ABSTRACT

Key words: Human Resource Quality Index (HRQI), Cultural Change Index (CCI), Quality of Work Life Index (QWLI), Employee’s Satisfaction Index (ESI).

In this era of liberalization and globalization, Quality of products and services is the critical factor for success of any organization. Components of Quality may be visualized as Product Quality, Process Quality and Human Resource Quality. Product Quality and Process Quality can be ensured only if the organizations try to improve human quality. Organizations world over implement Total Quality Management (TQM) practices to enhance quality. Several approaches and tools are available for implementing TQM. Implementation of TQM leads to tangible and intangible benefits. The intangible benefits are mainly in the form of changes in Human Resource Quality (HRQ). There are several quantitative instruments available for measuring tangible benefits (product quality and process quality). But there is no instrument available for measurement of human resource quality (HRQ). Human Resource measurement instruments available are basically linked to organizational performance.

This research is aimed at developing an instrument for measuring human resource quality in organizations. The researcher has developed the instrument for measuring HRQ based on extensive literature survey and expert opinion. Statistical validity of the Instrument has also been established. This instrument was used to measure the changes in Human Resource Quality in selected organizations wherein quality management practices are being implemented. Data collected was analyzed and presented in this thesis. It has been found that there are significant changes in all the indicators of Human Resource Quality. There is improvement in Cultural Change Index (CCI), Quality of Work Life Index (QWLI) and Employee Satisfaction Index (ESI). The Human Resource Quality index has also increased significantly in all the organizations.

It has been observed from the study that implementation of TQM leads to significant changes in Human Resource Quality. This instrument is capable of measuring minor variations in each indicator of HRQ and can be used to identify areas of weakness and strength in the case of Human Resource Quality. The Instrument can further be modified by future research. This research work provided excellent opportunities for the researcher for self-development and has made him confident to undertake such activities for the benefit of the learning community.