

**TOTAL QUALITY HUMAN RESOURCE MANAGEMENT PRACTICES:  
A CASE STUDY OF SYNGENTA EAST AFRICA LIMITED**

***By:***

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**A MANAGEMENT RESEARCH PROJECT SUBMITEED IN PARTIAL  
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## DECLARATION

This project is my original work and has not been presented for a degree in any other university.

Signed



Date

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This project has been submitted for examination with my approval as University Supervisor.

Signed



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## DEDICATION

To Ben and Brad.

With Love

## ACKNOWLEDGEMENT

First of all, I am grateful to the Almighty God for bringing me this far.

My deepest thanks to my Supervisor, Stephen Nzuve for his guidance, correcting my project work and dedication through the writing of this project to completion. I would also thank my institution and faculty members without whom this project would not have been possible.

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## ABSTRACT

This project focuses on exploring the Total Quality Human Resource Management practices at Syngenta East Africa Limited. It shows the tools of TQHRM used in this organization and identifies the strengths and areas of improvement in each of those areas that promote Total Quality Human Resource Management. The research design carried out is a Case Study research design. Primary data was collected employees of Syngenta East Africa Limited through a structured questionnaire and interviews. Secondary data was gathered from academic publications, internet and the website of Syngenta. Statistical tools such as tables, means and standard deviations have been used for the purpose of analysis. The findings of the study were arrived at based on the analysis conducted. Some of the major findings of the study related to a great appreciation of an excellent working environment, inherent teamwork, open communication, quality products and positive image enjoyed by Syngenta and availability of opportunities to support growth and development within the organization. Some of the suggestion of the study are to develop an in-house training program for new employees to support induction, aggressively work on succession planning, giving priority to internal employees when recruiting before advertising externally, improve on rewards and recognition and provide sufficient budget for training. The study concluded that to a large extent, Syngenta Eat Africa practices various TQHRM activities and has the potential to be more competitive and effective if proper action is taken on the suggestions made in this study.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Organizations get things done through people and without their full cooperation it is almost impossible to achieve quality output. People help organizations to compete in ever more demanding markets. Organizations can lose their competitive edge because they ignore their human resources, adopting a 'top-down' approach of 'we know what is best for you' rather than involving more junior staff (Winfield 2004). It is generally accepted that a modern workforce needs to be multi-skilled and flexible. It is necessary therefore to understand that those workers need to be managed in a different way if we are going to maximize their potential.

Many organizations today are making efforts towards understanding, adopting and promoting Total Quality Management (TQM) primarily because of the changes taking place in the global economy, changing market conditions and customer's expectations and increasing competitive pressures (Mohanty 2003). TQM is defined as a continuous process of improvement for individuals, groups of people and total organization (Rao, 2005). TQM is about changing the way things are done within the organization's life time. People, must know what to do, how to do it, have the right methods to do it and be able to measure the improvement of the process and the current level of achievement in order to improve the process. TQM is a technique developed by a small group of American quality professionals and exported to Japan shortly after the end of World War II (Hutchison, 1994). One of the chief aspects of TQM is viewing quality from the perspective of the customer or consumer. Before this, companies defined quality as meeting internal specifications. Under TQM, quality is defined by the user. TQM is also based on companywide involvement in quality goals. For TQM to work it must have commitment from the top management through all levels of the operation. This includes not just the technical component of the plant, but sales, marketing, facilities, customer



service, financial and staff positions as well. Under TQM, quality is everyone's job. TQM brought Japan, a nation with a reputation for poor-quality consumer goods, from the devastation of the post-war era to its current position of prominence both in manufacturing and in the service industries. (Hutchison, 1994).

TQM is defined both as a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve all the processes within an organization and exceed customer needs now and in the future (Besterfield et. Al, 2003:1). Human resource management plays a key role in operationalising TQM; the latter is about continuous improvement through people throughout the organization hence it links in very well with human resource management which is the function concerned with managing people within an organization. More specifically, HR management has moved from the traditional approach of management to a more strategic approach.

There is some evidence that in response to conditions of heightened competition and a range of other environmental changes, many if not most of the organizations which survived the severe recession of the early 1980s have initiated changes of one sort or another in order to improve their viability (Storey, 1989). These have included structural changes such as a move beyond divisionalisation into strategic business units (SBUs). The underlying idea here is to promote and exploit entrepreneurial behavior. On the face of it these sorts of changes have been associated with, and possibly underpinned by, accompanying cultural changes. Notable here has been the attention given to in-company campaigns (usually steered by management consultants) to establish a culture of 'total quality' and to give renewed emphasis to customer-orientation, innovation, enterprise and competitiveness. Further, Storey (1989) notes that conditions of increasing competition have focused attention on the role of company human resources policies within the wider business strategy. Changes in policies towards employees are frequently claimed to be integral to company success in the face of intensified market pressures. Despite these issues, many organizations still see human resource more as a cost to the organization rather than an asset; more needs to be done in order to link the value created by people to the organization's systems

improvement and overall efficiency. Most organizations are taking the issue of employee performance seriously and this is not only in private organizations but also in the public sector. More specifically, the issue of signing performance contracts in the Kenyan government has lately received a lot of public attention. A Performance Contract according to the African Executive (2008) is basically an agreement involving the government and a state entity which outlines the broad objectives for that entity, lays down goals for quantifying productivity and offers incentives for accomplishing these targets.

Performance contracts, especially in public service, are a useful and effective tool in improving efficiency. This not only encourages good governance but also ensures accountability (The Standard Newspaper, 26/08/08). Performance Contracts are meant to ensure that the Government is fully accountable to the taxpayer and that public servants are obligated to value time and public money that has been entrusted to them for service delivery. Performance contracts in Kenya were born out of recognition that the quality of an effective government cannot be lower than that of its clients, who are the citizens and the public at large. The Government therefore, in 2003, embarked on introduction and implementation of performance agreements as management tools to create accountability to the public for targeted results. This is in line with the Kenyan government's mission statement to provide policy direction in Human Resource Management and Development, advice on appropriate organizational structures and initiate Reform measures for enhancing service delivery in the Kenyan Public Service for sustainable (e-Government Kenya)

## **1.2 Syngenta East Africa**

Syngenta is one of the world's leading companies with more than 24,000 employees in over 90 countries dedicated to the purpose of "bringing plant potential to life". Through world-class science, global reach and commitment to their customers, Syngenta helps to increase crop productivity, protect the environment and improve health and quality of life. The company is a leader in crop protection and ranks third in the high-value commercial seeds market. With a rich product range and research pipeline in Crop

Protection and Seeds, Syngenta continue to provide growers with targeted solutions. Syngenta is listed at the Swiss Stock Exchange (SYNN) and in New York (SYT); ([www.syngenta.com](http://www.syngenta.com)). Syngenta East Africa Limited (SEAL) is the local Kenyan subsidiary of Syngenta Crop Protection and the regional office for East & Southern Africa. In 2009 SEAL employs 90 staff and is predicting sales of \$17 million in Kenya and \$40 million in the East & Southern Africa region. In 2007 SEAL employed 39 staff and had a turnover of just over \$15 million in Kenya and \$35 million in the East & Southern Africa region. SEAL's product range includes crop protection products such as Actara, Karate & Ridomil Gold; Maize seeds such as Duma & Punda Milia and Vector Control Products for house & bed net treatment, Icon. In the Nairobi regional office Syngenta East Africa employs staff who focus entirely on the Kenyan business and others who have a broader regional role. Syngenta employs staff in Zambia, Zimbabwe, Mozambique, Tanzania & Ethiopia where they have local offices, which are all managed from the Nairobi hub. (Syngenta East Africa Company Profile).

### **1.2.1 Syngenta's Involvement in Total Quality Human Resource Management (TQHRM)**

The success of Syngenta's business depends on attracting, retaining and developing the most talented and motivated people, whatever their professional and educational background. (Syngenta, Human Resources - Oct 2008). "Our employees have a passion for taking on the toughest challenges, as well as a sense of urgency in bringing plant potential to life. We value the fact that each and every individual makes a real difference in our large international organization".

Syngenta has developed a set of ambitions and values which serve as a guide to employees. The company's ambition is to become a brand recognized for its reputation as an employer of choice with a highly motivated, skilled, & healthy workforce; to maintain market leadership based on an innovative, reliable product portfolio & marketing and sales excellence, customer service and Corporate & Social responsibility activities contributing to the development of communities, the rural economy and the quality of life in general. SEAL's values are based on

Innovation, Intensity, Health and Performance. Innovation is about discovering new solutions through fostering the creativity of people and customers, delivering breakthrough ideas in science and business and always seeking a better way. Intensity focuses on creating a winning edge by focusing our passion and energy, mobilizing a can-do approach, reinforcing relationships and building new partnerships. The health value looks at growing responsibly by releasing the vitality and potential of people, demonstrating a profound respect for nature and the environment as well as contributing to the quality of life. Performance on the other hand emphasizes on achieving excellence in delivering high quality results by achieving benchmark standards, keeping financial promises and taking accountability for our work, conducted in a safe and ethic way.

Syngenta embraces and promotes Performance Appraisals which focuses work activities on achieving business goals and objectives and identifies development needs which support achievement of these. People working with Syngenta come from a wide variety of educational and cultural backgrounds. Employing people from divergent back grounds contributes to stronger understanding of customers and encourages employees to share different perspectives, sparking innovation and promoting knowledge-sharing. The high level of inherent diversity provides both strengths and challenges; some of these challenges are being tackled through training. In 2004 Syngenta introduced a company-wide award program for outstanding achievements that demonstrate how employees live the company values. (Syngenta CSR report 2004). The Syngenta Awards is a companywide, annual programme that recognizes and celebrates the outstanding achievements of teams and individuals and their contribution towards Syngenta's ambition of building a great company. The aim is to capture and communicate the positive impact that teams are having every day throughout the company and everyone's contribution will be recognized. (Synthesis Magazine, June 2006). There is one award made for each of Syngenta values - Innovation, Intensity, Health and Performance.

### **1.3 Statement of the Problem**

A number of important factors have altered the scope and nature of human resources management in recent years. There is greater involvement of line managers in personnel management and a general decentralization and devolution of the function. Increasingly line managers are required to undertake duties previously completed by personnel specialists. This result in part from firms seeking to cut costs through reducing the sizes of their personnel departments, and partially in consequence of the view that line managers ought to be able to complete this work (Graham & Benett, 1998). Recognition of the importance of the development of a firm's human resources as a means for securing competitive advantage is another trend.

Traditional Human Resource Management assures a unilateral role with an administrative focus, and high centralization. In contrast, a Total Quality approach to HRM requires a consulting and developmental role and high levels of decentralization. The shift is from the need for law-based knowledge to knowledge based on a pluralist set of customers, from compartmentalized policies and techniques to holistic methods, from worker oriented to systems oriented interventions, from performance measures to satisfaction measures and from job based to person-based tools and techniques (Sparrow & Marchington, 1998:69).

Organisations that have introduced some form of TQM invariably give it a name, using an overall umbrella slogan. British Rail used the slogan 'Quality Through Teamwork', IBM that of 'Market Driven Quality' and Xerox, that of 'Leadership through quality'. This concern with providing a marketing style slogan has extended beyond TQM. In order to improve continuously and delight customers, organisations need to focus on customers, improve processes and unlock people potential (Walton, 1999:366). There are innumerable case examples of organizations engaging in total quality initiatives. Although there are a number of common features they do not all have the same emphasis. Consistent messages reflect a perceived need to generate a more customer-responsive, quality oriented, flexible workforce. Developing team building skills, customer communications, problem solving skills, empowerment and management style

assumes great importance and enormous resources have been spent on investing in development of such skills.

