A literature review of TQM and HRM for identification of appropriate critical success factors (CSFs)

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Abstract

Total Quality Management (TQM) is a continuous process improvement by improving work processes to achieve the quality products. The implementation of TQM with Human Resource Management (HRM) can improve the organizational performance. The objective of this paper is to review the literature of TQM and HRM for identification of appropriate CSFs. The literature is classified based on the method such as survey and case study. Based on the literature review of the case study and survey method, the CSFs of TQM and the CSFs of HRM are identified.

Keywords: TQM, HRM, CSFs

1. Introduction

Total Quality Management (TQM) is a philosophy that emphasis on continuous improvement of processes to satisfy the customer by producing the quality products with an integrated organizational effort at every level. It is a modern management practices that are implemented by the various sets of organization such as manufacturing and service. The implementation of TQM with Human Resource Management (HRM) can improve the organizational performance. Employee involvement and training are considered as the critical success factors (CSFs) of TQM. HRM also focuses on the issues of employee involvement and training as a CSF. The objective of this paper is to review the literature of TQM and HRM for identification of appropriate CSFs.

2. Review of Literature

Based on the literature review, it is broadly classified based on the method such as survey and case study.

2.1 Case Study

Bowen and Lawler (1992) [21] designed HRM practices for the entire organization that support a total quality-orientation and described how selection, training, reward system and so on can be changed to help implement the TQM effort. Gill and Saunders (1992) [38] summarized and also compared to the basic elements of TQM with HRM such as managerial reform. Dean and Bowen (1994) suggested some directions for theory development and research on total quality. Marchington and Dale (1994) [12] identified the hard production-oriented aspects of TQM and the softer HRM elements. Cardy and Dobbins (1995) [14] developed a model for performance appraisal and performance management. Simmons and Shadur (1995) [40] explored the successes and difficulties encountered by the organization in employing HRM practices in the pursuit of TQM. Snape and Redman (1995) [36] stated that the implementation of TQM required the development of a high commitment, employee relations and strategy involved an attempt to build a culture of continuous improvement among employees. Robert and Dobbins (1996) [15] concluded that future theoretical and empirical research must be responsive to the quality environment. Alan Brown (1996) [1] identified the potential impact of TQM on a number of aspects of HRM, including performance appraisal, recruitment and selection, training, job design and compensation. Prajogo and Sohal (2001) explained that the implementation of TQM practices would be influenced by the external and internal Environment as well as the strategy adopted by the firm.
2.2 Survey Method


2.3 CSFs

Based on the literature review, the CSFs of TQM such as Employee involvement and Continuous process improvement and the CSFs of HRM such as Training and Performance appraisal are identified based on the case study (Table 1). Based on the literature review, the CSFs of TQM such as Leadership, Tools and Technique and Customer satisfaction and the CSFs of HRM such as Training and Teamwork are identified based on the survey method (Table 2).

Table 1: Identification of the CSFs of TQM and HRM based on the case study

<table>
<thead>
<tr>
<th>CSFs – Case Study</th>
<th>No. of article</th>
</tr>
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<tbody>
<tr>
<td>Leadership</td>
<td>6</td>
</tr>
<tr>
<td>Employee involvement</td>
<td>9</td>
</tr>
<tr>
<td>Continuous process improvement</td>
<td>11</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>6</td>
</tr>
<tr>
<td>Teamwork</td>
<td>6</td>
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<tr>
<td>Staffing</td>
<td>2</td>
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<tr>
<td>Compensation system</td>
<td>2</td>
</tr>
<tr>
<td>Performance appraisal</td>
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</table>
Table 2: Identification of the CSFs of TQM and HRM based on the survey method

<table>
<thead>
<tr>
<th>CSFs – Survey Method</th>
<th>No. of article</th>
</tr>
</thead>
<tbody>
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<td>Leadership</td>
<td>15</td>
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<tr>
<td>Employee involvement</td>
<td>8</td>
</tr>
<tr>
<td>Training</td>
<td>18</td>
</tr>
<tr>
<td>Continuous process improvement</td>
<td>8</td>
</tr>
<tr>
<td>Tools and Technique</td>
<td>28</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>14</td>
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<tr>
<td>Teamwork</td>
<td>14</td>
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<tr>
<td>Staffing</td>
<td>3</td>
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<tr>
<td>Compensation system</td>
<td>7</td>
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<tr>
<td>Performance appraisal</td>
<td>8</td>
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3. Conclusions
Based on the literature review of the case study and survey method, the CSFs of TQM such as Leadership, Tools and Technique, Customer satisfaction, Employee involvement and Continuous process improvement and the CSFs of HRM such as Training, Teamwork and Performance appraisal are identified. This can help develop the conceptual framework that needs to be empirically validated for TQM and HRM.

4. References