

The Effect of HRM Practices on the Implementation of TQM in Tourism Sector

Andrić, Berislav; De Alwis, A. Chamaru; De Alwis, T.A.H.M

Source / Izvornik: **Specialusis ugdymas, 2022, 2, 3068 - 3080**

Journal article, Published version

Rad u časopisu, Objavljena verzija rada (izdavačev PDF)

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:277:178757>

Rights / Prava: [In copyright](#)/[Zaštićeno autorskim pravom.](#)

Download date / Datum preuzimanja: **2025-01-05**



Repository / Repozitorij:

[FTRR Repository - Repository of Faculty Tourism and Rural Development Požega](#)



The Effect of HRM Practices on the Implementation of TQM in Tourism Sector

Berislav Andrić¹, A Chamaru De Alwis², TA.H.M. De Alwis³

¹ Faculty of Tourism and Rural Development Pozega, Croatia.

² University of Kelaniya, Sri Lanka.

³ Student, CIPM. Sri Lanka.

Email : ¹ bandrlic@gmail.com, ² chamaru@kln.ac.lk, ³ dealwisahm@kln.ac.lk

Abstract

Traditional HRM systems are not always compatible with TQM. Nonetheless, TQM is a mandatory component of the organization. Consequently, it is essential to change how HRM functions operate and consider the possibility of redefining the role of HRM functions in order to align with TQM and contribute maximally to the organization's success. This paper discussed common HRM practices in organizations in order to determine how HRM influences TQM, but from the perspective of TQM, especially in tourism sector. Thus, practices are crucial to the TQM of any organization, as they provide more exceptional contributions and improve TQM. Consequently, they can be identified as TQM boosters.

Index Terms—Total Quality Management, Human Resource Management, HR Functions, Performance, Tourism.

1. Introduction

Total Quality Management (TQM) has gained popularity over the past 40 years as a management technique because it helps tourism organizations achieve significantly better results than those who do not use it. Not just manufacturing firms but also service providers, the government, charities, and educational institutions have adopted TQM. Zare et al. [1] claim that it increased customer satisfaction boosted business competitiveness, improved production performance, and cut costs. In any case, the implication's failure rate is also very high [2]. The weak connection between human resource management (HRM) and total quality management (TQM) is one of the main causes of the failure, though there are other factors. It is mentioned in Chaichi and Chaichi [3] and Usrof and Elmorsey [4] that providing quality services requires HRM to be as effective as possible. "HRM can underpin human relationships and group consciousness, raise employee competence, and achieve culture change," Alfalla-Luque et al. [5] confirmed. As a result, it serves as a catalyst for TQM implementation. Integration between those two parties will improve system quality and employee performance, according to Izvercian et al. [6]. Therefore, it is essential to play a crucial role in the HRM professionals in order to get the desired results from TQM practices and HRM practices. As a result, both domestically and internationally, this is a particularly exciting and turbulent time in the HRM field. The TQM's practices and tenets are primarily aided by this transformation. When it comes to human resources, it is the only one that can synergize and the only one that rivals cannot duplicate. In light of the fact that this idea is already crucial for TQM, HRM today has a greater significance than it did in the past. Currently, HRM specialists are strategic partners of TQM in an organization will enable employees to take control of their work across conventional organizational barriers to achieve world-class performance through system analysis and improvement. TQM is therefore primarily impacted by HRM. The purpose of this paper is to pinpoint the effects of HRM on TQM.

2. Total Quality Management

There is not a universally accepted definition for TQM [7]. It emphasizes continuous improvement, customer focus, human resource management, and process management. According to Hansson and Klefsjo (2003), TQM is defined as "a management system in continuous change, which is constituted of values, methodologies and tools, the aim of which is to increase external and internal customer satisfaction with a reduced amount of resources."

TQM can also be defined as "an integrated management philosophy and a set of practices that emphasizes, among other things, continuous improvement, meeting customer's requirements, reducing rework, long-range thinking, increased employee involvement and teamwork, process redesign, competitive benchmarking, team-based problem-solving, constant measurement of results, and closer relationships with suppliers."

According to Hansson and Klefjo [8] it is "a management system in continuous change, which is constituted of values, methodologies, and tools, the aim of which is to increase external and internal customer satisfaction with a reduced amount of resources."

All of the mentioned definitions demonstrate a consensus about the fundamental values and practices of Total Quality Management, especially in tourism sector.

