation of highly qualified product or service, employee of quality demanded by flexible organisations and to manage them at highly level.

Importance of human elements appears in references of qualitative issues (COLLARD, 1989; FEIGENBAUM, 1991; OKLAND, 1997, KOLBE, 1997; VERESS, 1998), but any reference analysed by me did not connect the quality and the human power resource management in a system conception, which can be adequate based on my opinion.

During the integrative analysing references I discovered, analysed and described *three main connecting fields of quality management and human power resource management.*

Because the quality is considerably depends on human, I emphasize importance of human power resource management in *planning, introduction and activity* of qualitative management system.

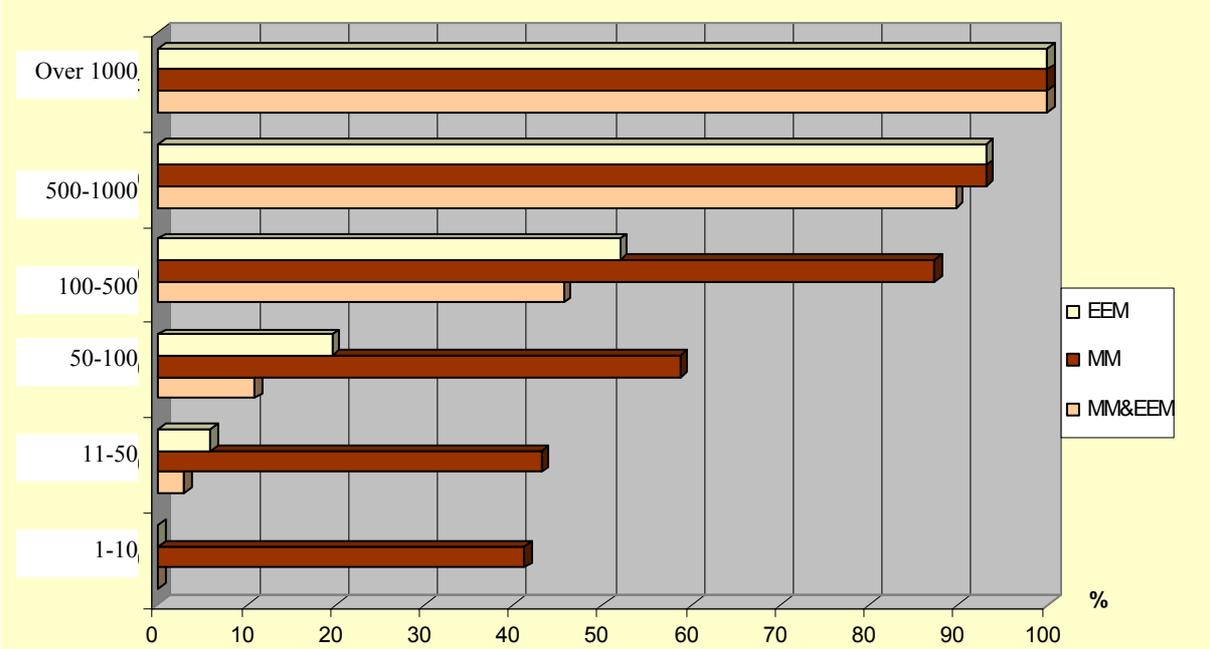
Demand system of model self valuating needs considerable demands in direction of human power resource management. Valuating conceptions of the human power resource management, which are as follows: concerning to the strategy of firm, capability of employee, maintaining and developing special knowledge, creating the organisation connection system, efficiency of communication, characters of employees.

The third point *is the all of the qualitative characters for the organising unit*. This can be described by two sides: appearance of systems of qualitative issues in activity scope and qualitative characters of unit's works.

Describe obtained scientific results

In order that we can make influences on development of agriculture and food industry strongly connecting to agriculture, we have to own very wide knowledge about these sectors. I researched the data concerning the situation of qualitative issues of agriculture, and characters of human power resource management.

