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Development of A Conceptual Model for Implementation of Total Quality Management (TQM) and Human Resource Management (HRM):A Literature Review

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ABSTRACT

Total Quality Management (TQM) and Human Resources Management (HRM) have been an most important factors in the aspect of management and business. The implementation of TQM with HRM will improve the performance of the organization. The objective of the study is to develop a conceptual model for implementation of TQM and HRM based on the identification of critical success factors (CSFs) from the literature review. The literature review classified into case method and survey method. The study reviewed nearly 41 research papers from the period of 1992 to 2016 to identify CSFs of TQM and HRM. Based on the literature review the study point out that TQM and HRM related success factors are leadership, teamwork, training, continuous improvement etc.

Keywords: TQM, HRM, CSFs.

1. INTRODUCTION

In the past few decades, TQM and HRM have been an most important factors in the aspect of management and business. TQM is a philosophy and management program and continuous improvement. TQM is one of the most important systems to improve the organization performance to achieve quality. The CSFs are the key where “things must go right”. The CSFs is required for an organization to achieve the goal and it will ensure successful performance of the organizations.

2. REVIEW OF LITERATURE

Based on the review, literature is broadly classified into case method and survey method.

2.1. Case method

Bowen and Lawer(1992) identified that HRM practices in the organization support total quality and also describe that how selection, training and rewards help for TQM implementation. Saunders (1992) studied the elements of TQM and HRM. Dale et al (1994) studied about TQM and HRM issues related to hard production-oriented and softer HRM element.Simmons (1995) explored the success and difficulties encountered by TQM in the context of HRM. Smyth (1996) showed that there is a significant relationship between TQM and HRM. Brown (1996) identified the potential impact of TQM in the aspects of HRM. Sohail (2002) explained the internal and external practices of TQM adopted by the firm. Rahman (2002) showed attention towards leadership, employee involvement, organizational culture, commitment, effectiveness and development of the people. Soltani and Meer et al;(2003) identified quality based HR performance for training, employee motivation and performance improvement of the organizations.Polo and padhi(2005) studied the strategic role played by HR professionals in TQM implementation. chong et al (2009) developed a model for TQM and HRM to influence knowledge management.. Zare et al (2011) identified HRM factors that effects on TQM.Nhuta(2012) concluded that HR should focus on teamwork, communication, empowerment; education and training are way to achieve quality. Moharrampour (2014) analysed the relationship between TQM and HRM. Elmorsey et al (2016) concluded that HRM practices were a proper mix in TQM.

2.2. Survey method

Clinton (1994) revealed that HRM played an important role to achieve quality in the organization. Weiner(1996) said that leadership lead to quality improvement.Wilkinson (1998) showed that empowerment was significantly associated with TQM and HRM. Redman and Mathews (1998) suggested thatan organisation can survive only with the help of TQM and HRM. Adhire (1998) founded that the firm top management commitment produced quality products with customer focus, empowerment, supplier quality, internal information. Oakland (2001) highlighted the activities of HR are communication, teamwork, training, empowerment, continuous improvement.. wiele (2001) suggested that there was a strong relationship between TQM and HRM and also effects on organizational performance. Quereshi(2002) developed a proposed model for TQM implementation Gennerd et al (2002)identified that performance appraisal is effectiveness in achieving TQM. Rahim (2004) identified the TQM complements and HRM function providesa long term competitive advantage to organize. Arumugam (2005) studied employee perception in TQM and its effects on job satisfaction in Malaysian semiconductor assembly.Chang-chow (2006) concluded that HRM practices were positively effected on TQM implementation.Mahat et al (2006) studied HRM issues in TQM implementation and also studied about TQM pitfalls. Bakar et al; (2007) revealed that teamwork, empowerment, rewards and recognitions, communication and customer focus were positively associated with employee job involvement. Jamenez(2009) studied the key elements ofHRM in the implementation ofTQM.. Huzaine (2010) showed that there was a significant impact on employee attitude,particularly in involvement and empowerment act as a dominant factor in HRM and TQM practices. Zairi et al (2010) defined CSFs of HRM in the implementation of TQM.. Fauziah (2010) identifiedthat leadership, customer focus and teamwork were the successful factors of TQM implementation in higher education. Jalil (2012) proposed a conceptual model for CSFs of TQM implementation. Wickramasinghe (2012) identified the changes prevail in HRM function and practice due to TQM implementation. Bassam (2012) sexamined the TQM and HRM CSFs in Jordanian bank. Nielisen (2013) studied the relationship between customer