When it comes to TQM, it is an overarching management philosophy that constantly tries to make an effort to gain competitive advantages. In that case, TQM concentrates on the ongoing enhancement of the quality of the environment, people, processes, and products. For an organization, TQM has numerous advantages, including improved customer satisfaction and production performance [9], a positive impact on improving organizational image [10], increased employee quality awareness [11], enhanced corporate social responsibility [12], and improved financial performance [13].

This widely used concept links employers and employees by giving responsibility for the product or service quality directly to their workforce. In that case, staff attitudes and motivation are fundamental to the business's success. Not only that, but also to get the commitment of the employees, organizations treat their employees as internal customers to gain competitive advantages in achieving the goals and objectives in a rapidly changing environment through TQM.

3. Human Resources Management

According to Decenzo et al. [14], HRM is a process consisting of four functions-acquisition, development, motivation, and maintenance of human resources". Dessler [15] refers to it as "the policies and practices one needs to carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising." Therefore, HRM supports strengthening human relationships and group awareness, upgrading employee capability and aptitude, and achieving cultural changes. Bal et al. [16] recognized HR as a vital factor for the success of an tourism organization.

Therefore, HRM performs as Thus, HRM acts as the facilitator for implementing TQM [17]. TQM totally depends on the effective management of human resources [18].

When considering HRM, it is an essential part of the success of TQM in any activity. If organizations attempt to increase their performance by having an essential effect on them, they try to give time and resources to implement TQM to perform HRM aggressively. When identified, the total quality system consists of two different systems, such as the technical system and the management system [19]. These are issues with the HRM identified by the management system of the total quality system. Some researchers declare two sides of TQM as hard and soft TQM. The soft side is directly related to humans. In other words, it is directly linked with HRM [20]. The important thing is that HRM is; it is the fundamental aspect of the soft dimensions of TQM.

This paper is going to determine the relationship between HRM activities and TQM activities, the effect of HRM practices on the implementation of TQM, and quality performance.

4. Relationship between HRM and the TQM

HRM can contribute to organizations achieving success, primarily through competitive advantage by facilitating and improving the development of organizational resources and capabilities and also through learning and innovation. Thus now a day, organizations focus on sets of interrelated HRM practices rather than lonely practices in order to increase performance through TQM. According to Chaichi and Chaichi [3] "TQM,) is a key strategy used by HRM for maintaining competitive advantage and is a way of conducting organizations to improve the overall effectiveness as well as performance towards achieving outstanding status."

In earlier decades, tourism organizations focused only on the production-oriented perspective of quality. However, then they have identified the importance of HRM in order to succeed in ineffective performance.

The soft aspect of the TQM also proves the importance of the HRM. Thus, HRM functions have many implications for TQM. A reliable and effective combination of HRM and TQM leads to more effective results. Therefore, organizations tend to practice the concepts that are associated with HRM and TQM rather than use them in single terms.

Both TQM and HRM focus on the same goals, such as effectiveness, profitability, productivity, customer satisfaction, and employee satisfaction. Active performing HRM practices have positive effects on TQM and, finally, on organizational performance. Then, in the achievement and maintenance of effective TQM in the organization, HRM plays a critical role. Quality and continuous quality improvement depend on the efficient and effective use of all these. Soft TQM practices have a positive impact on job involvement, career satisfaction, and organizational commitment. In order to implement TQM and considering the soft aspect of TQM, it is vital for HRM to lead in activities such as job design, teamwork, cooperation, employee participation and involvement, autonomy, flexibility, training, and development with the quality goal, compensation management which all together facilitates the achievement of quality targets.

For effective TQM within the tourism organization, it is essential to have a set of internal HRM practices that better fit TQM. Teamwork, staffing, training and development, performance appraisal, communication, and reward recognition systems are essential and essential enablers of TQM implementation.

Appropriate recruitment function, clearly defined goals, objectives, policies and procedures, training and development, remuneration policies, ability to identify attitudes, and shared values affect the motivation and morale of TQM programs.

These are all actually about current HRM-related dimensions in order to facilitate effective TQM. Continuous quality improvement depends on the maximum and effective utilization of competencies like knowledge, skills, attitudes, capabilities, and talents of the workforce. In order to get the maximum contribution from the employees and to achieve world-class quality, it is essential to satisfy and empower the workforce. Thus, organizations must focus on developing it and must maintain a quality working environment that allows them for involvement, motivation, development, and both personal and organizational growth. For that, it is essential to create a more productive workforce within the organization. It can be created through training and development, employee participation and involvement, building and enhancing quality awareness among employees, motivating employees, and improving the commitment of the employees.

