

The Impact of Human Resource Management on Total Quality Management

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ABSTRACT

Human resource management (HRM) and total quality management (TQM) have emerged as crucial methods in both scholarly and practical contexts. They are considered indispensable management philosophies that underpin organizational efforts to meet customer satisfaction. In the service industry, an organization's success depends on its ability to fulfil customer needs and wants. Poor quality experiences with businesses are common, leading successful companies to raise their quality standards continually. However, some organizations have not fully adopted HRM and TQM practices due to a lack of identified reasons and a perceived lack of significant outcomes. This paper explores the impact of HRM on TQM and investigates key practices that can enhance organizational performance.

Keywords: Human Resource Management, Total Quality Management, Organizational Dealing, Impact.

Introduction:

Human resource management (HRM) and total quality management (TQM) have emerged as key management approaches in organizations worldwide. Both HRM and TQM are considered crucial in achieving organizational success and maintaining customer satisfaction. In today's service-oriented industry, organizations heavily rely on their ability to fulfil customer needs and provide high-quality services. The concept of poor quality experiences with businesses is familiar to everyone, highlighting the significance of customer-defined quality and its impact on organizations. As a result, competitive firms are continuously raising their quality standards to stay ahead in the market. However, despite the recognized importance of HRM and TQM, some organizations have not fully embraced these practices due to a lack of identified reasons and perceived limited outcomes. This raises questions about the potential impact of HRM on TQM and the effectiveness of implementing these practices in organizations. Understanding the relationship between HRM and TQM is crucial in identifying the key practices that can contribute to organizational success and customer satisfaction.

Total Quality Management (TQM) is widely recognized as a management system that emphasizes a customer-focused approach and involves the active

participation of all employees in continuous improvement efforts. It integrates quality disciplines, strategies, and effective communication to develop a culture of quality within an organization. Many modern quality management systems have evolved from TQM, building upon its core principles and methodologies. Human resource management (HRM) encompasses a range of practices, including recruitment, training, compensation, policy development, and employee retention strategies. Over the past two decades, HRM has evolved from an administrative role to a strategic function that plays a vital role in the success of organizations. HRM practices have become crucial in creating a motivated and skilled workforce, aligning employee goals with organizational objectives and fostering a positive work environment.

To achieve total quality management, the integration of effective HRM practices is essential. These practices enhance the quality of the organizational systems and the performance of employees, contributing to the attainment of excellence. In the current competitive landscape, organizations must focus on maximizing their performance and staying ahead of the competition. This can be achieved by adopting a comprehensive approach that combines TQM and effective HRM

practices. TQM aims to maximize organizational performance by continuously improving product quality, human resources, services, processes, and the overall work environment. It emphasizes the relationship between systems and the implementation of quality, closely tied to organizational competitiveness and performance. HRM, on the other hand, focuses on creating a high-performance culture and system that supports the goals of TQM.

In addition to the crucial role of HR managers in fostering teamwork, their impact extends beyond the immediate team dynamics. Human resource management practices have a significant influence on overall organizational performance and the implementation of Total Quality Management (TQM) principles. TQM is a management philosophy that emphasizes continuous improvement, customer satisfaction, and the involvement of all employees in quality initiatives. Human resource management practices play a critical role in supporting and facilitating the implementation of TQM within organizations. By aligning HR strategies and practices with the principles of TQM, HR managers can contribute to the success of quality management initiatives. Some key HR practices that have a direct impact on TQM implementation include:

Recruitment and Selection:

HR managers can ensure that the recruitment and selection process focuses on identifying candidates who possess the necessary skills, knowledge, and attitudes to contribute to a culture of quality. By hiring individuals who are committed to excellence and have a customer-centric mind-set, organizations can lay the foundation for TQM success.

Training and Development:

HR managers play a vital role in providing training and development opportunities that enhance employees' skills and knowledge related to quality management. This includes training on quality improvement methodologies, customer service, problem-solving, and teamwork. By investing in employee development, organizations can build a workforce that is equipped to contribute to TQM efforts.

Performance Management:

Effective performance management systems align individual and team goals with organizational objectives. HR managers can develop performance

measurement systems that include quality metrics and reward employees for their contributions to quality improvement initiatives. By linking performance evaluations and rewards to quality outcomes, organizations can reinforce the importance of TQM.