For more than a decade, the pursuit of TQM principles has led to probably the single most significant investment in training and learning activities that many organisations have engaged in. Given the significance of TQM for so many organisations one would expect that HRD and HRM literature to have addressed the matter and its HR implications in some depth. Yet this has not been the case (Walton 1999:357). Therefore Syngenta East Africa Limited is worth studying to discover how the practice of Total quality management varies from other organisations and how it is implemented. There is clearly a link between Total quality management and Human resource management in the sense that the former cannot be successfully implemented without the input (skills, knowledge and effort) of its people. Organizations need to move away from the traditional thinking of HR Management as just another support function to viewing it as having a more strategic role within the organization that eventually drives organizational performance and success. Furthermore people should be viewed as a great investment to the firm and not a cost as most employers do to the point that investment in areas such as training are not considered a priority. To this end, employees who lack the skills will not deliver effectively and hence the overall quality of service or product is affected.

## **1.4 Objectives of the Study**

To determine how total quality human resource management practices are applied at Syngenta East Africa Limited.

## **1.5 Importance of the Study**

To provide information that will lead to improved service delivery and enhance customer satisfaction through employees.

Highlight and substantiate the quality management aspects and how people when managed effectively can contribute to continuous improvement, customer satisfaction and overall organizational performance.

To assist HR practitioners with tools that support a culture of continuous improvement, create favourable working environment and liberate employees' potential to be more innovative and contribute towards organizational development.

To provide a basis for further study and exploration as well as stimulate better understanding of the richness and immense contribution of human resource management to organizations in the 21<sup>st</sup> Century

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Overview of Total Quality Management

Recent decades have witnessed dramatic shifts in the role HR. Traditionally; managers saw the human resource function as primarily administrative and professional (Becker et.al 2001:3).HR staff focused on administering benefits and other payroll and operational functions and didn't think of themselves as playing a parting the firm's overall strategy. Efforts to measure HR's influence on the firm's performance reflected this mind-set. In the 1990s, a new emphasis on strategy and the importance of HR systems emerged. Researchers and practitioners alike began to recognize the impact of aligning those systems with the company's larger strategy implementation effort - and assessing the quality of that fit.

We are living in a time when a new economic paradigm - characterized by speed, innovation, short cycles times, quality, and customer satisfaction- is highlighting the importance of intangible assets, such as brand recognition, knowledge, innovation, and particularly human capital (Becker et al 2001:4). The most potent action HR managers can take to ensure their strategic contribution is to develop a measurement system that convincingly showcases HR's impact on business performance. To design such a measurement system, HR managers must adopt a dramatically different perspective, one that focuses on how human resources can play a central role in implementing the firm's strategy. With a properly developed strategic HR architecture, managers throughout the firm can understand exactly *how people create value* and *how to measure the value-creation process*.

There is a lot of literature on the concepts of total quality management which revolves around customer service satisfaction, continuous improvement, team work, and commitment. This concept has become more popular over the years with organizations encouraging more understanding and educating their stakeholders on its importance. Little has been studied to link Total Quality Management and Human Resource



Management. Of interest is the fact that the latter plays a central role in managing people as the organization's strategic resources. These are the people who drive the business, they are the ones to implement the processes and therefore there is a need to give more focus on strategic HRM which drives the implementation of Total quality management within the organization. Team work, processes, customer satisfaction and commitment are all concepts that require people involvement in order for implementation to take place. The researcher hopes to fill in this gap of knowledge and broaden the understanding of Total Quality Management through its integration with Human Resource Management.

### **2.1.1 Management Approaches to Quality**

When the expression "quality" is used, we usually think in terms of an excellent product or service that fulfills or exceeds our expectations (Besterfield et al 2003:7-8). These expectations are based on the intended use and the selling price. When a product surpasses our expectations we consider that quality. Thus, it is somewhat an intangible based on perception. Quality can be quantified as follows:  $Q=P/E$ ; where Q=quality, P=performance and E= expectations. If Q is greater than 1.0, then the customer has a good feeling about the produce or service. Of course, the determination of P and E will most likely be based on perception with the organization determining performance and the customer determining expectations. A more definitive definition of quality is given in ISO 9000:2000. It is defined as the degree to which a set of inherent characteristics fulfills requirements. *Degree* means the quality can be used with adjectives such as poor, good and excellent. *Inherent* is defined as existing in something, especially as a permanent characteristic. *Characteristics* can be quantitative or qualitative. *Requirement* is a need or expectation that is stated; generally implied by the organization, its customers, and other interested parties; or obligatory. Quality has nine dimensions as shown in table 1.1

**Table 1.1 The Dimensions of Quality**

<b><i>Dimension</i></b>	<b><i>Meaning and Example</i></b>
Performance	Primary product characteristics, such as the brightness of the picture
Features	Secondary characteristics, added features, such as remote control
Conformance	Meeting specifications or industry standards, workmanship
Reliability	Consistency of performance over time, average time for the unit to fail
Durability	Useful life, includes repair
Service	Resolution of problems and complaints, ease of repair
Response	Human-to-human interface, such as the courtesy of the dealer
Aesthetics	Sensory characteristics, such as exterior finish
<b>Reputation</b>	Past performance and other intangibles, such as being ranked first

*Adapted from David A. Garvin, Managing Quality: The Strategic and Competitive Edge (New York: Free press, 1988).*

Deming (1986) emphasizes that quality improvement must be driven by senior management and that with improved quality we get higher productivity, which in turn provides long-term competitiveness. Deming suggested a fourteen-point plan for managers who wanted to adopt a quality approach summarized below: (Winfield et al.2004). Organizations need a clear mission and management should be committed to it. Quality management depends on people more than anything else and people lead or are led; they are not managed (Hunt, 1993). Top leadership is essential, but quality management leaders are needed at all organizational levels. Effective leadership does not necessarily depend on your place in the organization but rather on your enthusiasm and your visible commitment to the process of continuous improvement. The senior leaders must commit to the growth and development of the entire workforce and should encourage participation and creativity by all employees. Through their regular, personal involvement in visible activities, such as planning, communications, review of the organization's quality management performance, and recognition of employee for quality management achievement, the senior leaders serve as role models reinforcing the values and encouraging leadership at all levels.

The organization needs to focus on the customer and this can only be done by removing 'them and us' attitude that often exists (Winfield et al.2004). A customer's perception of value, satisfaction and preference may be influenced by many factors in the customer's overall service experiences. These factors include the organisation's relationship with customers and whether that relationship helps build trust, confidence and loyalty (Hunt, 1993). Customer driven quality management is thus a strategic concept. It is directed toward customer retention. It demands constant sensitivity to emerging customer and market requirements, and measurement of the factors that drive customer satisfaction and retention. It also demands awareness of developments in technology, and rapid and flexible response to customer requirements. If we think someone else is going to inspect our work then we often let them do just that. This passes the responsibility onto someone else. Management must understand that the purpose of inspection is to improve the process and reduce its cost. For the most part, mass inspection is costly and unreliable. Where appropriate, it should be replaced by never-ending improvement using statistical techniques. Statistical evidence is required of self and supplier. Every effort should be made to reduce and then eliminate acceptance sampling. Mass inspection is managing for failure and defect prevention is managing for success. An organization empowers its people when it enables employees to take on more responsibility and to make use of what they know and can learn. For some positions, there is no limit to the amount of empowerment that is possible through increases in job responsibilities (Wellins & Wilson, 1991).

We need to avoid basing purchasing decisions on price alone and to look at quality as well. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier. With reference to Besterfield et al (2003:28), the organisation must stop awarding business based on the low bid, because price has no meaning without quality. The goal is to have single suppliers for each item to develop a longterm relationship of loyalty and trust, thereby providing improved products and services. Purchasing agents must be trained in statistical process control and require it from suppliers. They must follow the materials throughout the entire life cycle in order to examine how customer expectations are affected and provide feedback to the supplier regarding the quality.

Constant incremental improvement, even though those improvements may be small, should be made based on what the customer feeds back to us. Management must take more responsibility for problems by actively finding and correcting problems so that quality and productivity are continually and permanently improved and costs are reduced. The focus is on preventing problems before they happen. Organizations can make improvements and enhance value to customers in several ways: by introducing new and improved services and products, by reducing errors, defects and wastes, by improving responsiveness and cycle time performance, by improving productivity and effectiveness in the use of all resources and by improving the organization's performance and leadership position in fulfilling its responsibilities. (Hunt, 1993).

Constant training is required so that all employees have skills and knowledge that are not limited to their own job (Winfield et al.2004). Quality management does not depend on additional people or money; rather, it relies on the availability of time for individuals and groups to pursue improvement efforts and on the availability of training and education to develop needed skills and experience in quality management improvement tools and techniques (Hunt, 1993). You must make those time and training resources available for yourself and your people; doing so is one way for you to demonstrate your commitment to the improvement effort. With training, employees develop experience in the techniques necessary to implement quality management.

Managers should encourage employees in how to do the job, rather than spend time constantly supervising them. Improving supervision is management's responsibility. Instead of focusing on a negative, fault-finding atmosphere, supervisors should create a positive, supportive one where pride in workmanship can flourish. All communication must be clear from top management to supervisors to operators. Empowerment is the process of transferring power to make decisions from management (who are often remote from the customer) to operatives so that they can use it to further the interests of the organization and increase customer satisfaction levels. It is about putting authority and responsibility in the hands of people who need these things in order to do their jobs. (Sadler, 2003:60). Empowering people at the operating level inevitably involves related changes in the roles of managers. They become less concerned with taking decisions

on issues passed up to them from below, and more with developing their subordinates' ability to take such decisions soundly and to exercise good judgment. They become coaches and mentors, rather than supervisors and controllers.

Drive out Fear, Create Trust, and Create a Climate for Innovation. Management must encourage open, effective communication and teamwork. Fear is caused by a general feeling of being powerless to control important aspects of one's life (Besterfield et al 2003:29). It is caused by a lack of job security, possible physical harm, performance appraisal, ignorance of organization goals, poor supervision, and not knowing the job. Driving fear out of the workplace involves managing for success. Management can begin by providing workers with adequate training, good supervision, and proper tools to do the job, as well as removing physical dangers. When people are treated with dignity, fear can be eliminated and people will work for the general good of the organization. In this climate, they will provide ideas for improvement.

Interdepartmental feuding needs to be reduced and the efforts of all focused on the customer (Winfield et al.2004). Management must optimize the efforts of teams, work groups, and staff areas to achieve the aims and purposes of the organization. Barriers exist internally among levels of management, among departments, within departments, and among shifts. Externally, they exist between the organization and its customers and suppliers. These barriers exist because of poor communication, ignorance of the organization's missions, competition, fear and personal grudges or jealousies. To break down the barriers, management will need a long-term perspective. All the different areas must work together. Attitudes need to be changed; communication channels opened; project teams organized; and training in teamwork implemented.

Workers are not fooled by the use of 'buzzwords' to persuade them to improve quality (Winfield et al.2004). Exhortations that ask for increased productivity without providing specific improvement methods can handicap an organization. They do nothing but express management's desires. They do not produce a better product or service, because the workers are limited by the system. Goals should be set that are achievable and are committed to the long-term success of the organization. Improvements in the process cannot be made unless the tools and methods are available. If targets seem

difficult to achieve then workers may cut corners and quality may suffer. Instead of quotas, management must learn and institute methods for improvement. Quotas and work standards focus on quantity rather than quality. They encourage poor workmanship in order to meet their quotas. Quotas should be replaced with statistical methods of process control. Management must provide and implement a strategy for never-ending improvements and work with the work force to reflect the new policies.