Therefore, HRM and development in an organization are essential initiators for effective and meaningful quality management. Therefore, HRM and TQM have a healthy relationship, which is essential for organizations to succeed.

Generally, most organizations use detailed and fixed job descriptions for their employees by assigning tasks, duties, and responsibilities. However, the TQM goes beyond this concept because of the high emphasis on teamwork, flexibility, continual improvement, and innovations which lead to the TQM.

Many organizations believe that the best way to achieve organizational success is by involving and empowering employees at all levels.

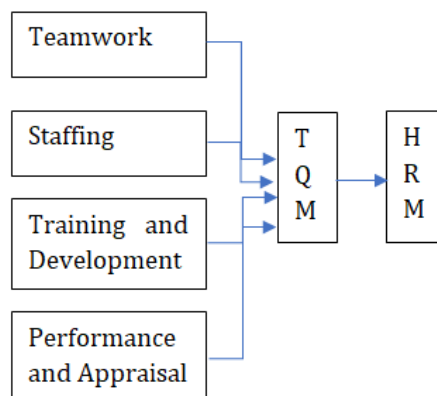


Figure 1: Relationship between TQM and HRM

Source: literature survey

5. Teamwork

In the TQM, teamwork plays a significant role within the organizational context. The teams, which are composed of members with different skills and functions, facilitate getting better advantages from the TQM. To make collaboration between managers, non-managers, functions, customers, and suppliers team is an essential part.

As a concept of the TQM, for continuous improvement, teamwork is an important outcome, and the condition provides encouragement to make an effort to solve quality problems. Not only helps to solve quality problems, but also teamwork makes efforts to reduce the individual blame for the quality of the work by assigning the overall responsibility to the team. Through that, it impacts the TQM. Moreover, teamwork provides excellent support for the work group's continuous functioning.

In the TQM, teamwork plays a vital role in the satisfaction of the employees, which has a significant impact on the TQM. Within the team, they have task-oriented jobs; they have given a task that should do of high quality. They have high team autonomy to do that assigned task with flexibilities and innovation, which are affected by the TQM. Not only that but also they have a high responsibility to do the team works.

Based on these characteristics of teamwork in HRM, it mostly affects TQM.

6. Staffing in Tourism Sector

It is necessary to consider attitudes, values, and behavior for the success of any TQM program, it is vital to recruit and select the right people who fit not only with the job but also with the tourist organization.

Therefore, more effective recruitment and selection methods and techniques are needed for TQM. Successful and effective recruitment and selection of people who have the right attitudes, values, behavior, knowledge, skills, and abilities can successfully align with the TQM philosophy in order to become a force of continuous program effectiveness in tourism sector (Ahmad and Schroeder, 2002).

The goal of effective recruitment and selection functions is to identify the best tourism employees, who can work in teams with other people, thus should have good interpersonal skills, excellent communication skills, and flexibility, who can solve problems, thus should have good thinking ability, the ability to develop alternatives, analytical ability and, decision-making ability, who can come up with ideas to improve processes, thus should have the creativity, thinking ability, ability to generate ideas and, innovative and who have values and, behavior which consistent with quality management philosophy. Therefore, organizations should attract pools of candidates who are with the above capabilities. Thus such employees who are with the right qualifications and competencies may facilitate the successful implementation of TQM.

However, recruitment is not about attracting the candidates with the right qualifications but also, of course, attracting the most suitable people who are willing to receive new training, willing to expand job roles, willing to develop a new idea, and willing to solve problems, thus to use problem-solving techniques and willing to become a team player whom to be evaluated and rewarded a team basis rather than the individual focus. Thus such employees can be utilized for effective implementation of TQM.

There are some views that internal recruitment has more positive implications for effective TQM as it promotes employee participation, empowerment, and integration in tourism industry.

Moreover, external recruitment is crucial since it brings in new blood where there may be new ideas, new techniques, creativity, and new positive attitudes, which facilitate effective TQM

through improving processes, working in teams, problem-solving techniques, values, and behaviors that are consistent with the philosophy of quality.

It is essential to use both internal and external methods of recruitment. The balance of both methods is essential.

Selection is choosing from a pool of candidates the most suitable person to perform a given job. HRM decides what the job involves and what abilities are needed.