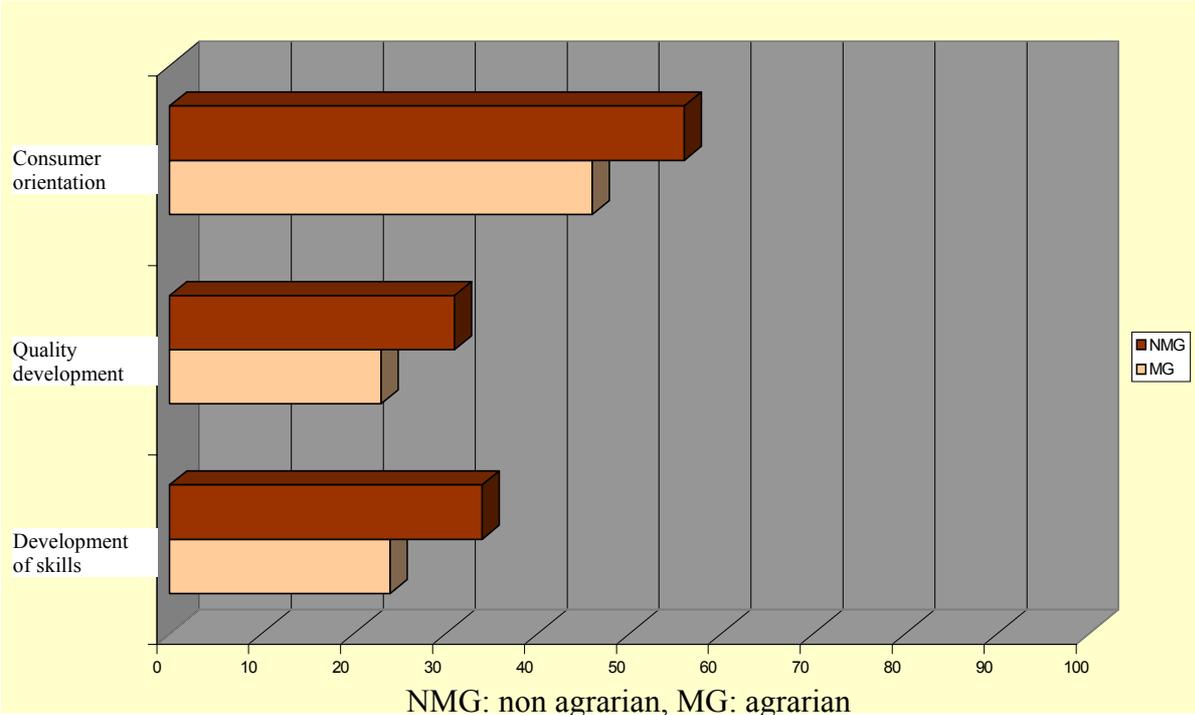
Based on results of my researches about the quality management and human power resource management it could be described that any quality assurance was in 64% of 300 firms, and only in its 30% there were units concerning human power resource management. Both of them were only in 26% of 300 firms. The existing of quality management and human power resource management, and both of them can be shown based on the number of employees in %, in 2. figure.



EEM: human resource management MM: quality management MM&EEM: both

2. Figure: Divorce of quality management and human power resource management in number of employees. Source: Research of author

Based on the second research I can declared, that agricultural organisations show lower value in case of capability of human power resource, qualitative development, meet of buyers, consumers, than importance of educational targets. (3. Figure).



3. Figure: Preference portion of educational aims
 Source: Research of author

Valuating the capability of human power resources, which can influences on the competitiveness of firm, less than in case of other firms indicated in the research.

The importance of quality and human orientation appear in firms concerning the agriculture, but considerably at less level as it is demanded.

Based on the results of complex empirical research, the given characters of analysed organisations, analysing the ruling, it can be shown, that all of six firms have Organisation and Working Rule, and also 80% of them have collective agreement.

Analysing the qualitative issue, it can be declared, that the whole sized qualitative management system was not in any place, but by the introduction quality assurance the main important characters were registered – aims of firms concerning quality, policy of quality, Handbook of Qualitative Issues.

Input-valuation of issues of human power resource management is emphasized in any place, terms of reference are determined. In spite that only 50% of firms implement terms of reference valuation and adequate applying system. The situation is much more, worse in case of carrier planning, which can be found only in one firm.

Analysing basic connecting points of two functions, it can be declared that this field has the less attention. The personal issue is attended for activities concerning to quality, and the stimulation system and its connection with quality are attended only in one firm. The quality issue education and the description about this issue are correct and adequate in every place.

There are organisations responsible for communication only in two cases, in case of both of them this terms of reference is belonging to the department of personal issue. The knowledge of quality policy at organisation level can be shown in case of 20% of firms, and also in two firms, the different answering of managers is more than 30%.

I discovered, that *in case of analysed firms considerable problems appeared in case of quality issue, human power resource management, and their connection and communication.*

According to proof of my hypothesis I showed connection between valuation of changes resulted in introducing the quality assurance system and meeting for management, extending to decision making, the organisation processing determining these elements, for example communication, managing changes and conflicts, orientation of employees.

Summarising my theoretical and practical experiments I *created* the issue-structure of human power resource management modelling the actual

present developing phase under the name of *quality oriented human power resource management*. This quality oriented human power resource management model includes the functions, works, role of their implementation, and also the supporting process and methods.