Managers and their workforce need to cooperate (Winfield et al.2004). When workers are proud of their work, they will grow to the fullest extent of their job. Management must give employees operational job descriptions, provide the proper tools and materials, and stress the workers' understanding of their role in the total process. By restoring pride in workmanship, everyone in the organization will be working for the common good. People need to be educated in the fullest meaning of the word not just in a job specific sense. What an organization needs is people who are improving with education (Besterfield et al 2003, 30:31). A long-term commitment to continuously train and educate people must be made by management. Everyone should be retrained on the organization requirements change to meet the changing environment. Total quality management must be fully supported by senior management, who should make the greatest efforts possible to include the entire workforce in it. Management has to accept the primary responsibility for the never-ending improvement of the process. It has to create a corporate structure to implement the philosophy. A cultural change is required from the previous "business as usual" attitude. Management must be committed, involved and accessible if the organization is to succeed in implementing the new philosophy.

### **2.1.2 Principles and Core Concepts of TQM**

The acronym (TQM) represents three facets of organization wide quality management (Cartin, 1999:12-13). Total represents a management method that involves everyone in the organization; every function and activity and, frequently, suppliers and customers. It is a systematic approach to achieving excellence. Total involvement is recognition that every activity contributes or detracts from quality and productivity and that the people in

those activities (processes) are in the best position to know what needs to be improved. After proper training, they are in the best position to introduce and manage improvements. The common methodology for doing this is by using multifunctional teams. Quality is the characteristic used to measure this management method. It reflects the focus on improvement in the operation of all activities. It requires continuously improved process output so as to be close to the ideal. This results in less variation in products and services, a more satisfied customer, lower costs and a better competitive position. Management is the actions involved in applying improvement principles and techniques. It includes both old and relatively new techniques, assembled and applied in a combination more effective than either alone. It is a scientific management method in that it relies on proved, repeatable principles and methodologies. The old management principles were to provide employees with all the instruction and training needed to do a specific job, nothing more. The principles for the 1990s and beyond are to evolve the organization to train employees in process problem solving and improvement techniques, organize them into coherent work teams, provide them with the resources and overall organization objectives, and let them manage their work and processes to meet those objectives.

TQM as defined by Mohanty, (2003) is "a pragmatic long-term systems approach initiated and driven by the top management to bring about a total change culture and interlink and integrate everyone, every function, every process and every activity of the organization through involvement, participation and cross-functional management to meet the dynamic needs of the customer and to create a loyal but at the same time a diversified customer base". From a different viewpoint, TQM is 'a *total management approach* to quality improvement which involves *every employee*, as well as internal and external operating practices and customer-supplier relations (Sadler, 2003:64).

The Oakland's (1989,1990) model (fig 1) of TQM defines TQM as a pyramid representing five distinct components as a management commitment, customer supplier chain, quality systems, tools & teamwork. The management commitment component of the model identifies the role of senior management team in leading and introducing the change. Their commitment has to be reflected by the levels of investment in the

required area and the amount of risk taken for the achievement of success. Customer-supplier chain is at the heart of the Oakland pyramid. It reflects process ownership, process management and process improvement propelled throughout the chain. The model identifies that a good quality management system, statistical process control and team work are the essential requirements for identifying and meeting the customer needs.

**Fig 1 The Oakland Model of TQM**

Total quality management encompasses a set of four principles and eight core concepts as shown below:

*Adapted from Rao, P.S (2005)*

		ITK-3«iBf»]i;j . *jSSli • (
1.	Delight the Customer	b. Customer satisfaction c. Internal customers are real
2.	Management by Fact	b. All work in process c. Measurement
3.	People based Management	c. Team work d. People make quality
4.	Continuous Improvement	d. Continuous improvement cycle e. Prevention

*Delight the Customer:* The focus is on the external customer. Delight means being best at what is really important to the customer. Making the continuous changes to satisfy the customer is an integral part of TQM. The second principle is *Management by Fact:* The management should know the quality of the product or service that the customer is presently using. The quality level is used as benchmark to improve it further. Management gathers the facts about the present level and provides this information to the employees to all levels to make the decisions



based on the facts. These facts are an essential aspect of continuous improvement.

*People-based Management:* There principle here is that should make the employees understand what to do, how to do it, get the feedback about their performance. The people should also be encouraged to assume responsibility for the quality of their work. People can be more committed to the customer satisfaction, if they are involved more. The quality is heavily influenced by the continuous involvement of the people rather than by the systems, standards and technology. The fourth principle per Rao's model is *Total Quality Management is continuous process:* It is a management and a long-term process. TQM is a continuous improvement based on the incremental change. The term 'Kaizen' has been borrowed from the Japanese to refer to the process of seeking gradual, incremental change (Sadler, 2003:64). The TQM system usually also involves use of statistical quality-control techniques to provide simple and straightforward ways of monitoring quality on an ongoing basis. An important organizational feature of TQM is the use of Kaizen teams - groups of workers using problem-solving techniques to secure continuous improvement in their areas of operation.

### **Core Concepts for Improvement**

*Customer Satisfaction:* Companies should understand the importance of the external customers as the external customer is the main source of income. Companies should identify the changing needs of the customers from time to time; find out the factors which satisfy them and which cause grief to them. More and more organizations are setting up sophisticated and systematic procedures for tracking customer satisfaction levels (Sadler, 2003:61). The two main methods are the use of questionnaires and 'on-the-spot' interviews of the kind conducted in shopping malls and airports. It is now recognized that meeting customer needs is the foundation of any successful organization, and that the customers come first, second and third in organizational priorities (Hannagan, 2002:70). Customers have, of course, always been important; what has changed is the priority given to them and the urgency with which their needs

are considered. It can be argued that customer service is now the only factor which distinguishes one organization from another in the same business. At the same time, the customers have changed, they have become more and more demanding and they have more choice. It is these changes which have made imperative a change in the role of managers. For most organizations their customers' perceptions are formed by contact with people representing the organization. In order to provide excellent service, these representatives have to have the power to make decision without constantly conferring with a line manager. Employees have become responsible for a range of decisions which would have previously required management approval.

*Internal Customers are real:* internal customers are as important as the external customers as they continuously influence the quality maintenance. They also influence speed, efficiency, perfectness and cost. The more satisfied worked are with their jobs, the better the company is likely to perform in terms of subsequent profitability and particularly productivity (Hannagan, 2002:275). A culture of concern for employee welfare is by far and away one of the most striking predictors of increased performance.

*All work is a business process:* Business process is a "combination of methods, materials, manpower and machines that taken together produce a product or service. Many firms today are reengineering their work processes in order to compete better, faster and more efficiently in a global market place (Demming, 1986). Business Process reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed. Business process re-engineering (BPR) involves a fundamental examination and redesign of the processes of a business, with particular emphasis on those which are cross-functional in nature and which have an impact on the business' competitiveness, including its ability to deliver customer satisfaction (Sadler, 2003:69). BPR is concerned with the strategic impact of processes, rather than with achieving marginal increments in productivity.

*Measurement:* Measurement of present level of quality is more important in order to determine the future quality level. Internal quality measurement of products are: Breach of promise, Performance standards, Reject level, Accidents, process in control, Yield

scarp, Time cost due to availability raw materials, Number of changes to works order and Cost of quality. *Team work*: People work together in teams to accomplish the most difficult goals. People work in teams to maintain and improve quality. Team work enables the people to work from a cross-functional approach. Teamwork is the engine that drives many improvement efforts. Creating teams allows you to apply diverse skills and experience to your processes and problem solving (Hunt, 1993). Teams provide an underlying basis of experience and history for your improvement effort and are a vehicle through which you allow all individuals to participate in that effort. Not only must individual cooperate within teams, the teams must cooperate throughout the organization. An atmosphere of teamwork should permeate your organization, affecting not only formal team efforts but also each individual's interaction in the organization. Often, encouraging team work involves teaching people who already work together to consciously act as a team. The best known and most often used set of team roles has been developed by Belbin (1981). He showed that people contribute to teams in some combination of three modes. The first is by *contributing ideas*, the second is by *being supportive and effective in interpersonal relationships* and the third is by *focusing on the task and its implementation*. He identified nine roles as Plant, Shaper, Resource investigator, Coordinator, Team worker, Implementer, Specialist, Monitor/evaluator and Completer/finisher.

*People Make Quality*: Mostly organizational efforts influence the quality. Organizational efforts influence the individuals and teams in the organization to commit to the quality. Contented and hardworking employees are more likely to produce excellent work that genuinely adds value to the enterprise (Graham & Bennet, 1998). The stability of a company that possesses sound employee relations will encourage outside investors to buy shares in the business, so that it becomes easier for the company to raise funds. *Continuous Improvement Cycle*: Identifying the present quality standards, establishing the customer needs, establishing the ways and means to produce the product or render services to meet the customer needs, measuring the success and improving the quality continuously are the parts of the continuous improvement cycle. Hunt, (1993) views continuous process improvement as the basis of quality management. The only true

measure of your performance over time is the degree of process improvement you effect. The term continuous improvement refers to both incremental and breakthrough improvement. A focus on improvement needs to be part of all operations and of all work unit activities of an organization.

Organizations can make improvements and enhance value to customers in several ways: by introducing new and improved services and products, by reducing errors, defects and wastes, by improving responsiveness and cycle time performance, by improving productivity and effectiveness in the use of all resources and by improving the organization's performance and leadership position in fulfilling its responsibilities. *Prevention:* Preventing the failures to occur is the central system of total quality management. Foreseeing the possible failures and take steps in advance to prevent them from occurrence. Feeding information forward helps to prevent the failures. This process helps for the creation of the culture for continuous improvement. Total quality management impinges on every function in an organisation and will include marketing, product design, human resource development, financial resourcing, site and building and estates management, and so on (Hannagan,2002:188-189). The cultural change required in most organization in order to introduce and maintain TQM has to be led by senior managers. They need to be aware of and understand the principles and practices of total quality and be prepared to support it at every level. Particularly important is the need to ensure monitoring, measurement and evaluation of progress in all functions, against identified and if possible quantified needs and specifications. TQM is implemented at the top of an organization first because it is at this level that change can be initiated. Top managers require skills to enable them to change the way they work, so they can practice and promote quality management and then help others to acquire the necessary techniques and understanding.

## **2.2 The Role of HRM in Implementing TQM**

Quality programs rely so heavily on well-trained, committed employees that it's hard to separate the two. For example, in one study of 66 small medium-sized manufacturing

firms, a total quality management program was most effective when supported by significant training and a group-based incentive plan (Demming, 1982).

*High Performance Insight:* a friendly phone staff is key to customer service and that friendliness doesn't just happen. It's the end result of extensive screening and training. It's no wonder companies are investing heavily on training for their employees to bring the up to speed with the market requirements.

*Human Resource & Six Sigma:* According to James Harrington, "Six Sigma was simply a TQM process that uses process capability analysis as a way of measuring progress." (Besterfield et al 2003:146). Sigma is the Greek symbol,  $\sigma$ , for the statistical measurement of dispersion called standard deviation. It is the best measurement of process variability, because the smaller the deviation value, the less variability in the process. Six Sigma quality control consists of a disciplined, statistics-based system aimed at producing not more than 3.4 defects per million iterations for any business process- from manufacturing to customer transactions (Thomson Jr et al, 2006:351). The Six Sigma process of define, measure, analyze, improve and control (DMAIC) is an improvement system for existing processes falling below specification and needing incremental improvement. The Six Sigma process of define, measure, analyze, design, and verify (DMADV) is an improvement system used to develop new processes or products at Six Sigma quality levels. Both Six Sigma processes are executed by personnel who have earned Six Sigma "green belts" and Six Sigma "black belts" and are overseen by personnel who have completed Six Sigma "master black belt" training. According the Six Sigma Academy, personnel with black belts can save companies approximately \$230,000 per project and can complete four to six projects a year.

