

Influences of Engagement in the Perception of Organizational Management Systems: Benefits and Difficulties

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Abstract—This paper presents an analysis of the influences of engagement in the perception of organizational management systems, including their benefits and difficulties through a case study in certain organizations that provide services to the oil and gas industry. The case study proposes to identify components of engagement and its relationship with the perception of the management system, discuss factors that impact the perception of the management system, discuss how to engage and maintain the engagement of people involved.

Keywords—Engagement, perception, management systems, quality system, leadership.

I. INTRODUCTION

Total Quality Management (TQM) started as a term to describe its Japanese-style management approach to quality improvement. It can be traced back to the early 1920s and was developed in Japan in the 1940s, led by Americans, such as Deming, Juran and Feigenbaum and Business performance improvement resource. [5]

TQM is a comprehensive methodology to continuously improve the quality of all processes and is based on knowledge of the principles and practices of behavioral sciences; analysis of quantitative and non-quantitative data; theories of economics and process analysis [5]. Among the advantages of Total Quality Management, we can list the main ones:

- increases consumer satisfaction and confidence;
- stimulation of research growth;
- exponentially minimizes internal costs;
- provides continuous improvement to products and processes;
- it is possible to access more and more markets effectively.

Customer satisfaction is expected as a result of continuous improvement, being essential to increase the performance of the organization, strengthening its presence in the market using TQM methodology as a base for its management system. New technologies and trends emerge daily, and in order to keep up with these changes, companies need to have an effective improvement system. [17], [21].

Total Quality Management (TQM) has developed over the years and generated significant contributions initially in relation to inspection, quality control and statistical theories until today through quality management systems, models of excellence,

including awards as Malcolm Baldrige National Quality Award, with a focus on business excellence [4]. Quality management approaches are associated with organizational performance and success is usually achieved through the joint effort of all departments and processes in the organization.

The disadvantage of adopting Total Quality Management is due to the lack of immediate results. It may be that there are localized improvements, at first, that are not seen by the entire organization as a gain. However, the long-term gains for the organization justify the implementation of TQM [1]. Total Quality Management (TQM) is recognized as a set of concepts and tools to obtain employees' focus on continuous improvement [10]. Quality is one of the main competitive priorities of companies [11], however the implementation of management systems and their practices bring difficulties in generating improvements in organizational performance.

A. Research Problem

TQM is considered to reflect a complete change in an organization's culture and the way people behave at work. On the other hand, organizational culture is seen as a crucial factor in understanding the ability of any organization to perform and compete [7]. TQM programs are more likely to be successful if the prevailing organizational culture is compatible with the basic values and premises proposed by the TQM discipline [8]. Some studies have shown that human resource problems are important barriers to the successful implementation of TQM [9]. Total Quality Management requires everyone to be working on a measurable improvement meaningful in their own jobs [10]. It can be seen that the role of leadership in the results of the management system is very important. In such a way that guaranteeing a qualified leadership, that is, better leaders is one of the pillars of projection and engagement of people.

In every organization there are combinations of people, processes and technologies that represent the key contributors to value. Achieving positive or high-yield results from them is fundamental to success. Establish critical factors whose objective is exactly the achievement of success in managing both the management system and the organization. These factors should also include the team's success and engagement, because, although treated individually, this factor is a pillar for the reach of others.

For the success of an organization, the leader plays an important role [14]. The importance of continuous improvement of processes and outcomes on a number of performance parameters to the competitive success of organizations has been highlighted by the examples of Japanese companies [16]. Thus, continuous improvement is defined as the relentless quest to satisfy all customers through constant refinement of organizational processes and financial, mechanical and human resources. Leaders initiate and reinforce continuous improvement [2]. It is not enough for the team leader to deliver good results month after month. He must also embrace the company's values and ensure that employees do the same. In this way, the culture will be strengthened and stimulated. By envisioning and clearly articulating continuous improvement as an organizational value, leaders are able to encourage employees to improve processes, products and services.

It is also necessary to clarify in time that engagement does not depend only on the company and the leadership. Personality characteristics such as optimism, self-motivation, high self-esteem, a sense of belonging and influencing colleagues, someone who is well with life and who is enthusiastic about pursuits and achievements also has a lot of difference in building a time that has a high degree of engagement. Based on these studies, this research aims to deepen the understanding of the impact caused by people engagement in management systems implemented in the organizations where they work for.

B. General Purpose

To verify the influence of people engagement in the perception of organizational management systems.

C. Specific Purpose

- Discuss the main factors that impact the perception of management systems.

- Identify the main components of engagement and their possible relationships with the perception of management systems.
- Identify benefits and difficulties for the organization's management, resulting from the perception of management systems.