focus and organization performance. Jain (2013) revealed that TQM and HRM practices were positively associated with employee perceptual outcome. Soliman (2013) communication, training and development, involvement and empowerment, rewards and recognition are the five important factors impact on employee in private sectors. Rangaswamy et al (2013) showed that there was a significant relationship between HRM and TQM in continuous improvement in both manufacturing and service sector. Ardeleans (2014) focused in order to analysis the relationship between the HRM and TQM. Ali (2014) showed that there was a positive relationship between HRM planning and TQM. Sridevi and Nagesh (2016) founded that job performance of employees in the organization was depended on TQM and HRM practices like top management leadership, communication, organization culture. Habtoor (2016) concluded that those human factors were positively impacted on quality improvement and an organization's performance.

Table 21.1
The CSFs of TQM based on the case method

<i>S. No.</i>	<i>Authors</i>	<i>Leadership</i>	<i>Continuous Improvement</i>	<i>Employee Involvement</i>	<i>Customer Focus</i>	<i>Customer satisfaction</i>
1.	Bowen and Lawler (1992)	*	*		*	
2.	Saunders (1992)					*
3.	Dale (1994)			*		
4.	Simmons (1995)		*	*		
5.	Symth (1996)					*
6.	Brown (1996)		*	*		
7.	Sohal (2002)	*		*		
8.	Rahman (2002)	*		*		
9.	Soltani and Meer et al (2005)		*			
10.	Polo and padhi (2005)			*		
11.	Chong et al (2009)	*				
12.	Zare (2011)				*	*
13.	Nhuta (2012)					
14.	Moharrampour (2014)	*				

Table 21.2
The CSFs of HRM based on the case study

<i>S. No</i>	<i>Authors</i>	<i>Training</i>	<i>Communication</i>	<i>Rewards and recognition</i>	<i>Empowerment</i>	<i>Performance appraisal</i>
1.	Bowen and Lawler (1992)	*	*			*
2.	Saunders (1992)					
3.	Dale (1994)	*	*	*		*
4.	Simmons (1995)	*				*
5.	Symth (1996)					

<i>S. No</i>	<i>Authors</i>	<i>Training</i>	<i>Communication</i>	<i>Rewards and recognition</i>	<i>Empowerment</i>	<i>Performance appraisal</i>
6.	Brown(1996)	*		*		*
7.	Sohal (2002)					
8.	Rahman(2002)					
9.	Soltani and Meer (2005)	*				*
10.	Polo and padhi (2005)	*	*			
11.	Chong et al (2009)	*				*
12.	Zare et al(2011)	*			*	*
13.	Nhuta (2012)	*	*		*	
14.	Moharrampour (2014)	*				
15.	Elmorsey (2016)	*			*	*

Table 21.3
Identification of the CSFs of TQM and HRM based on the case method

<i>CSFs</i>	<i>No. of article</i>
Leadership	5
Continuous improvement	4
Employee involvement	6
Training	11
Communication	4
Rewards and recognition	2
Performance appraisal	8
Customer satisfaction	3

Table 21.4
The CSFs of TQM based on the survey method

<i>S. No.</i>	<i>Authors</i>	<i>Leadership</i>	<i>Continuous improvement</i>	<i>Employee Involvement</i>	<i>Customer focus</i>	<i>Customer satisfaction</i>
1.	Weiner(1996)	*				
2.	Adhire (1998)			*		
3.	Oakland (2001)		*			
4.	wiele (2001)	*			*	
5.	Boon and Arumugam (2005)	*				*
6.	Yang (2006)	*				

<i>S. No.</i>	<i>Authors</i>	<i>Leadership</i>	<i>Continuous improvement</i>	<i>Employee Involvement</i>	<i>Customer focus</i>	<i>Customer satisfaction</i>
7.	Mahat (2006)			*		
7.	Bakar et al (2007)	*			*	
8.	Jeminez (2009)					*
9.	Huzzaine (2010)	*		*	*	
10.	Zairi et al (2010)	*			*	*
11.	Wickramasinghe (2010)					
12.	Jalil (2012)	*	*	*		*
13.	Rakesh kumar (2012)		*	*	*	
14.	Nielisen (2013)	*			*	
15.	Jain (2013)	*	*		*	
16.	Soliman (2013)			*		
17.	Swamy (2013)		*	*		
18.	Ardelean (2014)	*				
19.	Ramesh(2015)	*				*
20.	Sridevi (2016)	*	*			