The process is not simple, however, when TQM enters the picture. The job requirements can be determined by job analysis, and the qualifications can be compared to these requirements. When an organization commits to TQM, an entirely new dimension is introduced.

People working in a quality environment need sharp problem-solving ability in order to perform the quantitative work demanded by statistical process control in tourism sector. Because of the emphasis on teams and group processes, personnel must function well in group settings.

Selection should be more person-related rather than task-related. In this sense, selection should be oriented toward a more person-centered selection. It is about the selection. It is about the selection process that should focus on identifying the candidates who have quality-related competencies in order to have an effective TQM. Moreover, it is essential to recruit and select candidates who have the required attitudinal and behavioral characteristics in order to develop a quality culture [21]. Therefore, It should recruit and select employees who fit not only with the job but also with organizational culture and the TQM system too.

7. Training and Development in Tourism Sector

Training and development (T & D) are essential for a strong foundation of TQM in tourism. It is not a single effort. In a sense, it is a continuous process. Therefore, it should be conducted continuously in any organization. In order to get adequate support for effective TQM, training has to be oriented to the process methodology.

Training has been recognized as an essential element for TQM programs, such as the adoption of new quality control, changing culture, and quality circles.

T&D emphasizes groups, not only individuals. It facilitates teamwork to improve and facilitate the quality of the group's performance. It is vital to provide adequate training on three critical areas which are essential for effective TQM as principles of TQM, The use of TQM tools and problem-solving techniques.

Thus the workforce of the organization can effectively contribute to the TQM of the organization since they have the right training on what TQM is, how to maintain TQM, and how to overcome the barriers. Thus it leads to effective TQM within the organization.

Career development also has many implications for TQM. Organizations should have a continual process in order to maintain professional career development. It can provide promotional opportunities for the employees in order to maintain a continual process of career development.

Mainly nowadays, tourism organizations focus on parallel career development where employees can develop themselves in multiple functions rather than specialize in one job. Movements

between functions, job rotation, and horizontal movements can be used to develop a career horizontally. Thus, parallel career development has become more significant in effective TQM.

T&D is extensive and is a continuous process at all levels. The focus is not on the present but on the long-term future. Thus continuous T&D results for an extended period in order to improve quality awareness, facilitate innovations, facilitate creativity, and improve a wide variety of competencies.

Increased involvement means more responsibility, which in turn requires higher levels of skill, and it can be achieved through training. Additionally, the benefits of T & D can be identified as improved communication, a change in cooperative culture, and a demonstration of management commitment to quality.

According to the past research findings, the top tourism companies in the world have given their propriety to Quality awareness, Quality measurements (performance measures/ quality cost benchmarking, data analysis), Process management and defect prevention, Team building and quality circle training, Focus on customer and markets and Statics and statistical methods. Besides, programs often are directed toward aware individuals of the strategic importance of quality, the cost of poor quality their role in influencing the quality of products and services.

8. Performance Appraisal

Generally, the traditional performance appraisal function in HRM places a heavy emphasis on individual employee performance as the main contributor to organizational performance since individual performances lead to organizational performance. However, TQM emphasizes measuring organizational and group performance. It focuses on quality improvements by changing processes rather than people. However, traditional performance evaluation systems are considered failures since they are unable to achieve both TQM demands and employees' expectations. Since it focuses mainly on people, though, the workers are not responsible for errors that may be a result of faults existing with the processes and systems. The traditional view may consider them as failures of the people in tourism sector.

Performance evaluation is compatible with TQM if it is based on quality criteria. Although performance evaluation can be related to individual performance, it should be focused on measuring organizational and group performance. Formal performance evaluation systems facilitate improved TQM.

An employee in tourism should not only do what they are asked to do but should improve themselves in order to enhance the quality.

Individual performance evaluation encourages short-term goals rather than long-term planning. They undermine teamwork and encourage competition among people for the same rewards. Furthermore, the actual cause of non-quality may not be the employee but the system. By focusing on individuals, attention is diverted from the root cause of poor quality, which is the system.

Traditional performance evaluation methods are an attempt by management to place the blame for poor organizational performance on lower-level employees rather than focusing attention on the system for which upper management is primarily responsible.

The integration of total quality and performance evaluation is necessary. One should reinforce others.