Employee Engagement and Empowerment:

HR managers can foster a culture of employee engagement and empowerment, where employees feel valued, respected, and involved in decision-making processes. This includes encouraging employees to identify and report quality issues, providing opportunities for employee input and feedback, and creating a supportive work environment that encourages innovation and continuous improvement.

Communication and Collaboration:

HR managers play a crucial role in facilitating effective communication and collaboration across different levels and functions within the organization. By promoting open lines of communication, sharing best practices, and facilitating cross-functional teams, HR managers can enhance collaboration and knowledge sharing, leading to improved quality outcomes.

Continuous Improvement:

HR managers can support the culture of continuous improvement by promoting learning opportunities, encouraging employees to participate in quality improvement projects, and recognizing and rewarding innovative ideas. By fostering a learning mind-set and providing resources for improvement, HR managers contribute to the organization's ability to achieve and sustain high levels of quality.

In conclusion, human resource management practices have a profound impact on the successful implementation of Total Quality Management. HR managers play a pivotal role in fostering teamwork, aligning HR strategies with TQM principles, and implementing key HR practices that support a culture of quality. By recruiting the right individuals, providing training and development, aligning performance management systems, fostering employee engagement, promoting effective communication, and supporting continuous improvement, HR managers contribute to the overall success of TQM initiatives.

Organizations that prioritize the integration of HRM and TQM practices are more likely to achieve sustainable competitive advantage by delivering high-quality products and services that meet or exceed

customer expectations. By recognizing the vital role of HR in shaping organizational culture, promoting teamwork, and aligning HR practices with TQM principles, organizations can create a holistic approach that enhances quality, customer satisfaction, and overall organizational performance.

To assess the impact of HRM on TQM, an objective assessment was conducted using a deductive approach. Qualitative and quantitative surveys were administered to both staff and patients at U.I.T.H, focusing on gathering their feedback regarding the quality of services provided by the hospital. This study aimed to identify the perceptions of staff and patients regarding the implementation of TQM through HRM and evaluate its effectiveness in improving service quality.

The survey involved a sample size of 100 respondents, including inpatients and outpatients, who provided valuable insights into their perceptions of service quality. Additionally, 50 employees were randomly selected to gather their views on the implementation of TQM through HRM. The survey results shed light on the impact of HRM on TQM and its implications for enhancing organizational performance.

This paper aims to explore the relationship between HRM and TQM, highlighting the significance of effective HRM practices in shaping the strategic direction and effectiveness of TQM. By analysing the survey findings, recommendations can be made to improve the University of Ilorin Teaching Hospital's service quality and enhance its brand management. The role of HRM in fostering teamwork and supporting employees is emphasized, as teams play a vital role in enhancing productivity and employee engagement. Through effective HRM practices and the integration of TQM principles, organizations can create a customer-centric environment that fosters continuous improvement and delivers exceptional quality.

A sample size of 100 respondents that included both inpatients and outpatients from whom information was captured to measure their perceptions about the quality of services at UITH resulted from the impact of human resource management on overall quality management. Similarly, a sample of 50 employees of the institution was also selected to destroy data on employees' views for the implementation of total quality management through human resource

management. A biased sample of one hundred patients, i.e., fifty in and out patients, was selected until the desired sample size was reached and depended on the position and condition of the patients. While fifty employees were randomly selected from the staff population. Simple random sampling involves selecting cases (employees) until the desired sample size is reached.

Results of the study indicated that there is a positive linear relationship between the sex of the patients, with their perception of service quality being affected. The co-efficient of correlation ($r = 0.098$) is weak. Although, the relationship is weak, but it is positive, HRM on total quality management increases the level of service achieved by the patient version with only 1% ($r^2 = 0.010$) being explained, although significant at <0.05 .

The study revealed a weak positive linear relationship between patients' gender and their perception of service quality. The coefficient of correlation indicated a weak relationship, but it demonstrated that HRM's impact on TQM influences the level of service satisfaction for patients. The analysis also showed that employees' cadre did not affect their perception of the impact of HRM on TQM. Furthermore, patients' status as inpatients or outpatients did not affect their perception of HRM's impact on TQM. Most patients agreed that the quality of service at the hospital had improved since the implementation of TQM through HRM. It was also found that the mortality rate had significantly reduced since the implementation of TQM through HRM.