The statistical thinking underlying Six Sigma is based on the following three principles: All work is a process, all processes have variability, and all processes create data that explains variability. Six Sigma is not just a quality-enhancing tool for manufacturers. At one company, product sales personnel typically wine and dine customers to close their deals. But the costs of such entertaining were viewed as excessively high in many instances. A Six Sigma project that examined sales data found that although face time with customers was important, wining, dining and other types of entertainment were not.

The data showed that regular face time helped close sales, but that time could be spent over a cup of coffee instead of golfing at a resort or taking clients to expensive restaurants. In addition, analysis showed that too much face time with customers was counterproductive. The point here is that Six Sigma can be a valuable and potent management tool for achieving operating excellence in both manufacturing and non manufacturing situations. (Thomson Jr et al, 2006:353-354)

Achieving six sigma qualities can be an intense experience. HR methods play a central role in six-sigma programs. For one thing, training is crucial. A common practice is to start with top managers and to train them to be "six-sigma black belts". Then the firm trains its other employees. In addition, "performance needs to be measured and reviewed against goals, achievements recognized and celebrated, and rewards and compensation linked to employee participation and progress". These are all HR processes.

*Human Resource & Baldrige Awards:* HR also plays a central role in winning Baldrige Awards. A board of quality experts evaluates all applicants. Evaluating the applicant's HR systems play an important role in this process. Examiners focus on the extent to which the firm uses HR and related techniques (such as employee empowerment, training, and career development) to tap each employee's potential. Another process is *HR & Employee Involvement Programs:* An employee involvement program is any formal program that lets employees participate in formulating important work decisions or in supervising all or part of their own work activities. Managers rank such programs as their biggest productivity boosters. Teams are an obvious example of employee involvement, but they're not the only way to get workers involved.

Employee involvement as outlined in Besterfield et al (2003:121), improves quality and increases productivity because; employees make better decisions using their expert knowledge of the process, employees are more likely to implement and support decisions they had a part in making, employees are better able to spot and pinpoint areas for improvement, employees are better able to take immediate corrective action, employee involvement reduces labor/management friction by encouraging more effective communication and cooperation, employee involvement increases morale by

creating a feeling of belonging to the organization, employees are better able to accept change because they control the work environment and they have an increased commitment to unit goals because they are involved

*HR & Business Process Reengineering:* Many firms today are reengineering their work processes in order to compete better, faster and more efficiently in a global market place. Business Process reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed. According to Decenzo (2003:17), the problem with a focus on continuous improvements is that it may provide a false sense of security. It may make organizational members feel as if they are actively doing something positive, which is somewhat true. Unfortunately, ongoing incremental change may prevent a company from facing up to the possibility that what the organization may really need is a radical or quantum change, referred to as work process reengineering. Continuous change may also make employees feel as if they are taking progressive actions while, at the same time, avoiding having to implement quantum changes that will threaten certain aspects of organizational life. It is imperative in today's business environment that all organizational members consider the challenge that work process engineering may have for their organizational processes. Why? Because work process engineering can lead to "major gains in cost, service, or time," as well as assist an organization in preparing to meet the challenges technology changes foster.

Decenzo (2003:17) further argues that if we accept the premise that work process engineering will change how we do business, it stands to reason that our employees will be directly affected. As such, generating the gains that work process engineering offers will not occur unless we address the people issues. First of all, work process engineering may have left employees, at least the survivors, confused and angry. Although a preferred method of "change" would have been to involve employees throughout the process, we need to recognize that work process engineering may have left some of our employees frustrated and unsure of what to expect. Accordingly, HRM must have mechanisms in place for employees to get appropriate answers and direction

for what to expect- as well as assistance in dealing with the conflict that may permeate the organization.

Although the emotional aspect is difficult to resolve, for work process engineering to generate its benefits, HRM needs to train its employee population. Whether it's a new process, a technology enhancement, working in teams, or having more decision-making authority, our employees are going to need new skills. Consequently, HRM must be in a position to offer the skills training that is necessary in the "new" organization. Even the best process will fail if employees do not have the requisite skills to perform as the process task dictates. Another one is *Building commitment*: HR play a crucial role in implementing reengineering efforts. A key to reengineering is winning people's commitment to the organizational changes and to what those changes mean. HR can play a big role here - for instance, by hiring competent employees, by providing the right incentives, and by installing effective two-way communication practices.

*Building teams*: Business Process reengineering generally means switching from functional departments to process-oriented teams. Hr plays a role in making such teams effective, for instance by hiring carefully selected "team players" and providing the required training. Finally we have *Redesigning Compensation*: reengineering also has significant compensation implications. A reengineered job is most likely to be rated higher suggesting that pay would have to rise as well. To get employees' sustained, energetic commitment, management has to be resourceful in designing and using motivational incentives - both monetary and non-monetary (Thomson Jr et al 2006:359). Financial incentives generally head the list of motivating tools for trying to gain wholehearted employee commitment to good strategy execution and operating excellence. Monetary rewards generally include some combinations of base pay increases, performance bonuses, profit sharing plans, stock awards, company contributions to employee or retirement plans, and piecework incentives (in case of production workers). But successful companies and managers normally make extensive use of such nonmonetary carrot-and-stick incentives as frequent words of praise, special recognition at company gatherings or in the company newsletter, more job security and stimulating assignments.



## **Guidelines for Designing Incentive Compensation Systems**

Thomson Jr et al (2006:364-365) identified the several guidelines for creating incentive compensation system to help drive successful strategy execution. The performance payoff must be a major, not minor, piece of the total compensation package; The incentive plan should extend to all managers and all workers, not just top management; The reward system must be administered with scrupulous care and fairness; The incentives should be based only on achieving performance targets spelled out in the strategic plan; The performance targets each individual is expected to achieve should involve outcomes that the individual can personally affect; Keep the time between the performance review and payment of the reward short; Make liberal use of nonmonetary rewards; don't rely solely on monetary rewards; Absolutely avoid skirting the system to find ways to reward effort rather than results.

*Redesigning the work itself:* with reengineering, jobs generally change from specialized tasks to multitask, enriched, generalist work. Each worker becomes responsible for a broader, more enriched job. And the employees must "share joint responsibility with team embers for performing the whole process, not just a small piece of it". Each worker needs to be capable of using a much broader range of skills from day to day. HR drafts the new job descriptions and training programs and selects high potential employees.

*Moving from controlled to Empowered Jobs:* selecting and training employees for reengineered jobs is a special challenge, "reengineered employees are empowered to perform a broad set of task with relatively little supervision. This means that in selecting employees, values play a bigger role. The TQM approach brought changes in the attitudes and expectations of the managers about the roles of human resource managers. Further, the expectation of stakeholders about the HRM profession has also been changing. Traditionally, objectives of the business organizations were restricted to productivity and profits (Mohanty, 2003). Consequently, stakeholders particularly the customers and employees were given low priority. Workers' participation in management programs were limited to offering suggestions by employees. Training and development programs were limited to job related activities rather than extending the employee capacities. The business objectives and total quality HRM approach are to

maximize customer satisfaction, and market share through improved quality. Total quality management requires the introduction and acceptance of an individual, group and organizational change throughout a company's operations; a complete change in the way a business is managed. To make and sustain the necessary changes in the company culture and at the same time run day-to-day business operations is a difficult task and thus Human Resources has a role to play. Individual change is the basis for all change. The Human Resource function must make efforts to ensure that the employees understand that through a process of continuous quality improvement, decision-making, suggestions, initiatives, communications and presentation skills improve.

**How HRM Support Improvement Programs:** Human resource management play an important role in the implementation of continuous improvement programs. Whenever an organization embarks on any improvement effort, it is introducing change into the organization. As such, organization development efforts dominate. (Decenzo, 2003:17) Specifically, HRM must prepare individuals for the change. This requires clear and extensive communication of why the change will occur, what is to be expected, and the effects it will have on employees. Improvement efforts may result in changes in work patterns, changes in operations, and even changes in reporting relationships. HRM must avail itself to help the affected employees overcome barriers that may result in resistance to the change. That is, the fear dimension that is often associated with change must be overcome. Looking for better ways of working often results in new ways of doing things. Consequently, HRM must be prepared to train employees in these new processes and help them to attain new skill levels that may be associated with the "new, improved" operations.

### **2.3 Total Quality Human Resource Management (TQHRM)**

Total quality human resources management (TQHRM) is "an approach to human resources management that involves many of the concepts of quality management." (Vandenvor- Internet source) The primary goal of TQHRM is employee empowerment. Empowerment requires the alignment, authority, capability, and commitment of employees. In order to achieve these goals, Juran (1999) has identified several steps

that must be taken to achieve each goal. The first step is alignment which realized if employees know the needs of customers and stakeholders and are be prepared to contribute effort to organization strategies, goals, objectives, and plans. Second is authority; in order for employees to the have the authority and opportunity to contribute to the organization, several conditions have to be met. Individual authority, responsibility, and capability need be consistent while barriers to successful exercise of authority have been removed. Additionally, to achieve empowerment, employee capability can be developed through organizational training initiatives and educational development. Finally, an organization must earn the commitment of employees through reinforcement, recognition and rewards.

Trends like globalization and increased competition have placed HR front and center in most firm's strategic planning efforts (Dessler 2005). For example, we will see that HR managers today are more involved in partnering with their top managers in both designing and implementing their companies' strategies. Today's emphasis on gaining competitive advantage through people makes input from the department that helps to screen, train, appraise and reward employees too important to ignore when the company is reviewing its strategic options. Today's focus on competitiveness and operational improvements also mean that all managers -including HR- must be much more adept at expressing their departmental plans and accomplishments in measureable terms.

Every successful company has one or more competitive advantages around which it builds its competitive strategy. Today, most companies have access to the same technologies, so technology itself is rarely enough to set a firm apart. It's usually the people and the management system that make the difference. Increasingly, it is being recognized that competitive advantage can be obtained with a high quality workforce that enables organizations to compete on the basis of market responsiveness, produce and service quality, differentiated products, and technological innovation. (Dessler, 2005). Total quality human resource approach requires: organization around process (instead of tasks), flatten hierarchies, use of teams to manage everything, let customer

satisfaction drive output, reward team results, maximize supplier and customer contact and inform and train all employees.

## **2.4 Human Resource Management Tools for TQM**

Several HRM tools used to promote total quality management will be discussed below. Syngenta East Africa Limited will be used as case study and examples will be given based on existing practices within the organization. The examples given will show how organizations can contribute to total quality management throughout the organization with HR as the central driver of the implementation of TQM concepts.

### **Performance Management**

The increasing use by employers of performance management reflects several things. It reflects, first, the popularity of the total quality management (TQM) concepts advocated several years ago by management experts like W. Edwards Deming. (Dessler 2005). Basically, Deming argued that an employee's performance is more a function of things like training, communication, tools, and supervision than of his or her own motivation. Performance management's emphasis on the integrated nature of goal setting, appraisals and development reflects this assumption. Performance management as a process also explicitly recognizes that in today's globally competitive industrial environment, every employee's efforts must focus like a laser on helping the company to achieve its strategic goals. In that regard, adopting an integrated, performance management approach to guiding, developing, and appraising employees also aids the employer's continuous improvement efforts. Continuous improvement refers to a management philosophy that requires employers to continuously set and relentlessly meet ever-higher quality, cost, delivery, and availability goals. Central to this philosophy is the ideas that each employee must continuously improve his or her own personal performance, from one appraisal method to the next. Performance management is crucial to this process, because, it consolidates goal setting, performance appraisal, and development into a single, common system, the aim of which is to ensure that the

employee's performance is supporting the company's (continuous improvement) strategic aims.

