

QUALITY MINDSET PEOPLE OR PROCESS

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ABSTRACT

This paper discuss about the “Quality mindset - people or process”. The people only has mind, so that the people is more important than the process. In practise people are making the mindset into process and lead the organisation towards the goal. So here it is supported to people. Before even thinking about the process you have to think of the people. People have to have the mindset of quality and they have to have self-awareness that quality belongs to all and it starts with them. They must put their heart into this believe and do it for bringing value to the organization.

KEY WORDS: (Quality, People, Process, Mind-set)

INTRODUCTION

First of all we must know what is quality? What is quality management and then only we will know about how the quality management system helps the organisation to reach its goal. The main concept is to know whether the quality mind-set related to people or process.

QUALITY

"Degree to which a set of inherent characteristics fulfils requirements." - [ISO 9000](#).

"The efficient production of the quality that the market expects," "Costs go down and productivity goes up as improvement of quality is accomplished by better management of design, engineering, testing and by improvement of processes." - [W. Edwards Deming](#).

QUALITY MANAGEMENT SYSTEM

A quality management system (QMS) is a formal process used to review the operations, products and services of a business - with the objective being to identify areas that may require quality improvement. Quality management systems are required in all areas of business activity, regardless of the size of the institution.

As the world changes, QM driven organizations also change to integrate the voice of the customer across the enterprise, actively manage customer perceptions and deliver unparalleled service. QM also helps in addressing the full spectrum of risk management by balancing the prevention of defects and the detection and elimination of those that do slip through. Finally,

QM transforms the culture of the organization towards a strategic mind-set by a strong leadership committed to change.

REVIEW OF LITERATURE

- Ranjit Singh Malhi (2013). Studied on the importance of quality work culture in an organization and described the core values and beliefs. He discussed the steps in creating and sustaining a quality culture. He concluded that quality culture should be reinforced by incorporating core values in the performance management system and the management must recognize both individual and team achievements.
- Shahin, A (2004). Studied on management's role, operation of major processes, control process and shown the revised model of quality transition. He concluded that optimistic people can do all the work.

BENEFITS OF QUALITY MANAGEMENT

- Better Employee Morale
- Better initiative by employees
- Better quality of product
- Ensures that processes are defined and controlled
- Facilitate training
- Higher brand equity
- Higher trust of customers
- Improvement of Processes
- Increase market share
- Increased Efficiency
- It helps communicating a readiness to produce consistent results
- Lower costs
- Meet customers' expectations
- Prevents mistakes
- Raise morale
- Reduce wastage
- Reduced costs on warranty,
- Reduced grievances in the long run.

Because of the above said benefits we need quality management system in every organisation. That system should be controlled by the people. As mentioned earlier quality is a

mind-set by people that too quality mind-set should be there in the first person. It starts with your leaders. And it's the companies where the CEO takes the time to learn about quality and understand it where it becomes everybody's business, and responsibility. Those are the companies that believe quality should belong to all functions.

QUALITY MANAGEMENT PROCESS

A Quality Management Process is a set of procedures that are followed to ensure that the deliverables produced by a team are "fit for purpose". The start of the Quality Management Process involves setting quality targets, which are agreed with the customer. A "Quality Assurance Process" and "Quality Control Process" are then undertaken, to measure and report the actual quality of deliverables. As part of the Quality Management Process, any quality issues are identified and resolved quickly.

QUALITY IN PEOPLE

Different employees in organization have different understanding about quality. While many employees in manufacturing units see quality as enhancing number of items produced, those in service sector use quality anonymously with the presentation of items/self. A lack of understanding of basics of quality leads to confusion and futile efforts by employees to reach the goal of organization. While a huge amount of resources and efforts go in creating localized or short term impact on people, without targeting people's mind that goes in vain. Deterioration in performance was also observed in organizations even after implementation of many quality management processes despite installation of control mechanisms to monitor on going performance.

Quality is understood by many organizations more as documentation than as standardization. The truth is that merely documenting best process is not sufficient enough to produce high quality product consistently. Companies resort to more of tactical approach to quality adopting more of a reactive mode of operation towards complains of customer or fix defects in products or services. This reactive approach of organizations leads to escalation in administration, inspection, return logistics, product replacement costs, and significant damage to brand equity. Also any certification only ensures that the processes are capable enough to meet the success criteria for that particular audit or check, on a given day. To ensure on going everyday success organisation need to think and live Quality every day.

QM is a long term sustainable process and takes a bit more time to start providing results, and in today's fast paced world where immediate gratification is the norm, employee life in an organization is getting short day by day, Product life cycles are getting squeezed, pressure on the balance sheet is increasing. Many a leaders and organizations don't want to commit for long

term and would like to play a faster and risky game. QM development is committing to a slow paced long term more sustainable plan.

Quality can be the catalyst for reduced risk, lowered costs, and especially an improved customer experience-and with it the increased revenues that come from repeat sales. By transforming quality culture, and embedding the strategic QM throughout the organization, companies can improve performance and manage risks to address the challenges of the future. Quality ends up being less about engineering characteristics metals tolerances, design standards, process checkpoints -- and more about change management. How do we create organizational excitement about quality? How do we inspire people? How do we empower quality and coordinate it across other functions?

Align individual goals with Organization goals, so that every person in the organization knows what they are working towards. Create processes to support those goals; efforts must be made to keep them simple yet effective. Develop the improvement methodology to be followed in the Organization and then train all to practice the same. Look for things which may need attention proactively rather than waiting for them to break and bring disruption and dissatisfaction. Listen to customers, both internal as well as external. A satisfied internal customer leads to a satisfied external customer Empower the organization, where every employee works towards creating an impact on customers and organization Optimize efforts to produce perfect product or deliver perfect service Develop a productivity driven behaviour. This means that employees constantly think what to do in order to overcome hurdles or tap opportunities. Create a passion for perfection Walk the Talk; show that the leadership is committed towards long term sustained growth. Look for Value Improvement, reduce waste. Recognize behaviours displayed by employees and reward the desired behaviour and reprimand the cynics. QM can be created when quality statement of an organization supports its mission statement.

However, the above can be accomplished only when there is constant awareness and constant monitoring. Constant awareness refers to active and honest participation by management in the entire process of quality. Management needs to realize that investment in processes of quality will not lead to immediate returns or profitability. It needs to be nurtured and which will eventually lead to better customer satisfaction, better quality of product, better initiative by employees, higher trust of customers, higher brand equity, reduced costs on warranty, reduced wastage, reduced grievances in the long run. The management also needs to provide sufficient resources to its employees to produce quality products. Employees, on the other hand, need to take ownership of the output. Another aspect of quality is constant monitoring. It is important that the processes are fixed and the entire organization conforms to processes. Management also needs to identify and appoint competent people to regularly monitor processes.

CONCLUSION

From the above opinions we can conclude that the people are the key derive the quality. Quality should be in the leaders so that they will lead the organisation to success. It is the mind-set; people only have the mind so thy will have the quality mind set in them. People bring the quality by the management system or any processes.

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