Achieving Total Quality through Contributions to Human Resources Planning and the Educated Organisation

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Business organisations in the modern world function in a complex and rapidly changing environment. The aim of this study is to evaluate the educated organisation and human resources process within the Faculty of Science at Rafidain University. The article intends to identify the principles of Total Quality Management within the organisation in question, and to determine the potential effectiveness and benefits of the organisation in TQM parameters. Psychological preparation will be required in advance, as well as full compliance from all administrative levels of work. This study will explore the required implementation of quality improvement plans and a philosophy of continuous improvement. Senior management support systems will also be examined, including a strategic vision of employee participation and the development and training of new management types to increase customer satisfaction within the organisation.

Introduction

Study Questions

1. Is there a contribution to characteristics of the educated organisation and human resources planning in the achievement of total quality in the Al-Rafidain University College of Science?

2. What is the impact of this contribution to characteristics of the educated organisation and human resources planning in the achievement of the total quality in the Al-Rafidain University College of Science?

Study model

Characteristics of the educated organisation: Organisational structure / Tasks / Administrative systems / Organisational culture
HR Planning: Recruitment strategy / Training strategy / Compensation strategy
Total Quality: Commitment and support of senior management / Quality planning / Customer focus / Continuous improvement / Employee participation

Literature review

1. **The concept and importance of an educated organisation**
   An educated organisation is described as an institution involving continuous testing of experiences and a transformation of practices into knowledge (Bleed, 2002). Applications of such practices can be used by all participants of the organisation in order to achieve their relative goals (Bleed, 2002). Bleed's research came after Senge's in 1990, who's studies were the first to explore and identify this type of organisation. Senge found that the desired results of an educated organisation's staff centred on improved skills and abilities and that the collective aspirations of such workers were to learn and develop new and comprehensive patterns of thinking together (Senge, 1990). Garving (2003) described the educated organisation as one skilled in knowledge and wisdom. Similarly, Potter and Robert (2019) posit that the educated organisation contributes to the creation of knowledge and aims to develop relationships with the public, achieve outstanding performance and maintain competitive advantage. The organisation is therefore constantly striving to improve its quality of services and products, to correctly understand risks, to enhance creativity, to generate knowledge and to contribute to international competition (Potter and Robert, 2019). Cousins purports that organisational learning is a key element in appropriately building an educated organisation (Cousins, 2018). Mastery, mental models, learner groups, shared visions and effective organisation all are integral components of an educated organisation, as they provide methods that benefit the required organisational learning (Qin and Li Liu, 2018). Transitioning into a well-educated and rapidly changing organisation often requires dramatic changes surrounding strategy, organisational structure, workers and the culture of the organisation itself (Houston and Sandra, 2016). The characteristics of the educated organisation as viewed by Awbre and Pamela (2005) are i) administrative systems, and ii) strategic cooperative culture of the organisation.

2. **The concept and importance of human resources planning**
   Wendell defines human resources planning as the process of analysing an organisation's human resource needs based on its objectives and regulatory environment, as well as developing appropriate plans for qualified personnel (Wendell, 2003). Ali similarly defines it as a prediction and subsequent analysis of an organisation's human resources demands and

the development of supply-demand matching strategies, which many consider an important factor in the strategic planning process (Ali, 2019). This requires human resources planning to be consistent with the strategic plan of the organisation in question (Eidm 2018) as it enables the plan's success regardless of the support, or lack thereof, from human resources management (Faruk, and Mehmet, 2019).

Human resources planning through recruitment, training and compensation achieves a range of benefits for the organisation (Lengnick-Hall et al., 1988). It assists in exploring any surplus or lack of capacity and skills that allow the organisation to expand its business and enter into new projects, and vice versa. Human resources planning also contributes to cost control, the allocation of human resources to its organised activity, and the construction of a foundation for other human resources strategies such as selection, recruitment, training, performance appraisal and compensation.

Human resources planning enhances the organisation's ability to meet competitive challenges and enables it to respond to environmental changes more effectively (Chen, 2019). Also beneficial to an organisation's success are its prediction of demand for human resources, its analysis of the presentation of these resources, and its development of recruitment, training and compensation strategies (Peter and Martin, 2018). The human resources planning process is very important for the educated organisation and contributes to the promotion of creative thinking at all levels.