According to Hannagan (2002:229), the term 'performance management' means different practices to different managers, but usually includes the following elements: The organization has a shared vision of its objectives, or a mission statement or corporate objectives, which it communicate to its employees. Individual performance management targets are set which are related to the organizational objectives; A regular, formal review is carried out to monitor progress toward these objectives; The review process is used to identify training needs, career development and possible rewards and The effectiveness of the whole process is evaluated against the overall performance of the organization.

There is usually a strong emphasis on objective setting and formal appraisal and there is often a sequence of steps in the performance management cycle. These steps include; agreement on the job description, establishing priorities, arriving at objectives, setting a time horizon and *reviewing and monitoring*. This *process* results in the assessment of the individual's performance, and in 'coaching' in the sense of identifying means of improving performance through training and development and establishing career progression. Performance management can be defined as a method of improving business performance by focusing on key areas of activity.

Modern performance management places a very high emphasis on participation and on 'coaching' at all levels. The emphasis is on progression and development rather than measurement and control. Increasingly, it is seen as a fundamental support for total quality management (Hannagan, 2002:230). In operating a performance management system, managers will start appraising themselves. This process begins with outlining the main tasks of the post and from this establishing a description of the job. This job description can then be agreed with a managers' immediate boss, that is the line manager (Hannagan 2002:232). The next stage is to agree on the main priorities of the job in particular time periods, say three months, six months and a year. The line manager will need to make sure that this fits with company objectives. Then the

manager's objectives can be arrived at, again by agreement, which is essential if the manager is to feel responsible for achieving the objectives. The objectives agreed by managers will take the form of actions to be completed within a certain period. They will be reviewed from time to time and may be altered in the light of changing circumstances by agreement between the manager and line manager. The process is not one of appraising for weakness, but analyzing the situation. If the manager and the boss agree on an area for improvement, then this may be able to be helped through training. The whole emphasis of this approach is on the future, not on the past. It is all about performance and help, or 'coaching' to achieve good performance. The performance management system provides leverage points for integration with total quality management by encouraging policies, procedures and values which promote performance and ongoing activities based on a set of skills which facilitate high performance.

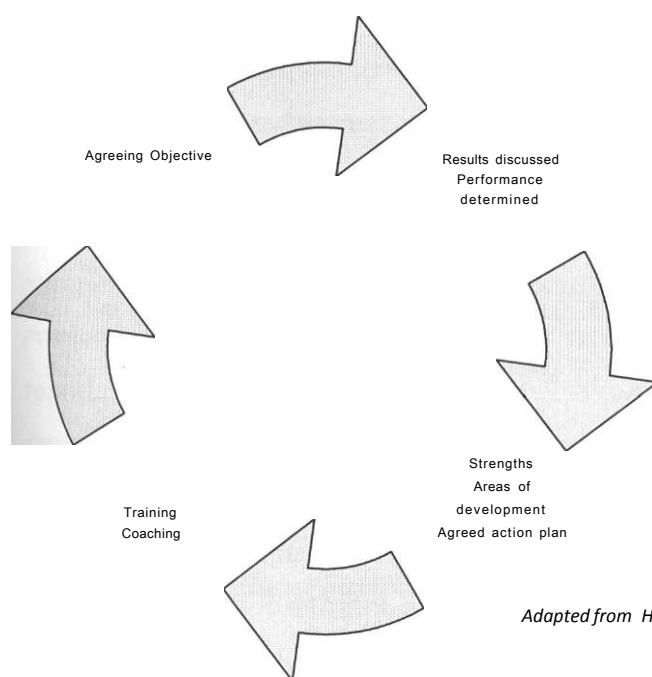


Fig. 2 Performance management cycle

*Adapted from Hannagan (2002:232) in Management Concepts and Practices*

As a basis for continuous improvement, Syngenta East Africa Limited carry out their performance appraisals twice a year. Performance objectives are set by each employee with the help of their line manager using the SMART (Specific, Measurable, Achievable, Realistic & Time bound) model. The Mid Year reviews are conducted

around June/July of each year where employees sit with their managers to review their set objectives. Usually during this time, realignment of the objectives is done where need be, a check on work load balance is also done to see if employee is able to perform their normal duties as well as meet their yearly targets. The individual makes a self assessment and the line manager does the same against each of the employee's objectives. A final end of year review is conducted in January and on the basis of the employee's performance, a development program is drawn and bonus payout is determined based on the performance rating. The performance rating is given as follows:

0 - 75% = Partially performing  
75- 125% = Performing  
125-200% = Excelling

Based on these ratings employees are rewarded accordingly. The payout is consistently done in April of each year after completion of the performance appraisal. This is key in motivating employees as they feel their efforts will be rewarded. Feedback is a key aspect within the performance management process; managers must ensure they meet with their staff to explain the employee's overall rating and work with them in generating their own development plans. Another tool used by Syngenta to collect feedback is the 360 degree Survey. This is an evaluation tool that involves collecting feedback not only from the supervisor, but from peers, direct reports, customers and others to provide a more complete picture of the employee's performance. The HR department does the administration of the process and the results of the survey are sent separately to each individual. The employees are encouraged to share their results with their line managers and draw up improvement plans. The HR department separately compiles the departmental (team) results and these are shared during the monthly staff meetings. The teams are comprised of 4 departments; Finance & Admin, Sales, Marketing, Supply Chain. They sit in 'talking circles' during the staff meetings and discuss their results and at the end they prepare improvement plans which they present to the rest of the group. . Syngenta initially adapted this tool for improvement purpose only and would adapt the tool later on for

appraisal once the employees had a clear appreciation of the process. The feedback from staff is that they are more open and able to assist each other improve.

### **Rewards & Recognition**

The distinction between rewards and recognition is that rewards are usually monetary, while recognition is an action or activity and is nonmonetary. (George 1994). Examples of rewards are bonuses, cash awards, trips, and merchandise. Examples of recognition are company awards, department or team awards and special events, individual awards and personal thank you's. In Besterfield et al (2003:113), recognition is a form of employee motivation in which the organization publicly acknowledges the positive contributions an individual or team has made to the success of the organization. This acknowledgment is delivered using verbal and written praise and may include symbolic items such as certificates and plaques. Reward is something tangible such as theater tickets, dinner for two, or a cash award to promote desirable behaviour. Recognition and reward go together to form a system for letting people know they are valuable members of the organization.

Most managers and supervisors believe that pay is a prime motivator of performance; research and surveys of employees suggest it is not. (George, 1994). Traditionalists scoff at the need for pats on the back and thank-you's, pointing out that people are paid well to do well. Surveys of employees and the experiences of a few companies, however, suggest that day-to-day recognition is a powerful motivator. Management way to show appreciation to employees (teams) for their contribution to quality improvement and to cost reduction. Very strong elements of recognition are public presentation made at team meetings, conferences, management meetings etc. these presentations normally consist of describing the work carried out by the teams, followed by a handshake, congratulations and small gift from a high ranking manager (Demming, 1986). Some companies use their internal communications system (e.g. company's magazine) in order to announce, together with a photograph, the names of employees worthy of recognition. Documentation illustrating teams activities can also be displayed *in areas* of the plant or offices where numbers of employees normally get together.



Employees should be involved in the planning and implementation of the recognition and reward program (Besterfield et al, 2003:114). This activity should be performed by a cross-functional team that represent all areas of the organization. Systems that are developed with employee involvement will most likely succeed. It should be fully understood by the employees and reviewed periodically in order to continuously improve the system and because priorities-either the employee's or the organizations-may change. In addition, the system should be simple. Employees should be involved with the manager and sometimes the customer and supplier in the nomination and selection of the individuals and teams to be recognized and rewarded. The system should be so developed that monetary reward is not a substitute for compensation. While the reward may be delayed until an appropriate time, the recognition should be on a timely basis. Rewards should be appropriate to the improvement level - the greater the improvement, the greater the reward.

### **Reward and Recognition at Syngenta**

Syngenta has several ways in which they reward and recognize their employees.

*Employee of the Quarter/Year:* One way the Syngenta recognizes employee efforts is through the employee of the quarter and year awards. The nomination criteria is based on Syngenta's leadership model and values. This approach is used to recognize employees who have done exemplary well within the quarter and selection is done across all departments. The winner of the quarter gets a prize worth Ksh 25,000, a certificate and their photo is framed and placed at the reception until the next quarter. The Employee of the year gets the double the amount. This not only motivates others to work hard but also makes employees see that the organization recognizes their efforts. Moreover a culture of performance is created and employees learn to support and appreciate each other's efforts.

*Christmas shopping vouchers:* Every year as the company's sales increase, management appreciates each employee's efforts by giving Christmas shopping vouchers of an equal amount to all employees irrespective of position. This is because Syngenta recognizes that the success of the company is as a result of team commitment and contribution. At Syngenta they have developed a culture of

appreciating employee's efforts in the simplest ways. A thank you from your supervisor goes along way in boosting an employee's morale. Teams are also encouraged to go out and celebrate their own success as a team for instance after completion of a major project.

*Recognition of personal achievements:* Syngenta also has a culture of celebrating each other's achievements as one of their core values. If an employee graduates from college and excels in a major project, they usually appear on the internal magazines with the line manager giving them compliments. This creates a spirit of the employee being appreciated even on non work related issues. It means the organization is concerned about their personal development as well as achievements. Staff birthdays are equally celebrated by the team every month.

### **Training**

Training used to focus mostly on teaching technical skills, such as training assemblers to solder wires or teachers to prepare lesson plans. Today, such technical training is no longer sufficient. Training has to make sense in terms of the company's strategic goals. A strategy to improve customer service implies the need for customer service training. In today's business management, a company is obligated to train its employees, to provide them with the intellectual arsenal they need to work in teams, collect and analyze data, initiate improvements, satisfy customer and assume all other responsibilities that come with empowerment and involvement. (George 1994). Continuous improvement is possible only with the continuous and effective training of all employees at all levels.

According to Deming (1986), when an individual has brought his work to a state of statistical control, whether he was trained well or badly is in a rut. He has completed his learning of that particular job. It is not economical to try to provide further training of the same kind. He may nevertheless, with good training, learn very well some other kind of job. It is obviously of the utmost importance to train new people, when they come on to a job, to do the job well. Once the learning curve levels off, a control chart will indicate

where and when a person has reached the state of statistical control. In a state of chaos (poor supervision, bad management), it is impossible for anyone in the organization to develop his potential ability and capacity for uniformity or for quality.

In today's business environment, employees are the most important asset in the quest to achieving competitive advantage. Consequently, retaining and motivating employees through training is an essential element of any management programme. (Anami L.: Standard Newspaper, 26/09/08). An elaborate training programme not only contributes to the development of a firm's skill bank but also instills confidence in employees. Training helps in optimizing utilization of human resource and achievement of organizational goals. Human resource experts say organizations that offer training attract quality employees and motivate them to increase their performance. Training reduces employee turnover as people choose to work with organizations that facilitate professional development. Most employees are likely to stay longer in organizations that provide opportunities for development. (Anami, L: Standard Newspaper, 26/09/08)

The key to effective training is to truly understand your employees' and your company's training needs. Syngenta EA conducts a capability assessment for their employees with respect to the roles they are performing. Each departmental head sits with their teams to identify areas of strength and weaknesses. Based on the outcome, each employee is given a priority area for training. The HR department draws a training calendar for all the employees and sources the best trainers for the specific courses. These usually include; customer service training, Selling skills, computer skills, product knowledge among others. The training is usually either internal or *external; for Syngenta specific courses such as crop protection products, the training is conducted internally.* Customers are key to the success of the business; for this reason every employee in Syngenta usually undertakes a Customer service training course in order for all to understand the need to satisfy the customer and achieve organizational overall objective. The skills audit process also helps to identify employees with extra skills that can be utilized across other departments; this is usually useful in job sharing and job rotation.