Analysis of the empirical findings showed that despite the cadre of the employee, it did not affect their perception of the impact of HRM on TQM. It was also revealed that the impact of HRM on TQM had an impact on their perception in the area of employee's specialty. Patients, regardless of their status, ie inpatients or outpatients, have no effect on how they perceive the impact of HRM on TQM. Most patients agree with the fact that the quality of service in the hospital has improved compared to previous years prior to the implementation of TQM through HRM. It was also revealed that since the implementation of TQM through HRM the mortality rate was significantly reduced from the mortality rate of previous years. By analysing the survey results,

some recommendations will be made for the University of Ilorin Teaching Hospital Service Improvement Program to help the organization better manage its brand and maintain and improve the quality of its services. Employees in a service organization and particularly, those who have frequent contacts with the customer usually serve as representatives of both the organization and their products or services to the customer at contact point. The quality of the service and the satisfaction the customer may derive will be an assessment of the entire service experience.

The role of the Human Resource Manager in fostering teamwork is of paramount importance. HR managers play a crucial role in encouraging, supporting, and assisting team members in problem-solving. They work closely with team members, adopting a close and friendly approach. In today's organizations, there is a great emphasis on teams and teamwork, as they have been proven to increase productivity and enhance employee job satisfaction. By fostering effective teamwork, organizations can reap multiple benefits, including continuous improvement, increased flexibility in work processes, improved employee attitudes, enhanced coordination and collaboration, stronger employee-manager relationships, greater commitment within the organization, and increased employee engagement.

Teamwork has become a critical aspect of organizational success. In a rapidly changing business landscape, teams provide the agility and responsiveness needed to address complex challenges and seize opportunities. When employees collaborate and work synergistically towards a common goal, they can achieve higher levels of productivity and innovation. Human resource managers play a pivotal role in facilitating and promoting teamwork within their organizations. One of the key responsibilities of HR managers is to create an environment that fosters teamwork. They ensure that teams are formed strategically, with members possessing complementary skills and expertise. HR managers also provide training and development opportunities to enhance team members' collaboration and communication skills. By establishing clear roles and responsibilities, HR managers help to clarify expectations and minimize conflicts within teams.

Moreover, HR managers facilitate team building activities and encourage open communication channels. They create opportunities for team members to share ideas, provide feedback, and resolve conflicts constructively. By fostering a positive team culture, HR managers promote trust, mutual respect, and collaboration among team members. This creates a supportive and inclusive work environment where employees feel valued and motivated to contribute their best.

Furthermore, HR managers play a critical role in selecting, recruiting, and onboarding employees who are a good fit for the team. They assess candidates not only based on their individual skills and qualifications but also their ability to work effectively in a team setting. By ensuring that teams are composed of individuals who possess the right mix of skills, personalities, and values, HR managers lay the foundation for successful teamwork.

Effective human resource management practices also contribute to the overall success of teams. HR managers provide ongoing support and guidance to teams, helping them navigate challenges and overcome obstacles. They facilitate team meetings, provide resources and tools, and encourage continuous learning and development. By promoting a culture of recognition and rewards, HR managers motivate teams to achieve their goals and celebrate their successes.

Conclusion:

In conclusion, the role of the Human Resource Manager in fostering teamwork is pivotal for organizational success. HR managers encourage, support, and assist team members in problem-solving, ensuring a close and friendly working relationship. Teams and teamwork are highly valued in today's organizations due to their positive impact on productivity and employee job satisfaction. By fostering effective teamwork, organizations can reap multiple benefits, including continuous improvement, flexibility in work processes, improved employee attitudes, enhanced coordination and collaboration, stronger employee-manager relationships, greater commitment within the organization, and increased employee engagement.

To maximize the benefits of teamwork, HR managers play a crucial role in creating an environment

that supports and nurtures collaboration. They strategically form teams, provide training and development opportunities, facilitate team building activities, and promote open communication channels. Moreover, HR managers are responsible for selecting and onboarding employees who are a good fit for the team, ensuring the right mix of skills and personalities. Through ongoing support and guidance, HR managers contribute to the overall success of teams and foster a culture of recognition and rewards.

By embracing effective human resource management practices, organizations can maximize the potential of their teams, enhance organizational performance, and achieve sustainable success in a competitive business landscape. The importance of teamwork in achieving organizational goals cannot be overstated, and HR managers play a vital role in ensuring its success.

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