3. **The concept and importance of total quality**

The philosophy of total quality has led to a significant reform in organisations, especially in managerial thinking and practice. Continuous improvement of administrative principles and statistical methods have improved the processes and elements of service provision and production, leading to better responses to the requirements of the public (Petrick, 2017; Rezahoseini et al., 2019). While many definitions of TQM are presented from the perspective of the owner, the Federal Quality Institute has defined a comprehensive application approach that aims to meet the needs and expectations of customers. This approach uses quantitative methods for continuous improvement of the organisation's operations and services (Dr et al., 2018). British standards view this approach as a management philosophy that encompasses all activities of the organisation which fulfil customer needs and expectations. Further, this philosophy aims to achieve the organisation's goals in the most efficient and cost-effective way to optimise the capacity of all employees motivated by continuous development (WT et al., 2016). The application of Total Quality requires an appropriate environment to be implemented by senior management, as well as an adoption of the organisation's culture, values, organisational structure and direction of supervision in a manner consistent with TQM (Ebel, 2019). The majority of literature on the overall quality therefore emphasises the importance of supporting senior management and creating a work environment characterised

by cooperation and teamwork with the shared goal of customer satisfaction. The implementation of TQM also requires a new human resources measurement and management system, comprehensive training and continuous education, appropriate leadership patterns for the philosophy of TQM and full employee participation. Additionally, an effective communication system, human factors and improved services are required for the optimal function of TQM. These combined factors improve the productivity and effectiveness of all elements of an organisation, including economic, administrative and personal; TQM can reduce costs, improve time management and provide the high-quality services to customers. It is therefore clear that Total Quality Management is vital in in achieving public satisfaction and thus increasing the competitiveness and success of an organisation.

Methodology

Research community: The research community consists of professors, lecturers, human resources management, and functional and administrative units at the University of Rafidain College.

Research Sample: The research sample consists of (100) professors, lecturers and administrative staff.

Research tool: The questionnaire, the experience of clarity of paragraphs and instructions, and the search for the psychometric properties of the questionnaire were constructed from the validity and reliability of the Test-Retest method (Alpha Cronbach method 1951).

Statistical Methods: The researcher used the statistical bag for social sciences (Spss).

Study Results

1.   Knowledge of the application of the College of Rafidain University of Science elements of the study.
1.1.   The area of the learning organisation.

Table 1: The arithmetic mean and the standard deviation of the sample responses around the educated organisation

N	Paragraphs	Arithmetic mean	Standard deviation	%
1	The individual in the Rafidain College performs more than one task	4.52	0.67	%90
2	Employees have appropriate powers	3.28	0.59	%65
3	The instructions are restricted	3.58	0.79	%71
4	Rafidain College encourages teams	4.28	0.57	%85

5	Horizontal communication prevails in Rafidain College	2.89	0.48	%57
6	The composition of roles is reviewed	3.48	0.49	%69
7	Re-structuring roles in the Rafidain College	4.42	0.69	%88
8	Rafidain College supports cooperative work	2.57	0.75	%51
9	Teachers understand their required tasks	3.11	0.65	%62
10	The Rafidain College adopts budgets	3.74	0.85	%74
11	The Rafidain College is monitoring reports	3.98	0.67	%79
12	There are obstacles to the flow of information between the departments of the Rafidain College	3.42	0.66	%68
13	Rafidain College interacts with the community	2.56	0.59	%51
14	The Rafidain College and other colleges share their strategic planning	2.79	0.49	%55
15	The Rafidain College cooperates with other colleges in the same ministry	3.43	0.69	%68
16	The values of Rafidain College encourage openness with other universities	4.23	0.77	%84
17	The values of the Rafidain College adapt to changing attitudes	3.58	0.64	%71
18	The Rafidain College focuses on the importance of justice	2.87	0.83	%57
19	The Rafidain College is interested in development	3.45	0.85	%69
	Total	3.25	0.67	%65

From Table 1 above, the level of the organisation in the middle of the arithmetic mean (3.25) is higher than the mean (3). This indicates that the sample shows a good level of the educated organisation at the Rafidain University through its multiple sections, which is also observed through standard deviation and percentage.