## **Employee Participation**

There is an enormous range of employee involvement schemes, varying from those that are informational mechanisms to full-blown democratic systems where employees have as much say in the decision-making processes as does management (Beardwell et al 2004:548). This makes an all encompassing definition problematic. In addition, different labels have been attached to these processes, such as employee or worker participation, industrial democracy, organizational communications, co-determination, and employee influence, each of which has its own definitions.

Employee involvement is a long-term commitment, a new way of doing business, a fundamental change in culture. Employees who have been trained, empowered, and recognized for their achievements see their jobs and their companies from a different perspective. They 'own' the company, in the sense that they feel personally responsible for its performance. Having the support and attention of senior management remains a necessary condition for making TQM work in an organization, but without empowered employees it won't go very far. (Stoner 1995). Empowerment means letting employees make decisions at all levels of an organization without asking for approval from managers. An organization's success in meeting its quality and performance objectives depends increasingly on workforce quality and involvement (Hunt, 1993). The close link between employee satisfaction and customer satisfaction creates a "shared fate" relationship between organizations and employees. For this reason, employee-satisfaction measurement provides an important indicator of the organization's efforts to improve customer satisfaction and operating performance. Hunt (1993) further emphasizes the need for organizations to invest in the development of the workforce and to seek new avenues to involve employees in problem solving and decisions making. Factors that bear upon the safety, health, well-being, and moral of employees need to be part to the organization's continuous improvement objectives. Increasingly, training and participation need to be tailored to a more diverse work force and to more flexible work organizations.

It has recently become evident that work-force participation can also add significantly to companies' quality performance (Juran, 1989). However, certain prerequisites must be met if the participation concept is to become effective on a continuing basis. Upper management must undergo the training needed to understand and support the objectives of the participation concepts: to develop people by using their education, experience and creativity to improve company operations. Juran also adds that other members of the management team must accept the concept of participation, realizing that in doing so they will be delegating to the work force some activities that have in the past been regarded as "management prerogatives". These same members undergo sufficient training in quality matters to be able to understand what is being offered to the work force. In addition, the first line of supervision must undergo minimally the same training program as will be offered to the workforce.

Syngenta East Africa Ltd promotes employee involvement in various ways. *Staff Meetings (coffee mornings)*: the employees hold Coffee morning meetings on monthly basis to share on projects, discuss general issues and make presentations on ongoing activities within the organization. The general set up of these meetings is usually in form of 'talking circles' i.e. employees sit in about 4 to 5 groups in circles. For every coffee meeting one of the agenda in the meeting is to present on "My Job" and another on a 'Syngenta product'. When people are working they sometimes get engrossed in their own jobs that they hardly know what their colleague does on day to day basis. It is from this background that they found it necessary to have sessions where people share their roles within the organization; this also helps others understand better the part one is playing within the organization. There is always a misconception especially for the sales reps since they are always out in the field, people may often think they go to run their own errands and not work. It therefore helps to share our job roles in teams. Secondly, information on Syngenta products helps all employees appreciate the kind of business they are operating in especially on crop protection. In other words, it helps employees across other departments to have a broader understanding of what the agribusiness is all about. As earlier on mentioned, it is during such meetings that employees get to share ideas and also work on their improvement plans such as those on 360 degree

surveys. This kind of activity has greatly opened up the employees to freely share and give ideas for improvement and encourage innovation. Notably, key business issues such as the strategic agenda and the companies ambitions are discussed and employees have a chance to make contributions and changes and they deem right.

*Team building:* another important activity is the team buildings which are usually organized once or twice a year. This helps in encouraging team spirit and employees get to participate in informal activities out of the usual official set up. Again this is an opportunity where the team remind themselves of the need to support each other and also understand their roles as well as live the values of the organization.

### **Working Teams**

*Cross functional teams:* A team is a small number of people with complementary skills who are committed to a common purpose, set of professional goals, and approach for which they hold themselves mutually accountable. (Reilly, 1999). An organization must perform a certain set of tasks. The traditional way of structuring the organization "to solve this problem" has been to divide these tasks between different department. This way, each department has assumed responsibility for a defined portion of the total set of tasks. The department members have been trained and specialized to solve these tasks. This is readily apparent in normal organization charts, where department like finance, personnel and procurement can be found. As soon as people are placed in boxes in an organization chart, it seems as if the lines of the boxes become solid boundaries within which they should stay (Reilly, 1999). Communication across these boundaries is limited and a member of a department will only perform tasks that naturally belong to the parent department's area of responsibility.

A cross functional team is a group consisting of members from different functional departments or areas of responsibility and often also from different hierarchical levels. The purpose of the team is to solve problems involving several of the organization's functions. (Andersen, 1999). In his book, Andersen identifies three different ways of forming cross functional teams. Firstly, to exist on a permanent basis, where the entire organization is simply changed to consist of a number of cross-functional teams instead

of specialized departments. Secondly, on an ad hoc basis, where a team is formed to solve or investigate a specific problem and thereafter is dissolved. This is actually a special variant of the cross-functional teams called problem-solving teams. Finally, a cross functional team can be formed as a combination of the above two, where the team is permanent and its members mainly function within their departments, but from time to time meet within the team. This way, the team will consist of a long period of time and constantly find new cross functional problems or improvement areas to attack. Cross functional teams operate under certain rules: The normal and recommended size of such teams is between four and eight people. For cross functional teams, meetings are held only where there is 100% attendance usually during regular working hours. Before the team is established, management must agree to follow up on any recommendations made by the team, subject to realistic budgetary constraints.

*Problem-Solving Teams:* Cross-functional teams are usually established to find and solve many problems over a long period of time. A problem-solving team, however, is a temporary special variant established to attack a particular problem. In this respect, it can be defined as a temporary team formed to solve a predefined problem and is composed of members from areas affected by this problem.(Andersen, 1999). The same rules described for cross-functional teams apply to this type of team. The advantages of establishing such a team to handle problems and improvement projects linked to system faults are multiple: A specific and collective responsibility for the problem is defined and by involving everyone affected by the problem in the team, it ensures coherent solutions acceptable to everyone are arrived at. Also, as the work is carried out in parallel or simultaneously in a cross-functional team, not sequentially in each department, the process is usually relatively quick. Finally the organizational culture and the work climate are usually improved. (Reilly,1999).

#### *Quality Circles*

A quality circle is a group of people from the same work area who under guidance of a circle leader voluntarily participate in regular meetings during normal working hours to identify, analyse and solve problems within their own work area and present

suggestions for solutions with cost estimates to a person authorized to decide on implementation. (Andersen, 1999:174). Juran (1992) defines a quality circle as a *volunteer group of workers who have undergone training for the purpose of solving work-related problems*. Many of these circles have tackled projects to replan *departmental processes*. These projects have demonstrated that most workers have the education, job knowledge, and creativity to be able to contribute to quality planning if the opportunity is provided.

The objectives of quality circles are obviously to strengthen the competitiveness of the organization through creating improvements and at the same time create a good basis for development of the individual employee's creative skills and allow the use of these skills in practical improvement work. If the circle is successful, active and enthusiastic, it is expected that people will want to join (Hannagan, 2002:190). The supervisor of a work area will usually lead a circle. His or her role is to encourage volunteers to establish a group which he or she will chair because of previous experience and training in organizing and running quality circles. The supervisor guides the circle in order to help it develop into a cohesive team and to focus on solving problems and improving quality. The circle will usually consist of between six and twelve members, large enough to generate a variety of ideas; small enough for everybody to be involved and have their say.

### **Customer Service Delivery**

Delivering excellent customer service is another approach to enhancing organizational competitive performance. Service begins with product design and includes interaction with customers, with the ultimate goal of meeting customers' needs. In many organizations, service quality is affected significantly by the individual employees who interact with customers. Mathis (2003) identifies 5 service dimensions and out of these at least 3 of them are HR related: Confidence in employee's knowledge; Dependable and accurate performance; Physical facilities and equipment; Care and concern; Timely assistance.



As mentioned earlier, it is essential that employees understand the meaning and importance of customer service. For this reason, training on customer service goes a long way in trying to create a culture of excellent customer service delivery within the organization. Employees are eventually the communicators and the ones who deliver the service hence the need to train them. It is also worth noting the employees are the internal customers to the organization and their needs should also be taken care of in order for them to be motivated to deliver positive results. Some of the things organizations can do to achieve maintain a motivated workforce are discussed above and include; implementing rewards and recognition programs, effective performance appraisal and employee involvement in organizational matters. Companies that build their systems on a foundation of customer satisfaction must be careful that the foundation is secure. (George, 1994). This requires a thorough and accurate knowledge of customer requirements. For this reason, Syngenta conducts customer satisfaction surveys in order to understand their customers better and identify opportunities for improvement. This is usually based on the products usage, labeling, packaging, delivery procedures and customer service responsiveness. In response to customers feedback, a customer service charter was drawn to communicate to customers and distributors what Syngenta offers and with specifications on mode and terms of service delivery. The feedback is also useful in identifying training needs for their employees in order for them to deliver excellent customer service. This will be discussed later under training.

### **2.1.6 Investing in People**

This is concerned with the contribution people can make to business success. For many organizations, people represent their largest cost, often 70 or 80 percent of the total (Hannagan, 2002:201-202). In a 'quality' culture, people take ownership of their work and responsibility for the quality of their work. By learning from the actions of those organizations which are already developing and using their people successfully, other organizations can adopt, and benefit from, an 'investing in people' (IPP) approach. The investing in people approach aims to help organization improve performance through a planned approach to: setting and communicating business goals, developing people to

meet these goals so that what people can do and are motivated to do matches what the organization needs them to do. This can be seen in figure 3.

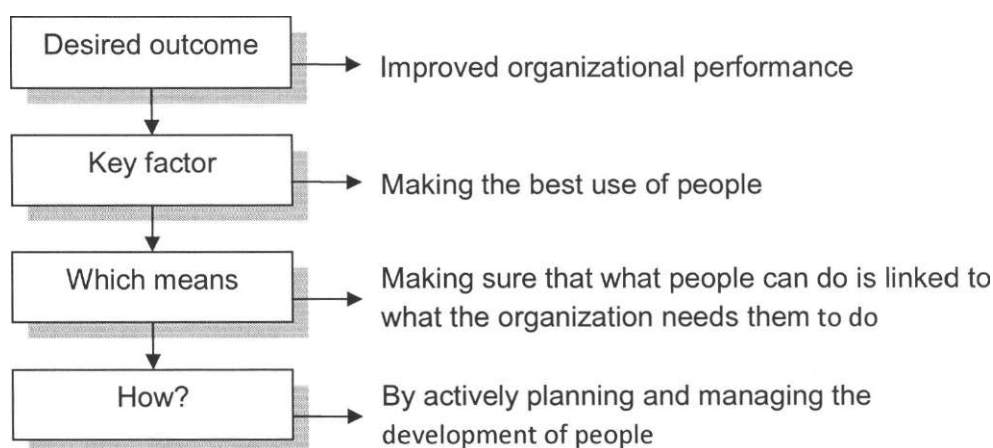


Fig 3: Investing In People Approach

Adapted from Hannagan, T (2002:202) in Management concepts and practices

The objective is to encourage organization to think consistently of their people as an investment, not a cost, and act in a way which reflects this perspective. Organizations need to recognize people as a valuable business resource, which can be used to create, protect or waste assets; that there are investment costs as well as benefits in this process; that the benefits will be greater than the costs; and that organization will only benefit fully from investing in people if they start with clearly defined objective and actions. There are various actions required to improve quality through investing in people approach. Every employer should have a written but flexible plan which sets out business goals and targets, considers how employees will contribute to achieving the plan and specifies how development needs in particular will be assessed and met (Hannagan, 2002:201-202). Management should also develop and communicate to all employees a vision of where the organization is going and the contribution employees will make to its success, involving employee representative as appropriate.