9. Compensation/ Reward

One of the aspects of performance evaluation is to reward those rated as best in performance evaluation criteria. Thus, there should be an effective reward management system in order to make employees perform well in a quality manner [22]. Such a reward system improves cooperation, employee involvement, and teamwork. However, compensation should not emphasize individuality but should emphasize teamwork in tourism industry.

The alignment between the reward system and TQM is required for the adequate performance of any organization. The reward system should be based on quality criteria and thus emphasize equity among employees, which leads them to be satisfied and motivated. Therefore, organizations can get the maximum contribution from the utilization of their workforce.

Additionally, TQM does not focus on output-related pay systems and places greater emphasis on personal development and training. The reward management system should consist of both financial and non-financial rewards.

Employee competencies, abilities, capabilities, and flexibility may determine the salary and incentives of the employee. Thus, they are motivated to improve themselves in order to gain many more benefits. Thus, they are focusing on not only doing what they have been asked to do but improving what they do. Thus, continuous improvement has implications for the effective reward management system, and reward management emphasizes group performance in order to improve group performance and for effective TQM.

Reward is an essential influence on employees for TQM since it improves satisfaction. Thus, reward is an essential force for effective TQM.

The TQM philosophy emphasizes flexibility, lateral communication, group effectiveness, and responsibility for an entire process that has the outcome of customer satisfaction in tourism sector.

Gainsharing, profit sharing, and stock ownership are among the systems designed to create financial incentives for employees to be involved in performance improvements [23].

10. How HRM affects tourism organizational subsystems, which helps the TQM

When considering TQM, it includes a system that is composed of organizational subsystems such as the social system, technological system, educational system, and management system. In the TQM, the HRM manager works on these four subsystems.

For successful implementation of TQM in tourism sector, it requires redefining HRM. Thus, redefine the functions of HRM in order to get the efforts for continuous improvement for a successful TQM implementation.

The social system consists of the organization's norms, roles, responsibilities, and status and power relationships between individual members and among groups. This social system has the most significant impact on factors such as competition, cooperation, motivation, creativity,

innovative behavior, and teamwork. In that case, HRM managers have a significant responsibility to achieve total quality; a social system must be developed that helps customer satisfaction, continuous improvement, and genuine respect for people, which are accepted practices in managing human resources.

The technical system includes all the tools and machinery, practices of quality, and the quantitative aspects of quality. In that situation, to enhance the total quality, the contribution of the HRM manager under the HRM, to job definitions and responsibilities, to physical arrangements of people, to reduce the frustration of the employees, and to improve the safety and quality of work-life of the employees, plays a significant effect on the TQM.

The educational system is mainly focused on expanding the knowledge of the stakeholders to gain competitive advantages. To that end, to enhance the total quality through their internal T&D efforts and also make learning partnerships with other public and private institutions to upgrade the knowledge of the employees, HRM played a significant effect.

The management system includes the organization's structure, vision, mission, and goals; and administrative activities.

Tourism HRM professionals have greater involvement in developing and establishing quality goals, objectives, policies, and procedures in order to facilitate sufficient TQM within the organization. Since employees are one of the essential parts of TQM, it is essential to frame these quality standards with the influence of HRM.

11. Obstacles

HRM emphasizes the tourism job description as a must. since it provides detailed information about what the employee should do, what the tasks are, what the duties are, what the responsibilities are, and to whom to be reported. So the employee knows everything about his/her role in the organization. However, TQM requires moving away from a detailed, fixed job description in order to improve and emphasize flexibility and teamwork.

HRM emphasizes job specifications in order to find the most suitable person for a particular job in tourism sector. It only considers the person who matches the job requirements. Who is capable of doing the job? This job specification provides more significant support by specifying the characteristics the employee should hold in order to perform the job. Thus, recruitment may only fulfil the vacancy as per job specification. However, TQM requires the employee to match not only the job but also the organization, group, and team. Since TQM emphasizes teamwork, it is essential to have excellent interpersonal and communication skills. in order to become an active team player and to share equity.

Therefore, recruitment should not only address finding employees who match and are capable of doing the job but also those who match the organization. In a sense, the employee should fit not only with the job but with the organization too. Thus, recruitment should focus on such areas too.