Human resources planning

Table 2: The arithmetic mean and the standard deviation of the sample responses on human resources

N	Paragraphs	Arithmetic mean	Standard deviation	percentage
20	The Rafidain College is analysing its immediate needs from human resources	3.45	0,65	%69
21	The Rafidain College is analysing its future human resources needs	3.79	0.47	%75
22	The Rafidain College uses scientific methods in analysing its human resources	4.33	0,54	%86
23	The Rafidain College has databases of human resources	3.56	0.48	%71
24	The Rafidain College uses human resources data	3.79	0,66	%75
25	Human resources data are available at all administrative levels	3.20	0.49	%64
26	The Rafidain College appoints the competent personnel to fill the available positions	4.20	0,64	%84
27	The Rafidain College has a compensation system	3.85	0,58	%77
28	The compensation system is fair	4.33	0.57	%86
29	The Rafidain College has a department or administrative unit for training	3.75	0.65	%75
30	The Rafidain College trains employees internally	3.95	0.67	%78
31	The Rafidain College trains expatriates	4.53	0.55	%90
32	The Rafidain College contracts with consulting firms	3.49	0,48	%69
34	The Rafidain College requires training for the purpose of promotion	3.32	0,58	%66
	Total	3.56	0.53	%71

From Table 2 above, the level of human resources planning in the middle of the calculation (3.56) is higher than the mean (3). This indicates that the sample shows a good level of human resources planning in the Rafidain College through its multiple sections, which is also observed through standard deviation and percentage.

Comprehensive quality

Table 3: Arithmetic mean and standard deviation of sample responses on total quality

N	Paragraphs	Arithmetic mean	Standard deviation	percentage
35	The Rafidain College contributes to enhancing public satisfaction	3.46	0.66	%69
36	The Rafidain College is working to build relationships with its audience	3.86	0.58	%77
37	The Rafidain College aims to serve the public	3.41	0.56	%68
38	The Rafidain College is keeping up with new knowledge	3.29	0.49	%65
39	The Rafidain College uses advanced technology	3.95	0.63	%79
40	The Rafidain College is developing the skills of its employees	2.89	0.66	%57
41	Management leadership encourages quality of service	4.22	0.58	%84
42	The Rafidain College broadcasts a culture of quality among employees	3.86	0.65	%77
43	The Rafidain College has a quality service message	3.76	0.54	%75
44	The Rafidain College encourages scientific research in the field of quality	3.70	0.63	%74
45	All employees of the Rafidain College work as one cooperative team	3.12	0.70	%62
46	The Rafidain College is motivated by creativity and innovation	3.86	0.68	%77
47	Cooperation exists between the Rafidain College and its public	4.42	0.76	%88
48	The Rafidain College provides information transparently	3.51	0.66	%70
49	The Rafidain College has a clear, functional description	3.65	0.46	%73
50	The Rafidain College has a quality information system	4.22	0.66	%84
51	The Rafidain College is immersed in its specialised and quality courses	3.45	0.50	%69

Total	3.91	0.65	%78

From Table 3 above, the total quality level in the middle of the calculations (3.91) is higher than the mean (3). This indicates that the sample shows a good level of total quality in Rafidain University through its multiple sections, which is also observed through standard deviation and percentage.

2. **Identification of the correlation between the educated organisation and overall quality**
To achieve this goal, the researcher used the Pearson correlation coefficient between the responses of the research sample on the variable (the educated organisation). A statistically significant relationship is seen to exist between the first and the future variables.

3. **Identification of the correlation between the statistical significance of human resource planning and overall quality**
To achieve this goal, the researcher used the Pearson correlation coefficient between the responses of the research sample on the variable (human resource planning) and its response to the total quality. A statistically significant relationship is shown between the first and the future variables.

Conclusions

1. **Results**
There exists a clear recognition by the research sample of the concept of the educated organisation, wherein this variable obtained an above average level for the sample responses. The sample is therefore fully aware of the importance and seriousness of the educated organisation within institutions. Human resources planning obtained a good level in which the arithmetic power was higher than the level of satisfaction. The organisation therefore seeks to plan and manage its human resources appropriately. Both independent variables (the educated organisation and human resources) have a strong relationship with the overall quality offered by the institution.

2. **Recommendations**
From the analyses and findings presented, this study recommends conducting continuous training courses for all employees of the organisation in order to familiarise them with the global administrative systems. Further, human resources and the educated organisation should be highlighted as modern variables that require continuous study and research. Finaly, research and field studies should be conducted on the overall quality as it represents the evidence, qualification and status that the institution seeks to reach.

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