Additionally, the resources for training and developing employees should be clearly identified in the business plan. Manager should be responsible for regularly agreeing

training and development needs with each employee in the context of business objectives. Action should focus on the training needs of all new recruits and continually developing and improving the skills of existing employees. All employees should be encouraged to contribute to identifying and meeting their own job-related development needs. The investment, the competence and commitment of employees, and the use made of skills learned, should be reviewed at all levels against business goals and targets. Finally, the effectiveness of training and development should be reviewed at the top level and lead to renewed commitment and target setting.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Research Design**

The proposed research was a case study. A case study research design is where data is collected from one or a few study units only. It allows for in-depth exploration of issues in a phenomenon. The Case study focused on assessing application the total quality human resource practice at Syngenta East Africa Limited and the role of human resource management in implementing Total Quality Management.

### **3.2 Data Collection**

The data collection was both primary and secondary information. The researcher used academic publications such as text books, magazines, newspapers, journals and the internet for the secondary data. The manager responsible for HR was interviewed in order to obtain more in-depth information with regard Total Quality HR practice. Questionnaires were also be used to collect more information from employees whose category included; accountants, administration professionals, sales area managers, logistics officers, marketing managers and heads of department.

### **3.3 Data Analysis**

Factor analysis and descriptive analysis were used to analyze the responses obtained from the interviews, questionnaires and documents such as Syngenta's strategic agenda, Frameworks and values and other policy documents. Factor analysis involves observation and detailed description of objects, items or things that comprise the study. Factor analysis is a research tool used to reduce a number of variables in to few and meaningful manner having similar characteristics. The results were presented in form of tables, means and standard deviations.

## CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

### 4.1 Introduction

This chapter presents the results of the analysis of the data collected during the study. A total of 23 completed and useable questionnaires were obtained from the respondents. The chapter is divided into eight sections: Section 4.2 provides a summary the organization's characteristics, Section 4.3 gives a summary of the performance management, section 4.4 gives the response on recruitment and selection, and section 4.5 gives information on reward and recognition, section 4.6 reports on training, section 4.7 gives information on employee participation, section 4.8 reports on team work and section 4.9 gives information on customer service delivery.

### 4.2: Characteristics of surveyed organization

A total of 30 questionnaires were issued out. The completed questionnaires were edited for completeness and consistency. Of the 30 questionnaires used in the sample, 23 were returned. The remaining 7 were not returned. The returned questionnaires' represented a response rate of 77%, which the study considered adequate for analysis.

#### 4.2.2: Profiles of the respondents

The Human Resource Department at Syngenta's East Africa Limited is about 2 years old. As shown in table 4.2.1, Syngenta has a total of 96 employees of which 47 are contract staff in the Kenyan based office. Majority of the employees are white collar with only 6% being blue collar i.e. the support staff that include drivers, messengers and security guards.

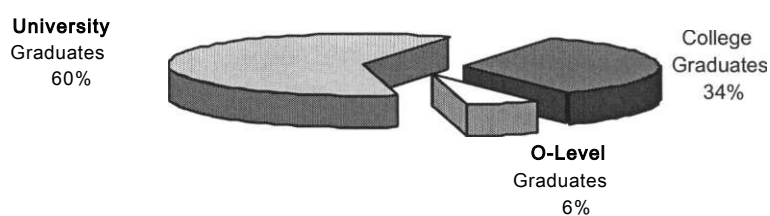
**Table 4.2.1: Position in the organization**

	Frequency	Percent	Cumulative Percent
Employees on contract basis	47	49	49
Employees on permanent basis	49	51	100.0
Total	96	100.0	

#### 4.2.2: Distribution of respondents on gender

As can be observed, in Figure 4, 60% of the employees are university degree holders, 34% college graduates and 6% are O level. The university and college graduates specialize in agronomy, finance, human resource, sales, marketing, logistics and operations.

**Figure 4: Distribution by level of education**



#### 4.2.3: Age of HR department in the firm.

The HR Function was set up two (2) years ago following realization that people's needs were increasing therefore necessitating a move from the day to day HR administrative activities to a more strategic HR role. The Head of Finance & Administration who has been with the company for 14 years stressed on the need for HR to be treated as a separate function in order to concentrate on value addition matters relating to employee development.

### 4.3: Performance management

Performance management is an integrated process of defining, assessing and reinforcing employee work behaviour and outcomes. Performance management includes practices and methods for goal setting, performance appraisal, and reward systems which influence the performance of individuals and work groups.

The respondents were asked to rank the human resource management activities in relation to performance management. The results are shown in table 4.3.1 from the findings to strongly agree/agree extent; Performance appraisals are conducted on regular and timely basis in my department (mean of 1.4867), the objectives against which I'm evaluated are clear (mean of 1.6957). On a moderate extent; I receive regular feedback regarding my performance (mean of 2.2609), I receive the necessary support and guidance on my career development (mean of 2.7391. There is low variation amongst the respondents' opinion as indicated by the low values of the standard deviation. In general the most important measures of performance management are regular and timely performance appraisals and setting clear objectives against which evaluations are done.

**Table 4.3.1: Performance management**

	Mean	Std. Dev
Performance appraisals are conducted on regular and timely basis in my department	1.4867	.76484
The objectives against which I'm evaluated are clear	1.6957	.76484
I receive regular feedback regarding my performance	2.2609	.91539
I receive the necessary support and guidance on my career development	2.7391	1.09617

Using factor analysis the four performance management activities were classified in two broad factors (table 4.3.3) explaining 83.42% of the variations. These two factors were;  
**Factor one:** Performance appraisals are conducted on regular and timely basis in my department, the objectives against which I'm evaluated are clear and I receive regular feedback regarding my performance

**Factor two:** I receive the necessary support and guidance on my career development

**Table 4.3.2: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.257	56.422	56.422	2.257	56.422	56.422
2	1.080	26.998	83.420	1.080	26.998	83.420
3	.470	11.747	95.167			
4	.193	4.833	100.000			

Extraction Method: Principal Component Analysis.

**Table 4.3.3: Rotated Component Matrix**

	Component	
	1	2
Performance appraisals are conducted on regular and timely basis in my department	<b>.861</b>	-.130
The objectives against which I'm evaluated are clear	<b>.827</b>	-.160
I receive regular feedback regarding my performance	<b>.910</b>	.248
I receive the necessary support and guidance on my career development	-.042	<b>.989</b>

- Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
- Rotation converged in 3 iterations.

#### 4.4: Recruitment and selection

The respondents were to indicate rank the activities carried out during recruitment and selection process. The findings indicate that to strongly agree/agree extent; new employees receive necessary guidance and support during induction (mean of 1.6957), the company employs highly qualified and competent candidates (mean of 1.9130).

To a moderate extent: There is diversity in the recruitment process (mean of 2.2174) and recruitment & selection process is transparent and fair (mean of 2.4348). There is need to improve of recruitment and selection process since it was rated least



**4.4.1: recruitment and selection**

	Mean	Std. Deviation
The recruitment & selection process is transparent and fair	2.4348	1.03687
There is diversity in the recruitment process	2.2174	1.08530
New employees receive necessary guidance and support during induction	1.6957	.63495
I believe the company employs highly qualified and competent candidates	1.9130	.73318

Factor analysis classified activities undertaken during recruitment and selection process into two factors which explained 70.634% of the variation in the process. The two factors are

Factor one; the recruitment & selection process is transparent and fair, there is diversity in the recruitment process and the company employs highly qualified and competent candidates

Factor two; new employees receive necessary guidance and support during induction

**Table 4.4.2: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.734	43.356	43.356	1.734	43.356	43.356
2	1.091	27.278	70.634	1.091	27.278	70.634
3	.710	17.755	88.389			
4	.464	11.611	100.000			

Extraction Method: Principal Component Analysis.

**Table 4.4.3: Rotated Component Matrix**

	Component	
	1	2
The recruitment & selection process is transparent and fair	<b>.849</b>	.103
There is diversity in the recruitment process	<b>.629</b>	-.554
New employees receive necessary guidance and support during induction	.232	<b>.869</b>
I believe the company employs highly qualified and competent candidates	<b>.748</b>	.156

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

#### 4.5: Reward and recognition

Recognition and reward go together to form a system for letting people know they are valuable members of the organization. The respondents were to indicate rank the various form of rewards and recognition activities within the organization. Majority of the respondent felt that their immediate manager often gives recognition for work well done (mean of 1.8696), followed by There is open recognition for good performers and respective reward (mean of 2.6522) and disagree with the statement that they are fairly compensated for their work (mean of 3.2174)

**Table 4.5.1: Reward and recognition**

	Mean	Std. Dev
My immediate manager often gives me recognition for work well done	1.8696	.75705
There is open recognition for good performers and respective reward	2.6522	1.07063
1 am fairly compensated for my work	3.2174	.95139

#### 4.6: Training

Training means changes in specific knowledge, skills, attitudes or behaviors. To be effective training should involve a learning experience, be a planned organizational activity and be designed in response to identified needs. Ideally, training should be designed to meet the goals of the organization while simultaneously meeting the goals of the individual employees.

The respondents were asked to rank training activities in the organization. The findings in table 4.6.1 show that the respondents only rated two factors as strongly agree/agree a mean ranking of below. These two factors were; The Company adequately supports me by often providing training and development opportunities (mean 1.179) and I have the necessary skills and knowledge to perform my job well (mean of 1.6957). There was a low degree of variation among respondents, as indicated by the values of the standard deviation.

On the other hand, the results indicate that, the respondents were indifferent on two factors ,that is, Available training opportunities are often communicated(mean of

2.5217) and I receive guidance in identification of my training and development needs (mean of 2.6522).

**Table 4.6.1: Training**

	Mean	Std. Deviation
I receive guidance in identification of my training and development needs	2.6522	.88465
The company adequately supports me by often providing training and development opportunities	1.1739	.72922
I have the necessary skills and knowledge to perform my job well	1.6957	.76484
Available training opportunities are often communicated	2.5217	1.03877
Post training evaluations are done to monitor impact	3.0870	1.04067

**Table 4.6.2: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.406	48.110	48.110	2.406	48.110	48.110
2	1.337	26.732	74.843	1.337	26.732	74.843
3	.650	12.997	87.840			
4	.355	7.105	94.946			
5	.253	5.054	100.000			

Extraction Method: Principal Component Analysis.

Factor analysis classified the five statements into two factors which explained 74.842% of the variation in training within the organization. The two factors were

Factor one (Personal development); I receive guidance in identification of my training and development needs, The Company adequately supports me by often providing training and development opportunities

Factor two (training support); I have the necessary skills and knowledge to perform my job well, Available training opportunities are often communicated and Post training evaluations are done to monitor impact

**Table 4.6.3: Rotated Component Matrix**

	<u>Component</u>	
I receive guidance in identification of my training and development needs	<b>.760</b>	.185
The company adequately supports me by often providing training and development opportunities	<b>.898</b>	-.036
I have the necessary skills and knowledge to perform my job well	-.308	<b>.855</b>
Available training opportunities are often communicated	.483	<b>.779</b>
Post training evaluations are done to monitor <u>impact</u>	.467	<b>.663</b>

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization,  
a. Rotation converged in 3 iterations.