Table 21.5
The CSFs of HRM based on the survey method

<i>S. No</i>	<i>Authors</i>	<i>Training</i>	<i>Communication</i>	<i>Rewards and Recognition</i>	<i>Team work</i>	<i>Performance appraisal</i>
1.	Clinton(1994)	*		*		*
2.	Adhire (1998)	*				
3.	Oakland (2001)	*	*		*	
4.	wiele (2001)					
5.	Gennerd (2002)	*		*		*
6.	Sharma (2004)	*		*	*	
7.	Yang (2006)	*				
8.	Mahat (2006)					*
9.	Bakar et al (2007)		*	*		
10.	Jeminez (2009)					
11.	Huzzaine (2010)	*	*		*	
12.	Zari et al (2010)	*	*		*	
13.	Wickramasinghe (2010)			*		*
14.	Jalil (2012)	*	*		*	*

S. No	Authors	Training	Communication	Rewards and Recognition	Team work	Performance appraisal
15.	Bassam (2012)					
16.	Rakesh Kumar (2012)	*				
17.	Jain (2013)	*	*	*	*	
18.	Soliman (2013)	*	*	*		
19.	Swamy (2013)	*		*	*	
20.	Ardelean(2014)	*				
21.	Sridevi (2016)		*			

Table 21.6
Identification of the CSFs of TQM and HRM based on survey method

CSFs	No. of article
Leadership	13
Teamwork	7
Continuous improvement	6
Employee involvement	7
Training	14
Communication	8
Rewards and recognition	8
Performance appraisal	5
Customer satisfaction	5

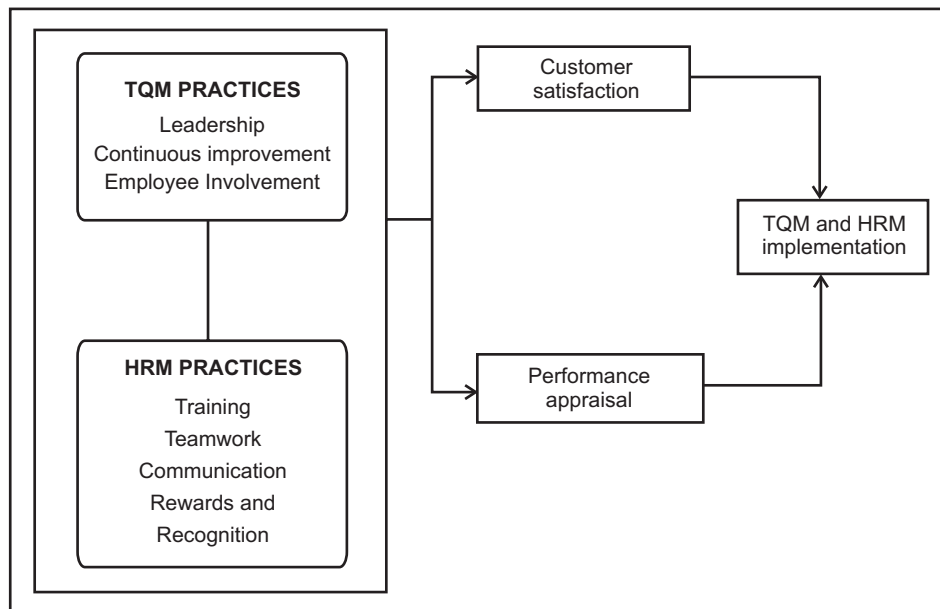


Figure 21.1: The conceptual framework of TQM and HRM practices

Based on the literature review of the case study (Table 21.1, 21.2 and 21.3) and survey method (Table 21.4, 21.5 and 21.6), the CSFs of TQM such as leadership, customer satisfaction, employee involvement and continuous process improvement and the CSFs of HRM such as training, teamwork, communication, rewards and recognition and performance appraisal are identified. This helps to develop the conceptual framework of TQM and HRM practices (Figure 21.1).

3. CONCLUSION

Based on the literature review, the study identified CSFs of HRM are training, performance appraisal, Teamwork, communication, rewards and recognition. The CSFs of TQM are leadership, continuous improvement, , employee involvement and customer satisfaction. Based on the CSFs of the case method and survey method, the conceptual framework for the integration of TQM and HRM is developed. Based on the conceptual model, the successful implementation of TQM and HRM practices needs to be explored for improving the performance. The conceptual model has to be empirically tested.

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