



**“Relationship between Total Quality Management (TQM) And
Human Resource Management (HRM)”**

**Astha Chaurasia:
Research Scholar:
Rabindranath Tagore:
Bhopal: M.P India:**

**Dr. Rachna Chaturvedi:
Prof. Rabindranath Tagore:
University Bhopal: M.P India: University**

Abstract:

Total Quality Management and Human Resource Management having been identified as “New” approaches have attracted a great deal of practitioners’ interest. Total Quality Management has become a frequently used term in discussions concerning quality. The term used for today’s new concept of Quality is Total Quality Management or TQM. TQM is considered to be an important management philosophy, which supports the organizations in their efforts to obtain satisfied customers. A fundamental aspect of the soft dimensions of TQM is HRM. HRM is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labours, and solving problems that arise. The TQM approach brings changes in the attitudes and expectations of the managers about the roles of Human Resource Managers.

Total Quality Management (TQM) has been described as a way of life for an organization committed to customer satisfaction through continuous improvement. Human Resources play a key role in the implementation process of Total Quality Management. Though Total Quality Management deals with the technical and operational, also logistical aspects, HRM play a key role in the effective adoption of TQM philosophy. However, there has been less research and little empirical evidence, even though both are recognized as strategic issues in the pursuit of business development. The advantages of TQM practices are creating improved quality, efficiency, increasing customer satisfaction and HRM plays a great role to facilitate the practices of TQM. Based on some literature review and comprehensive argument of some researchers, this paper showed the relationship between the TQM and HRM.

Keywords:*Total Quality Management (TQM), Human Resource Management (HRM),
Customers, Relationship, Philosophy,*



I. Introduction:

Nowadays Total Quality Management (TQM) is a necessary and preferred approach for improving quality and productivity in most of the organizations. The role of TQM is improving business performance by improving quality for the long period and the improvement is continuous process in management. Total Quality Management introducers like Deming, Juran, Crosby, and others persons has given a lot of importance on the human aspect of quality management and established that the human side of quality management is important in the TQM philosophy. Human resources holds the key to continuous quality improvement. Subsequently, the HRM department can potentially play a perilous role in an organization's TQM effort. Human Resource Management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labours, and solving problems that arise.

Human Resource Management activities should be cautiously planned to shape employees' quality-oriented attitudes because quality depends on employee of any organization and employees are the key driven source of any organization. All staffs of organization should work together to produce high quality products and services in order to meet customers' demands. Leadership, reward and recognition have a direct and indirect influence on the productivity of Human Resources. Communication, training and education, and measurement have an indirect influence on human resources productivity. TQM and HRM practices are the prerequisite for the continuous development of manufacturing industry to cope up with the current competitive market and globalization. This study focused to show the relationship between Total Quality Management and Human Resource Management.

- **Total Quality Management:**

The introduction of Total Quality Management (TQM) has played an important role in the development of contemporary management. Total Quality Management (TQM) is the optimization and integration of all the functions and processes of a business in order to provide for excited customers through a process of continuous improvement. Total Quality is defined as, a people-focused management system that aims at continual increase in customer satisfaction at continually lower cost. Dow et al. (1999) developed a TQM model in order to explore the impact of TQM



practices on the firm's quality performance. They indicated that quality practices can be categorized into nine dimensions: workforce commitment, shared vision, customer focus, and use of teams, personnel training, cooperative supplier relations, use of benchmarking, advanced manufacturing systems, and use of just-in-time principles.

TQM can be defined as a set of techniques and procedures used to reduce or eliminate variation from a production process or service-delivery system in order to improve efficiency, reliability, and quality (Steingrad &Fitzgibbons, 1993). The old concept is reactive, designed to correct quality problems after they occur and the new concept is proactive, designed to build quality into the product and process design. Total Quality Management (TQM) is a continuous process of improvement for individuals, groups of people and the total organization. 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 defined as:

T: -Total means everyone in the organization is revolved in creating and maintaining the quality of the services and product offered.

Q: -Quality is the Organization through individual and collection focuses on meeting customer needs recognizing that customer perception identifies quality. It is the customer satisfaction through product or by services.