II. RELATED WORK

The research is conducted by Global Corporate Solutions, a specialized service company that provides quality, environmental, occupational health and safety implementation and maintenance of management systems, including ISO and API certifications and trainings. This study is based on surveys realized in Global Corporate Solutions itself and one of its customers. Both companies directly operate in support services for oil and gas industry in the city of Macaé, Rio de Janeiro, Brazil. Considered a highly developed city after classification of the Municipal Development Index (> 0.8), placing the city among the 10% of national municipalities with the greatest potential for development.

A. Experiment 1

In the approach of Experiment 1, closed questions were considered, whose options consisted of “yes”, “no” and “sometimes”. The application of this experiment consisted of demonstrating the individual's understanding of his responsibilities with the company's management system and his degree of involvement with it.

The sum of employees of the two companies is equal 20. The sample of this experiment consists of the analysis of these 20 employees, that is, 100% of the employees of the companies, participated in this survey.

TABLE I
ANALYSIS OF RESPONSIBILITIES WITH THE MANAGEMENT SYSTEM [22]

| EXPERIMENT 1 | | | |
|---|------|----|-----------|
| | YES | NO | SOMETIMES |
| I believe that my work contributes to the results of the management system. | 100% | 0 | 0 |
| I am informed about changes in processes or infrastructure that affect my work and the management system. | 85% | 0 | 15% |
| There are periodic meetings to evaluate the management system in which I am involved. | 75% | 0 | 25% |
| There is openness for suggestions for improvements in the processes I work on. | 95% | 0 | 5% |
| Leadership provides necessary support for those being led. | 95% | 0 | 5% |
| The management system to which I work on operates with a focus on customer satisfaction. | 95% | 0 | 5% |
| The interaction with my co-workers contributes to the development of the management system. | 90% | 0 | 10% |

When evaluating the results obtained in this experiment, it is possible to notice that all interviewed employees believe that their activities contribute to the results of the management system. However, in 15% of the interviews it was pointed out that individuals “sometimes” are notified of changes in the process and / or infrastructure that affect the management system. Through this analysis it is possible to realize that although the entire population interviewed believes that their activities contribute to the results of the management system, there is a population, albeit inferior, that “sometimes” are

communicated of changes that affect the management system and its job. In this way, it is possible to identify that although there is awareness by the population of their contribution to the management system, there is also a gap between the communications of changes that directly impact the management system and the work of these individuals. This situation may be a direct result of another indicator pointed out in the survey corresponding to the holding of periodic meetings to evaluate the management system (25%). As a result, it is possible to concentrate the efforts in enhancing communication

and conducting analysis meetings of the management system along with individuals who directly contribute to its results.

B. Experiment 2

In the Experiment 2 approach, closed questions were considered, whose options consisted of “above average”, “on average” and “below average”. The application of this

experiment consists of corroborating the analysis of compliance of employees from both organizations with the requirements of the management system and contribution to a work environment inserted in ethical pillars that encourages respect, motivation and improvement. In this study, 15 individuals from both organizations participated, thus representing a sample of 75% of the population.

TABLE II
COMPLIANCE WITH THE MANAGEMENT SYSTEM AND WORK ENVIRONMENT [22]
EXPERIMENT 2

| | Above Average | On Average | Below Average |
|--|---------------|------------|---------------|
| Demonstrates knowledge and commitment to the organization's internal policies. | 53% | 47% | 0 |
| Creates and takes advantage of opportunities to improve customer expectations. | 40% | 60% | 0 |
| Contributes to an environment of trust. | 60% | 40% | 0 |
| Shows respect for other people's opinions and ideas. | 60% | 40% | 0 |
| Good relationship with the organization's employees. | 73% | 27% | 0 |
| Respect for the organization's policies. | 73% | 27% | 0 |

When assessing the data obtained in this experiment, it is possible to identify the absence of individuals who contribute “below average”. However, the small variation that exists between individuals “on average” and those “above average” is notable. Such results are not sufficient to show that individuals show interest above that projected by the management system, but it is sufficient to affirm that there is no lack of compliance with the requirements of the management system. Thus, it is possible to note that although 40% of individuals “meet the demands on average”, all individuals interviewed are committed and engaged with the management system.

III. RESEARCH METHOD

This qualitative study aims to verify the impacts of engagement on the perception of quality management systems, in Global Corporate Solutions' customers.

In principle, the customers defined to be the field of investigation are Pinheiro Lima & Guedes Saggiaro Lawyers Associated and Global Corporate Solutions with future extension to other customers.

An individual performance appraisal is basic to the human resource management systems of most large corporations. Performance evaluation is a strategy that aims to manage the performance of employees, monitoring and providing conditions for the best results. By aligning the performance of employees with the company's objectives, an organization is positioned in a strategic way for the success and effectiveness of its management system [3].