Traditional HRM focuses on personal development, and job fit, through effective T & D functions within the organization. It is basically to improve and enhance the capabilities of the employees in order to get the maximum useful contribution to successful organizational performance. However, TQM requires employees to enhance their capabilities not only to perform the job

accordingly but also to train accordingly. Employee training is essential for the effective implementation of TQM. This training should focus on making them capable of performing the assigned job but also on TQM.

programs such as the adoption of new quality concepts, practices of customer satisfaction systems, usage of statistical quality control, change of culture, or quality control circle. For effective TQM implementation, there are three primary areas to be covered through training: Principles of TQM, use of TQM tools, problem-solving techniques

However, generally, traditional T&D does not pay attention to these areas, which are essential for TQM implementation. It just focused on personal development.

As a function of HRM, performance evaluation places a heavy emphasis on the individual employee as the primary contributor to organizational performance. Thus they evaluate each employee in order to measure their performance and see the following Where. This facilitates identifying who should be rewarded, who needs further training, what type of training, about what should be the training. This individual performance evaluation supports increasing the effectiveness of the employee in order to create a productive workforce. But, TQM emphasizes system-level features since it considers performance appraisal inconsistent with TQM because quality improvements are found by changing processes rather than people.

Research conclusions show that performance evaluation systems are ineffective in achieving both TQM demands and employee expectations. Traditional performance evaluation disregards the existence of variability in the system.

Traditional HRM focuses on an individual-based incentive pay system that reinforces short-term, quantity-oriented achievement of personal objectives. It pays limited attention to recognition rewards, but TQM requires teams and individual pay systems that reinforce the long term. Moreover, it should be the quality-oriented achievement of organizational goals rather than quantity-oriented achievement. It emphasizes recognition reward too.

HRM generally focuses on employee work performance rather than satisfaction as contributing to organizational effectiveness. However, TQM requires emphasizing employee satisfaction as necessary to support continuous improvement and organizational effectiveness in tourism sector.

12. Conclusion

It is essential to the collaboration and fit of all the systems of the organization in order to meet individual and organizational goals and objectives in tourism sector.

Traditional HRM systems may sometimes not align with TQM. However, TQM is an essential part of the organization, which is a must. Thus, it is essential to change how HRM functions operate and consider the possibility of redefining the role of HRM functions in order to align with TQM to provide the maximum contribution to the success of the organization.

This paper discussed various HRM practices that are commonly practiced in any organization in order to identify how HRM affects TQM, but here with a view of TQM. Thus, practices are very essential to the TQM of any organization since they provide more exceptional contributions and

enhance the TQM of the organization. Therefore, they can be identified as enhancers of TQM in tourism sector.

HRM and TQM have become important in organizations due to the positive impacts they create on both individual and organizational outcomes. Therefore, these two have become more interlinked. Thus, there is a view developing that only the integration of HRM and TQM-managed organizations will be able to survive in the future. Thus, HRM plays a central role in TQM. An organization that desires to implement TQM effectively in their organization should also need to perform HRM critically in order to increase the performance significantly.

Furthermore, it is essential to have proper integration of HRM and TQM in order to gain competitive advantages. The commitment to quality has to be organization-wide and led by the top HRM. There are many implications for this.

Though the organization is perfect in every aspect, it may not be able to achieve what it wants to achieve; it may not be able to become what it wants to become due to a lack of quality. Quality here is in terms of employee attitude and motivation. Thus, it is essential to address these in the journey of goal attainment.

More specifically, HRM can take the following actions to become a significant contributor to organization-wide TQM.

Start the TQM process by becoming a role model for customer service. This means that the HRM department must perceive other departments in the organization as its customer groups.

Demonstrate the commitment to TQM principles by soliciting feedback from its internal customers

Act as a senior management tool in implementing TQM.

Take the TQM process organization-wide by developing and delivering the T&D necessary for the significant culture shift that is required.

Utilize department strengths in recruitment, selection, appraisal, and reward management developments to initiate quality-first orientation.

TQM offers a substantial potential for improvement if accompanied by an appropriate human resource effort. Indeed, it is becoming the maximum of proper management that human factors are the most crucial dimension in quality improvement in tourism sector.