M: -Management is the system; the emphasis lies on continuously improving this system in order to achieve the best results.

The Total Quality Management (TQM) Practices are:

- ✓ Training
- ✓ Teamwork
- ✓ Continuous improvement
- ✓ Quality control circle (QCC)
- ✓ Empowerment
- ✓ Quality audit
- ✓ Customer satisfaction
- ✓ Process re-engineering



-
- ✓ Customer management system
 - ✓ Quality improvement program
 - ✓ Statistical quality control (SQC)
 - ✓ Quality goal setting and measuring
 - **Human Resource Management:**

Human Resource Management is one of the most essential responsibilities of each and every manager in an organization. It purely involves people for getting things done through them in an organized manner. Human Resource Management is defined as a strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of its objectives. According to Edwin B. Flippo, "Human Resource Management is the Planning, Organizing, Directing and controlling of the Procurement, Development, and resources to the end that individual and societal objectives are accomplished". "HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy." Buchanan and Huczynski (2004:679).

HRM is as a set of loosely related ideas, concepts, and techniques held together by the common underlying premise that, within any organization, maximization of the utilization of human resources is crucial to maintain and enhance competitiveness in a world where those who do not compete successfully simply do not survive. The HR department can play a significant role in the change process by establishing a specific programme that is responsible for dealing with the change. HRM is often associated with the introduction of new and innovative forms of work organization. The management interest in quality is not new but using quality as a key element in the battle for competitive advantages is of recent date.

HRM is defined as:

Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. Human Resource Management is the management activity responsible of actions and decisions that affect the relations between the organization and its members.



The Human Resources Management (HRM) Practices are:

- ✓ Recruitment and selection
- ✓ Job design
- ✓ Training and development
- ✓ Teamwork
- ✓ Leadership
- ✓ Performance appraisal
- ✓ Compensation
- ✓ Empowerment
- ✓ Motivating employee
- ✓ Employee relations
- ✓ Employee security & health

II. *Review of Literature:*

Review of Literature Related to “Total Quality Management” (TQM):

Vinzant and Vinzant (1996): Studied, “Strategic management and TQM: challenges and choices” and said that Total quality management (TQM) can be defined as an integrated organization effort designed to improve quality at every level. They said that it also draws from the principles promoted by quality gurus like Taylor, Deming, Shewart and Ishikawa.

Mehra and Agarwal (2003): Studied, “TQM as a new global competitive strategy” and found that TQM is widely accepted by different cultures of the world irrespective of cultural differences and therefore, it has been accepted by many organizations in different countries and different cultures.

Berawi (2004): Studied, “Quality revolution leading the innovation and competitive advantages” and found that TQM has close relations with many modern approaches to management, like knowledge management, this is so because TQM is considered as one of the best practices that helped to enhance the creation of knowledge and its management in organizations. TQM also helps to create the required environment that facilitates and adopts the use of knowledge and experience to quality production in organizations.



Sink (1991): Studied, “TQM the next frontier or just another Band Wagon” and specified the following approach to design, development and implementation of TQM program. According to him there was a need of understanding the organizational system and developing a strategic plan. Planning assumptions, specifying strategic objectives, specifying tactical objectives, implementation of planning, project management, measurement and evaluation, accountabilities should follow up through ensuring effective implementation. **Feigenbaum (1991):** Studied, “Quality control principles, practice and administration 3rd edition” in his book he said that TQM needs coordination of different activities of all the employees in the organization, as well as tools, equipment and information, so that organizations can reach to its objective.

Review of Literature Related to “Human Resource Management” (HRM):

Singh and Singh (1995): Examined the strategic role of the HR function in mobilizing employees towards change. They proposed models of strategic HRM and HRM cycle depicting the linkages between HRM and the actual implementation of strategic HRM plans in HR activities like manpower planning, selection, retrenchment, and training and development. They also focused on the immense challenges facing senior HR managers in India and suggested the possible ways of facing them.

Anupama Gupta (2010): Explained the consequences of the challenges faced by the Human Resource Management in context with the current economic status and the challenges faced should be taken in consideration. This article insists on the challenges in the short fall of talented employees. This also emphasis on how Human resources Management tackles the problems handled on a day to day activities. It also suggested some important points to handle things better.