Interviews, field research and data analysis will be carried out in the conduct of this scientific search, of a qualitative nature, as described below:

- Bibliographic Research: Consultation of scientific articles, books, technical standards, legal requirements, catalogs and websites (Internet);
- Approach Research: Interviews with the employees involved;
- Record, Analysis and Evaluation: Compilation of data for analysis, evaluation and conclusions.

IV. RESULTS AND DISCUSSIONS

Many studies have analyzed the implementation of TQM in the firm, but few have considered explicitly the influence of the person who heads the change [12]. This is consistent with the emphasis that most total quality management (TQM) place on employee involvement as an important part of any total quality effort [3]. Leadership is at the heart of successful strategic plans, a primary factor in organizational success. Within the context of TQM approach, the correlation between leadership and strategic plans constructively contribute to organizational success [13].

The engagement of people is essential for the success and growth of the company. Keeping teams motivated and interested in carrying out their duties can be a competitive differentiator to achieve satisfactory results faster. There are some factors that hinder the engagement of employees with the management system, they are [15]:

- Does not understand that routine is part of the process: the employee believes that there is a specific quality routine that differs from the work routine.
- Routines are complex: when the employee is obliged to provide information in several different places (rework).
- Decisions are excessively centralized: if all decisions need to go through a sector or person, the friction generated between the passage of information will be very great.
- Absence of autonomy: the employee does not feel he owns the process.
- The expected results are not clear: the employee does not understand the objectives of his process.

This study can be used as a basis for improving the approach used by Global Corporate Solutions for current and future customers. The results of this study can contribute to the decision-making of organizations in regard to:

- People management, approach strategies, control and competitive advantage through the application of methods and strategies discussed in the study to engage and maintain the engagement of people involved with management systems.

- Implementation of actions to enhance the benefits of engagement and reduce difficulties encountered in engagement.

In addition, this study aims to contribute to the knowledge of the area through the theoretical deepening of this research, presenting consistent and reproducible results; and to encourage new studies on the subject seeking the state of the art in the subject.

V. CONCLUSION

One of our specific objectives was "identify the main components of engagement and their possible relationships with the perception of management systems", this study proves that the engagement of individuals with the management system is related to the degree of involvement with which they are submitted through analysis meetings, the individual's trust in both the management system and the organization, the social ethical pillars, the acceptance or analysis by the leadership of ideas and proposed improvements. This refers to the individual's needs to feel involved in processes and included in system scope and management.

Engaged employees feel like they own the business. Companies that invest in engagement realize that this is a way to achieve results and ensure prosperity in the medium and long term. Investing in team motivation is not only a way to engage them in the search for great results, but also to retain them in the long run.

The great leaders of the market need resource consistent with a globalized world, which seek initiatives, the performance of good practices and the need to influence their leaders. Engaged leaders wear a company shirt. We believe that your work directly interferes in the entire business chain of the organization, generating fruits and direct return. Soon the team that observes how this leader's attitudes initiates a decision-making process and chooses the best actions to develop not only their own work well done, but also to help you do the best possible [18].

Not even the best method succeeds if the organization's leadership does not make it happen. It takes commitment, because the leaders have to motivate the teams and face the resistance. For that, it is necessary to take into account the impact of the organizational culture, working very frankly to identify the problems and assisting the organization in the elaboration of action plans, that is, promoting in all aspects the team engagement [1].

It is necessary for people to be clear about the field of action or what is the problem that new learning can help to solve. Whether to solve a customer's pain, the company's own or even to pollinate new knowledge among peers, for example, leaders need to have objectivity and transparency in communicating expectations regarding the individual contribution, the impact that it will bring with this new ability [20].

In a contemporary perspective, there is an agreement that leadership is a group phenomenon and that it involves an individual's system of social influence over others; and, still, be a collective process, shared among the elements of a group [19]. Behind the machines and all the technology, human services are

concentrated. After all, it is people who are able to plan, create strategies, add knowledge and perform tasks of greater value. And that means that its importance is as relevant as any other segment within the company.

Motivated and enthusiastic leaders will be able to create an environment conducive to team engagement. In addition, they must be concerned with approaching employees and establishing methods of developing them to achieve the organization's goals.

It may seem like a lot to demand of a professional, but that is exactly the role of the leader. That is why leading is, first of all, a personal decision. It is a philosophy of life and not just a leadership title. Studies analyzing data on the implementation of TQM affirm that performance deteriorates when the responsibility for quality is concentrated in a specialist in the quality department [3].

Based on the results, it is noted that as defined in one of the main quality management standards, ISO 9001:2015 [6], through the definition of quality principles, leadership plays a fundamental role in promoting and maintaining the engagement of people in organizations, being in charge of the implementation of participative management and an organizational culture that provides employees with opportunities for involvement and encouraging empowerment in the decision-making process.

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