#### **4.7: Employee participation**

Work-force participation adds significantly to companies' quality performance, this is normally achieved when upper management undergoes the training needed to understand and support the objectives of the participation concepts. The findings in table 4.7.1 above show that to strongly agree/agree extent; respondents enjoy working for this company (mean of 1.7826) and respondents understood overall company strategy, ambition and values (mean of 1.8696). To a moderate extent; my manager is receptive to suggestions for change (mean of 2.1304), there is a safe environment to discuss ideas and air out our views (mean of 2.2174) and Changes within the organization are communicated on timely and transparent basis (mean of 2.4783)

**Table 4.7.1: Employee participation**

	Mean	Std. Deviation
There is a safe environment to discuss ideas and air out our views	2.2174	.67126
My manager is receptive to suggestions for change	2.1304	.86887
I enjoy working for this company	1.7826	.67126
I understand our overall company strategy, ambition and values	1.8696	.75705
Changes within the organization are communicated on timely and transparent basis	2.4783	.89796

#### 4.8: Team work

The respondents' unanimously three statements as having strong influence on team work within the organization, these were; There is good team spirit among colleagues in my department/team (mean of 1.6957), I am satisfied with the support I receive from colleagues in my department (mean of 1.6522), There is good team spirit among colleagues in my department/team (mean of 1.6957) and Our company creates an environment for people to interact and work as a team (mean of 1.9130).

**Table 4.8.1: Team work**

	Mean	Std. Deviation
There is sufficient cooperation between managers and employees	2.2609	.75181
There is good team spirit among colleagues in my department/team	1.6957	.55880
Our company creates an environment for people to interact and work as a team	1.9130	.84816
I am satisfied with the support I receive from colleagues in my department	1.6522	.77511

#### 4.9: Customer service delivery

It is essential that employees understand the meaning and importance of customer service. For this reason, training on customer service goes a long way in trying to create a culture of excellent customer service delivery within the organization. The respondents strongly agreed that they have a basic understanding our type of business and the products we offer (mean of 1.3478) and know who our customers are (mean of 1.3913).

On the other hand the respondents were indifference on; getting regular feedback on customer satisfaction levels (mean of 2.6522) and satisfactory level of support and focus given to our customers (mean of 2.4595)

**Table 4.9.1: Customer service delivery**

	Mean	Std. Deviation
I have a basic understanding our type of business and the products we offer	1.3478	.48698
I know who our customers are	1.3913	.49901
We get regular feedback on customer satisfaction levels	2.6522	.98205
I am satisfied with the level of support and focus given to our customers	2.4545	.85786

Factor analysis grouped the four statements into two classes which explained 79.812% of the variations on customer service delivery. The two factors were;

Factor one; I have a basic understanding our type of business and the products we offer and I know who our customers are

Factor two; we get regular feedback on customer satisfaction levels and I am satisfied with the level of support and focus given to our customers

**Table 4.9.2: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.654	41.352	41.352	1.654	41.352	41.352
2	1.538	38.460	79.812	1.538	38.460	79.812
3	.454	11.349	91.161			
4	.354	8.839	100.000			

Extraction Method: Principal Component Analysis.

**Table 4.9.3: Rotated Component Matrix**

	Component	
	1	2
I have a basic understanding our type of business and the products we offer	.892	.022
I know who our customers are	.898	-.051
We get regular feedback on customer satisfaction levels	-.116	.884
I am satisfied with the level of support and focus given to our customers	.086	.887

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization, a Rotation converged in 3 iterations.

#### **4.10: Reasons why employees like working for the current organization**

Respondents gave a various things they value in the current organization. A number of them appreciate the impact the organization has on farmers hence improving livelihood, the company's quality products and good image in the market. Another common attribute is the good working environment which entails a culture of open door policy and talking circles that greatly increase interaction, high employee welfare standards, subsidized lunch and tea available to all, and provision of transport to and from working place. In addition, employees cited good pension scheme and staff welfare schemes as some of the other reasons they like working for Syngenta.

Training is given equal attention to both subordinate and senior staff members. Other positive comments included; open communication channels, teamwork among colleagues, autonomy in ones job, flexible working hours, provision of working tools such as vehicle, mobile and computers, working exposure at global level to promote sharing expertise and best practice, Early planning and anticipation of likely changes, strategy and ambition of the company is openly discussed with employees. The respondents also identified other positive aspects relating to the job and quality of people such as the level of competence and professionalism of colleagues, Relationship between managers & employees (no micromanagement), recognition of ones potential, Performance Reviews done openly and most of them enjoyed the work they do.

## **CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND LIMITATIONS**

### **5.1: Conclusion**

From the above results, various Human Resource activities have been rated by the employees as an indication of what the organization practices from a HR perspective. Some of the strong points as highlighted by the respondents include a good working environment, team work and availability of opportunities to support growth and development within the organization. The caliber of employees within the organization based on the education background is indicative of the level of quality inherent within the organization and it is also expected that output will be just as good. The presence of highly qualified staff makes it even easier to develop people who already have a solid education base. Evidence from the study indicates that Performance of employees is closely monitored with the right guidelines provided to employees and the same reviewed regularly. Additionally recruiting of competent staff is highly valued and this is key to producing the desired results and also promotes a culture of high standards that do not compromise on effectiveness. While employees appreciate recognition given by their line managers for a job well done, compensation on the other hand need to be taken into consideration to ensure that staff are equitably paid for their input. A good number of employees recognize and appreciate the presence of a pleasant working environment where they can freely express themselves, have flexible working hours, have good relationship with their managers and are also trusted to perform their duties independently. Team work is also key in creating high performing teams and this seems to be a key strength in Syngenta as acknowledged by majority of the employees.

It is critical to have the right HR systems in place which support employee development and also a culture that promotes teamwork and unlocks creativity of employees. If the staff have faith in the process, feel supported from a development perspective and have the right tools to operate, they will obviously be more productive and value adding to the organization. The tools of TQHRM discussed above form the backbone of the



organization and if managed skillfully then organizations can reap the benefits of a dedicated and effective workforce. Every organization has its practice and culture of managing their HR activities; the degree to which one puts focus on each of them is what differentiates the organization to give it a competitive advantage.

## **5.2: Recommendations**

The following recommendations are given to both the policy makers and researchers;

### **5.2.1. Recommendations on policy on performance management**

Over and above the regular performance reviews, it is critical to seek long-term solutions towards developing careers of the employees. Develop an in-house training program for new employees to integrate them into the company processes apart in addition to the induction program. Managers in charge should also establish a coaching structure where senior management can coach and mentor their junior colleagues. HR also needs to be more strategic and aggressively work on succession plans at all levels of the organization.

### **5.2.2. Recommendations on recruitment and selection**

There needs to be recognition of employees skills and qualification across departments and this ought to be considered during recruitment. Priority should be given to employees currently in the organization who have the required skills when filling vacant positions before advertising externally; internal recruitment should be separated from external to make it a fair process. Further, HR should use affirmative create a diverse workforce (multi-ethnic). Promotions should be based on competence and merit and prompt feedback should be provided to internal candidates who are unsuccessful in a particular job application.

### **5.2.3. Recommendations on rewards and recognition**

More emphasis should be put on retention and reward. More specifically, the contribution of each department should be recognized and proper benchmarking done to make sure that people are in the right jobs and paid competitively from an internal and external perspective. It may also be worth carrying out staff satisfaction survey to stem staff turnover.

### **5.2.4. Recommendations on training**

In order to support employees fully, it is vital to invest in their training and development activities. Budget should be made available and training opportunities communicated to staff and the necessary support provided. A follow-up on post training impact is also key for continuous growth and to ensure the business objectives are met at the end of the day.

### **5.2.5. Recommendations on Employee participation**

Among the recommendations on employee participation are; to create channels for enhancing staff concerns and grievances, empower human resource department to handle staff issues rather than leaving it to the departmental managers and organize field days for departments to improve cross functional cooperation.

### **5.2.6. Recommendations on Team work**

Teams that work together are strong teams; organizations should continue to encourage cooperation and support among colleagues. This creates a friendly working environment and employees move together in the same pace as they help each other grow in common pursuit of the organizational goals.

### **5.2.7. Recommendations on customer service delivery**

There needs to be a close link between the employee and the customer. Employees need to be provided with the sufficient customer information and also be involved in the service delivery process so that they own and feel part of the process. Customer information and knowledge should not just be left to those employees with face to face contact but rather should be a responsibility of all employees.

### **5.3: Limitations of the Study**

This study was based on a sample limited to a single International organization and did not cover other Multinational corporations. The scope and depth of study was also limited by the time factor and financial resource constraints. This put the researcher under immense time pressure.

The researcher also encountered immense problems with the respondents' unwillingness to complete the questionnaires promptly. Some of them kept the questionnaires for too long, thus delaying data analysis.

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## APPENDIX: DATA COLLECTION QUESTIONNAIRE

### QUESTIONNAIRE FOR ASSESSING THE TOTAL QUALITY HUMAN RESOURCE MANAGEMENT PRACTICES IN SYNGENTA EAST AFRICA LIMITED

Please answer the following questions by ticking the appropriate box.

#### SECTION A

1. How old is your HR Department

1) 0-2 Years

2) 3-5 Years

3) 6-9 Years

4) >10 Years

2. How many employees do you have?

3. What percentage of your employees is white collar/blue collar?

4. How long have you been with your current employer?

5. How many of your employees are:

1) 0 Level

2) College

3) University

4) Others (specify)



**SECTION B**

1. Rank each of the following Human Resource Management activities in your organization

		1	2	3	4	5
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	<b>Performance Management</b>					
a	Performance appraisals are conducted on regular and timely basis in my department					
b	The objectives against which I'm evaluated are clear					
c	I receive regular feedback regarding my performance					
d	I receive the necessary support and guidance on my career development					
	<b>Recruitment &amp; Selection</b>					
a	The recruitment & selection process is transparent and fair					
b	There is diversity in the recruitment process					
c	New employees receive necessary guidance and support during induction					
d	I believe the company employs highly qualified and competent candidates					

		1	2	3	4	5
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	<b>Reward and Recognition</b>					
a	My immediate manager often gives me recognition for work well done					
b	There is open recognition for good performers and respective reward					
c	I am fairly compensated for my work					
	<b>Training</b>					
a	I receive guidance in identification of my training and development needs					
b	The company adequately supports me by often providing training and development opportunities					
c	I have the necessary skills and knowledge to perform my job well					
d	Available training opportunities are often communicated					
e	Post training evaluations are done to monitor impact					
	<b>Employee Participation</b>					
a	There is a safe environment to discuss ideas and air out our views					
b	My manager is receptive to suggestions for change					
c	I enjoy working for this company					
d	I understand our overall company strategy, ambition and values					

		1	2	3	4	5
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
e	Changes within the organization are communicated on timely and transparent basis					
<b>Team Work</b>						
a	There is sufficient cooperation between managers and employees					
b	There is good team spirit among colleagues in my department/team					
c	Our company creates an environment for people to interact and work as a team					
d	I am satisfied with the support I receive from colleagues in my department					
<b>Customer Service Delivery</b>						
a	I have a basic understanding of our type of business and the products we offer					
b	I know who our customers are					
c	We get regular feedback on customer satisfaction levels					
d	I am satisfied with the level of support and focus given to our customers					

1) Indicate what you like about working for your current organization.

2) What recommendations can you give to help improve the HR practices in your organization