Kundu. Subhash C., Divya Malhan (2009): In their article on "Human Resources Management Practices in Insurance Companies: The study was made in Indian and MNC's and explains the benefits of the organization is generated only by Human Resources. However the advantage of giving insurance to the Human Resources is one of the employee benefits issued by the Human Resource Management. The findings of the study says that both domestic and international Insurance companies have to improve more on their HR practices like performance appraisal, HR planning and Recruitment.



Hemant Rao (2007): In his study he explained the changes in the role Human Resources. There was an extraordinary change in the role of Human resource department. They should work in the organization such that they should treat the employees irrespective to cast, religion, gender etc. The productivity of the company is based on the quality of work done by the employees in the organization

Maitin, T.P. (2003): In his study he explains the Human Resource Development shows the progress of the organizational growth with different process like recruitment and selection, payroll processing and maintains the rules and regulations of the office. By the way of best approach towards the employees which the in the high productive of the employees.

III. Objective of the Study:

1. To understand the concept of Total Quality Management (TQM) and its elements, principles and benefits in organizational growth.
2. To understand the concept of Human Resource Management (HRM) and its elements, principles and benefits in organizational growth.
3. To Study which aspects of Human Resource Management (HRM) are positively affected by implementation of Total Quality Management (TQM).

IV. Relationship Between TQM and HRM:

There is an increasing care and interest in theory and in practice concerning relationship between HRM and TQM, as well as the business strategy for achieving them both and major TQM elements are embodied in the relationship between these two approaches and business performances. The importance of integrating HR strategy with TQM strategy for achieving greater benefits from TQM and quality management can use human resource activities to ensure effective TQM. HRM is an important enabler of TQM implementation, and quality management can result in a change in the how HRM functions operate, it can lead to a modification and changes of the HRM. TQM program cuts across the organization and brings with it dramatic changes from traditional management practices and TQM environment requires that HRM approach the issues of managing people from the perspective of adding value to the customer.

Several academics and practitioners have asserted that TQM has two types of dimensions; one is technical in nature and another one is intangible nature. Example of technical elements of



TQM may include statistical process control (SPC), quality control circle (QCC), and Ishikawa problem solving tools etc. On the other hand, intangible elements are leadership, training, organizational skill and culture, executive commitment, open organization, teamwork, employee involvement, and empowerment. These two categories are introduced the hard as technical and soft as immaterial matters. With assists of HRM fully implemented TQM brings benefits to organization in terms of quality, productivity, and employee development through improved teamwork, creativity, innovation, training, communication, trust, and decision making.

In many industry TQM practices are engaged employees in participative system such as, leadership, training, customer management, continuous improvement procedure, change culture, team work, business process that empowers all employee to take responsibility for improving quality focuses on increasing the quality and quantity of goods within the organization. Various firms consider most in quality to be their first competitive strategy and aggressively devoted to the implementation of TQM and HR practices of training and education, recruiting and selection, teamwork, empowerment, leadership, employee security and health, health and employee relation create more influence in the implementation of total quality management.

V. Role of HRM in Implementing TQM:

▪ Recruitment and Selection:

The first step in implementing TQM in banks is to form a transparent and telegraphic enlisting policy. The enlisting method within the banks consists of mental test beside ability and group discussions. Psychology tests objectively measure candidate's psychological feature talents, attitudes, temperament and data. The mental test is conducted in banks to understand whether or not the applied candidate angle is appropriate for handling customers as most of the staff interact with customers frequently particularly front-line employees.

▪ Training and Development Programs:

TQM primarily concentrate on continuous training. Training and development programs provide impetus to data and ability development of bank staff. HR Department designed training and development programs like career progression that will rework educated men into skillful bankers and turning them to future banking sector leaders. The banks have enforced the Enterprise-wide integrated learning system to achieve success.

▪ Employee Engagement:



EmployeeEngagement is a measurement of an employee'semotional commitment to an organization; ittakes into account the amount of discretionaryeffort an employee expends on behalf of theorganization and the one who is deeply involvedand invested in his work. Human resourcemanagers allow their employees to participate inperformance appraisal to set their own keyperformance area.