References

- [01] Zare, M. Croq, M. Hossein-Arabi, F. Brunet, R. and Roquelaure, Y. (2015). Does ergonomics improve product quality and reduce costs? A review article. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 1-19
- [02] Kessler, E. (2013). *Enclopedia of Management Theory*. Los Angeles, USA: SAGE Publications.
- [03] Chaichi1I A, Chaichi K, (2015) The Impact of Human Resource Deliberating TQM Practice and Employees Job Satisfaction in *International Journal of Multicultural and Multireligious Understanding (IJMMU)* Vol. 2, No. 3, June

- [04] Usrof H, J, Elmorsey R M.(2016) Relationship between HRM and TQM and its Influence on Organizational Sustainability International Journal of Academic Research in Accounting, Finance and Management Sciences Vol. 6 (2), pp. 21–33, ©
- [05] Alfalla-Luque, R. Marin-Garcia, J.A. and Medina-Lopez, C. (2012). Is worker commitment necessary for achieving competitive advantage and customer satisfaction when companies use HRM and TQM practices? *Universia Business Review*, 64-88.
- [06] Izverciana M, Radua A, Ivascua L, Ardeleanb B,(2014) The Impact of Human Resources and Total Quality Management on the Enterprise, / *Procedia - Social and Behavioral Sciences* 124 pp27 – 33
- [07] Syduzzaman, M. Rahman, M.M. Islam, M.M. Habib, M.A. and Ahmed, S. (2014). Implementing total quality management approach in garments industry. *European Scientific Journal*, 10(34), 341-358.
- [08] Hansson J , Klefsjö B (2003), A core value model for implementing total quality management in small organisations, *The TQM Magazine* 15 (2) . pp. 71-81 ISSN0954-478X DOI10.1108/09544780310461071
- [09] Topalovic, S. (2015). The implementation of total quality management in order to improve production performance and enhancing the level of customer satisfaction. *Procedia Technology*, 19, 10161022
- [10] Taskov, N., & Mitreva, E. (2015). The motivation and the efficient communication both are the essential pillar within the building of the TQM (total quality management) system within the Macedonian Higher Education Institutions. *Procedia-Social and Behavioral Sciences*, 180, 227-234. DOI: 10.1016/j.sbspro.2015.02.109
- [11] Bon, A. T. aand Mustafa, E.M.A. (2013). Impact of total quality management on innovation in service organizations: Literature Review and New Conceptual Framework. *Procedia Engineering*, 53, 516529.
- [12] Benavides-Velasco, C.A. Quintana-Garcia, C. and Marchante-Lara, M. (2014). Total quality management, corporate social responsibility and performance in the hotel industry. *International Journal of Hospitality Management*, 41, 77-87.
- [13] Freddy, C. (2014). Employee involvement in total quality management initiatives at a South African bank (Master's thesis). University of Johannesburg, Johannesburg, South Africa.
- [14] DeCenzo D A , Robbins S P Verhulst S L, (2013) *Human Resource Management, 11th Edition International Student Version*. By Wiley,. €66.00, ISBN 978-1-1183-7971-4
- [15] Dessler (2003) , *Human Resoruce Management , Upper Saddle River, N.J. : Prentice Hall*,
- [16] Bal, P. M., Kooij, D. T., & Rousseau, D. M. (2015). Introduction to aging workers and the employee-employer relationship. In *Aging workers and the employee-employer relationship* (pp. 1-9). Springer, Cham.
- [17] Palo, S. and N. Padhi, 2005. How HR professionals drive TQM: a case study in an Indian organization. *The TQM Magazine*, 17(5): 467-485
- [18] Hoogervorst J, Koopman P L, Flier H V D , (2005) *Total Quality Management: The Need for an Employee-Centred, Coherent Approach*, *The TQM Magazine* 17(1):92-106 , DOI: 10.1108/09544780510573084
- [19] Evans, J. R., & Lindsay, W. M. (1999). *The Management and Control of Quality*: South-Western College Publishing, Cincinnati, OH
- [20] Sweis, R.J. ElGhawi, H.J. AlSaleh, N.A. Al-Zu'bi, Z. M.F. and Obeidat, B.Y. (2015). Benchmarking of TQM: The case of Hikma Pharmaceuticals Company. *Benchmarking: An International Journal*, 22(3), 1-32.
- [21] Ahmad S , Schroeder R G (2002) The importance of recruitment and selection process for sustainability of total quality management, *International Journal of Quality & Reliability Management* 19(5):540-550, DOI: 10.1108/02656710210427511

- [22] Lawler, E.E. III, Mohrman, S.A. and Ledford, G.E. Jr (1995), *Creating High Performance Organizations: Practices and Results of Employee Involvement and Total Quality Management in Fortune 1000 Companies*, Jossey-Bass, San Francisco, CA
- [23] Richard S. Allen , Kilmann R H (1999), *The role of the reward system for a total quality management based strategy*, *The role of the reward system for a total quality management based strategy*