New scientific results

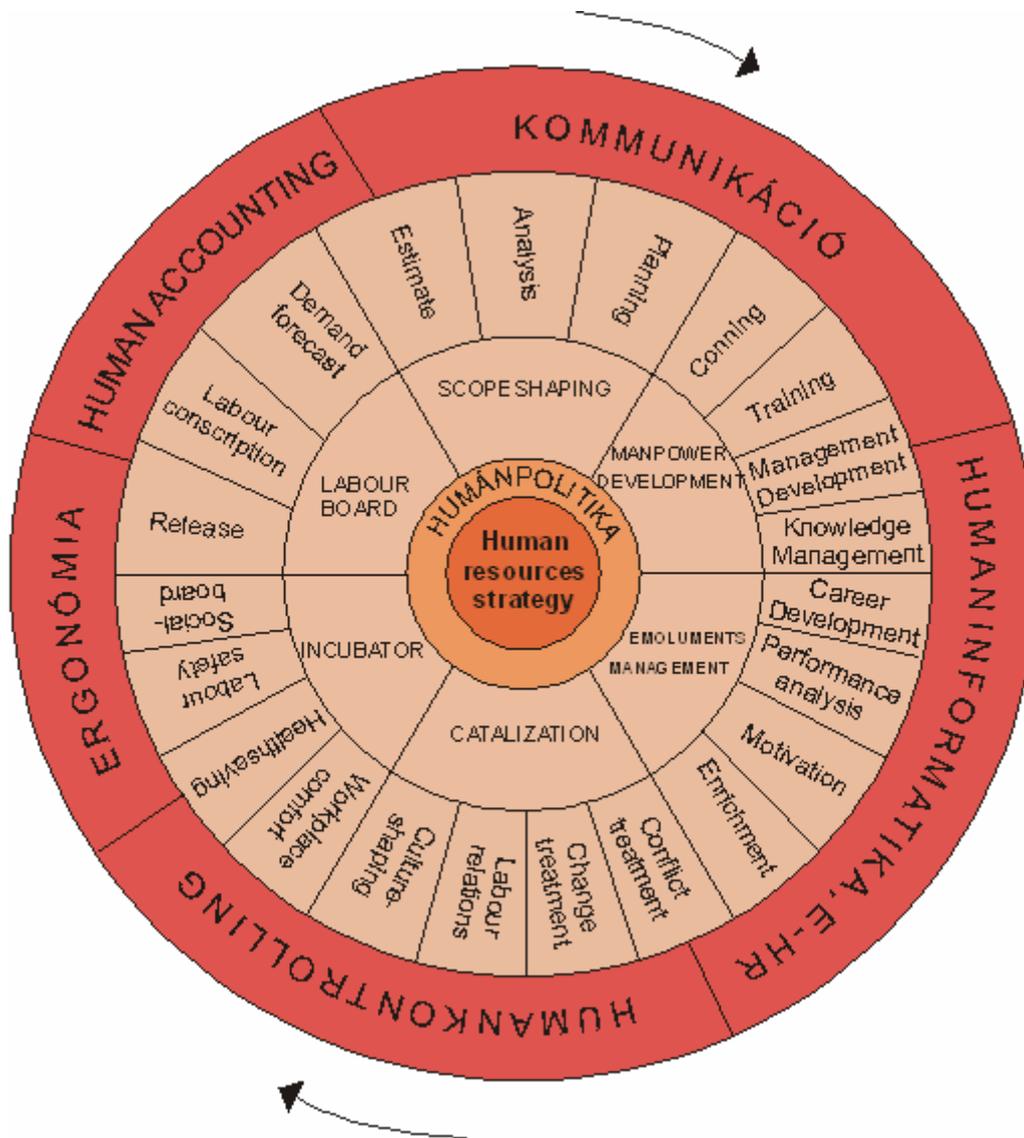
1. Set up system of connections of the quality management and human power resource management was realised, showing that the condition of efficiency of quality issue is the planned cooperation with human power resource management.

2. The next developing phases is *the human power resource management directing to the quality*, which means as changes in ideas in case of activity of human power resource management (4. Figure).

3. Aim structure of the strategic human power resource management in the human power resource management directing to the quality, which extends with the definite catalisation and incubator.

3.a. Catalization aim, is as logical arrangement concerning the organisational process of production, and planned optimalization of plans based on the system conception.

3. b. **Incubator** aim, shows that organisation turned to the human power resource, and ensures that during work of ham, that the employees concern on the work, which should be implemented by maximal efficiency.



4. Figure: Human power resource management direction to quality
 Source: Model of author

Proposal and Final Results

At sector level the agriculture has a considerable backward from the other ventures of the economy in fields of quality orientation, human orientation and human power resource management.

At level of organisation the declarations decided by me, which are as follows:

- Participation of employees in processing, which determines the direction into quality;
- Firm communication of quality influences on review about the quality of employees;
- Valuable the connection of managers and employees can be linked to measuring the influences of managing system of quality;
- Satisfaction for the firm conditions can have influences on measure for implementing demands of quality;
- Influence of quality assurance can connect with possible preparing of changes;

Experienced issues in case of analysing the organisation, technological and methodical direction of managing system of quality, lack of knowledge for people, which is resulted in their ambivalent opinion for MIR, which emerges important question. What do two concerned units do to prevent these and to increase the efficiency?

The organisation unit of quality should work at level of quality management. Promote to increase the whole scale scope in either organisation or participation. Strengthen the cooperation with human power resource management.

According to my opinion looking for solution, the role of human power resource management is much more important. Accordance of results of my theoretical and practical researches I emphasize the much more conscious and relevant appearance of quality and human orientation in the work system of strategic human power resource management. This means, that the quality

became much more important in the traditional functions, and human orientation became much more emphasized in the new functions.

Publications concerning to the fields of subjects for thesis

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