▪ **Teamwork:**

Teamwork and collaboration areaunit an important half in accomplishing structuregoals, that successively makes groups and teamsa crucial a part of any TQM effort.HRprofessionals in the bank encourage to figurealong and make a case for the advantages toemployees that operating during a cluster is a lotof helpful than operating on an individual basisand educate the worker that Business are goingto be ready to attain economical solutions toissues by operating in groups.

▪ **Communication:**

Communication is one in eachof the main target points in TQM. The HRpractitioners educate the staff concerningmaintaining the standards through a range ofcomponents like newsletters, notice boards,story boards.

▪ **The customer oriented culture:**

With TQM,everything comes all the way down to clientsatisfaction. Client satisfaction determines thesuccess of your company's TQM project orstrategy. HR professionals can strengthen thecustomer-focused behaviours of leaders andworkers by identifying their weaknesses.HRprofessionals build the link between theremuneration to client culture and clientfeedback metrics.

▪ **Performance Appraisal:**

Performance appraisal is seen playing an important role as a tool to communicate to managers to measure the quality of standards. Based on quality criteria performance appraisal is compatible with TQM, includes improvement goals, and provides information and solutions to current problems. In TQM oriented organizations performance appraisal is mainly used for training and developmental opportunities, considered by being a formal evaluation in every year and conducted by the employee's supervisor.

▪ **Empowerment:**



TQM environment fosters employee empowerment. In fact, five of Deming's 14 points relate directly to the notion of involvement and empowerment. TQM should promote empowerment of front-line employees, giving them more responsibility and information to implementing and monitoring the instructions of top management. TQM means taking on greater responsibility, often for the same pay. Organizational trust and empowerment have a strong relationship with the propensity of employees to remain within the organization.

▪ **Incentives:**

The HR manager has to place much emphasis on giving incentives and recognizing the employees who perform well. The incentive system is required in TQM and incentive should foster cooperation, employee involvement and teamwork, not emphasize individually oriented compensation. This incentive system may be based in quality criteria among employees and may be oriented to an improvement target. TQM requires doing away with output related pay systems and placing greater emphasis on personal development and training and compensation should include financial and non-financial incentives.

VI. HRM Challenges in Implementing TQM:

• **Lack of Employee Commitment:**

As staff area unit directly interacts with customers, an absence of commitment on their half will render the full method of quality management. So the HR professionals communicate with the employees directly if they face any issues and resolve the problem with the help of employee manager and mentor.

• **Globalization:**

Globalization requires information around the world to meet Customer needs. As TQM mainly focus on customer satisfaction globalization is one of the important challenges faced by the HR manager while implementing the TQM. So, New and important ingredients must be added by HR manager while formulating the strategy and policies.

VII. Conclusion:

Human Resource Management and Total Quality Management, jointly recognized as moderately new tactics, have attracted a great deal of practitioner attention. The literature review points out that Human Resource Management and Total Quality Management are becoming more



interconnected. Throughout this paper here developed a theoretical framework as well as the proposed TQHRM model. The analysis of the literature review concludes that implement and facilitate of Total Quality Management would require a corresponding human resource strategy, which would include human resource management.

From the above literature, it is clear that to implement TQM in the organization it needs support from the top management and all staff members and this support has maintained and facilitated by Human Resource Management practices. Organizations must fix which HRM practices are crucial to their business, and should highlight these practices before they dedicate their exertions to the implementation of HRM. As it is expected that in future further investigation will have carried out between TQM and HRM for smoothness of the industry.

References:

1. Vinzant JC, Vinzant D. *Strategic management and TQM: challenges and choices. Academy of Management Review. 1996; 21(1): 254-285.*
2. Mehra S, Aggarwal S. *TQM as a new global competitive strategy. International Journal of Quality and Reliability Management. 2003; 20(9): 14-32.*
3. Berawi M. *Quality revolution leading the innovation and competitive advantages. International Journal of Quality and Reliability Management. 2004; 21(4): 425-438.*
4. Sink DS. *TQM the next frontier or just another Band Wagon. Journal of Productivity. 1991; 32: 400-414.*
5. Feigenbaum, AV. *Quality control: Principles, practice and administration. Revised sub edition 3. Mcgraw-Hill; New York: 1-896 1991.*
6. Singh and Singh (1995): *Examined the strategic role of the HR function in mobilizing employees towards change.*
7. Anupama Gupta - *Retailing Human Resource Challenges Ahead,|| _Synthesis' 5(2), July 2007, pp. 102-107.*
8. Kundu, Subhash C, and Divya Malhan (2009). *HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies. Managing Global Transitions. Volume 7 · Number 2 2009.*
9. Hemant Rao, - *Changing role of HR, Synthesis, 4(1), January-June 2007, pp.49-54.*



-
10. Maitin, T.P., "Dynamic Human Resource," *The Indian Journal of Commerce*, Vol. 56, No. 283, April-September, 2003, p.85.
 11. Hebbar RR, Mathew AO, Imran M, Norasyikin S, Neyestani B, Goes MF, Arumugam VC. *Total Quality Management and Its Applications. American Journal of Industrial and Business Management*. 2017; 8(1):1005-19008. <https://doi.org/10.24327/IJRSR>.
 12. Carlos Bou J, Beltrán I. *Total quality management, high-commitment human resource strategy and firm performance: An empirical study. Total Quality Management and Business Excellence*. 2005; 16(1):71-86. <https://doi.org/10.1080/147>.
 13. Mustafa Z, Khawka H. *Detecting Total Quality Management Status and Teamwork Orientation in Al-Yarmouk Teaching Hospital. American Journal of Industrial and Business Management*, 2016, 232-248.
 14. Rosenzweig P, Nohria N. *Influences on human resource management practices in multinational corporations. Journal of International Business Studies*, (November), 1994, 229-251. <https://doi.org/10.2307/155388>.
 15. Cardy RL, Dobbins GH. *Human resource management in a total quality organizational environment: Shifting from a traditional to a TQHRM approach. Journal of Quality Management*. 1996; 1:5-20. [https://doi.org/10.1016/S1084-8568\(96\)90003-6](https://doi.org/10.1016/S1084-8568(96)90003-6).
 16. Karia N, Hasmi Abu Hassan Asaari M. *The effects of total quality management practices on employees' work-related attitudes. The TQM Magazine*. 2006; 18(1):30-
 17. Kassicieh SK, Yourstone SA. *Training, performance evaluation, rewards, and TQM implementation success. Journal of Quality Management*. 1998; 3(1):25-38.
 18. Gorst J, Kanji G, Wallace W. *Providing customer satisfaction. Total Quality Management*. 1998; 9(4-5):100-103.
 19. Izvercian M, Radu A, Ivascu L, Ardelean BO. *The Impact of Human Resources and Total Quality Management on the Enterprise. Procedia - Social and Behavioral Sciences*. 2014; 124:27-33.
 20. Reza MH. *Components of Transformational Leadership. International Journal*, 2019.
 21. Petrick JA. *Total Quality in MANAGING By. (F. Vohel, Ed.). New York: Francis, Taylor*, 1995.
 22. Bowen D, Lawler III E. *Total Quality-Oriented Human Resource Management. Design*. 1992; 6(213):18.
-



-
23. Blackburn R, Rosen B. *Total quality and human resources management: lessons learned from Baldrige award-winning companies. The Academy of Management Executive. 1993; 7(3):49-67.*
 24. *Satisfaction in the banking industry of Singapore. International Journal of Bank Marketing. 2000; 18(3):97-111.*
 25. Sit WY, Ooi KB, Lin B, Chong AYL. *TQM and customer satisfaction in Malaysia's service sector. Industrial Management and Data Systems. 2009; 109(7):957-975.*
 26. Yang CC. *An integrated model of TQM and GE-Six Sigma. International Journal of Six Sigma and Competitive Advantage. 2004; 1(1):97-111.*
 27. Yang C. *Establishment and applications of the integrated model of service quality measurement. Managing Service Quality: An International Journal. 2003; 13(4):310-324.*
