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## **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) <sup>[21]</sup> 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) <sup>[38]</sup> 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) <sup>[12]</sup> identified the hard production-oriented aspects of TQM and the softer HRM elements. Cardy and Dobbins (1995) <sup>[14]</sup> developed a model for performance appraisal and performance management. Simmons and Shadur (1995) <sup>[40]</sup> explored the successes and difficulties encountered by the organization in employing HRM practices in the pursuit of TQM. Snape and Redman (1995) <sup>[36]</sup> 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) <sup>[15]</sup> concluded that future theoretical and empirical research must be responsive to the quality environment. Alan Brown (1996) <sup>[1]</sup> 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.

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Shams-ur-Rahman (2002) [41] showed that considerable attention had been devoted to research in strategic direction, organizational culture of the leadership category, involvement and commitment, and effectiveness and development of the people category. Soltani and Meer (2003) [24] identified the quality-based HR performance evaluations for training needs, employee motivation, improvement in future performance and overall performance of the organization. Robert and Williams (2004) [47] explained the main criteria of a TQM-based HR performance evaluation system were refined and enhanced for the evaluation of the effectiveness of such a system. Palo and Padhi (2005) [31] studied the strategic role played by the HR professionals at various stages of TQM implementation and identified precisely how do they operate as internal consultants. Meer (2005) [37] discussed the designing a contextually appropriate performance management for TQM and HRM. Ooi and Teh (2009) [46] developed an integrated model of TQM and HRM to elucidate the influence of TQM and HRM practices on knowledge management (KM) activities. Keeble and Ramsay (2010) [34] explored the perceptions of current HR professionals of their organizations. Shahraiki and Konarizadeh (2011) [19] studied TQM approach with the HRM approach such as Teamwork, Empowerment, Performance appraisals, Training and development, Staffing. Nhuta (2012) [29] studied the HRM factors such as empowering employees, effective communication, educating and training staff to achieve quality through people. Kathryn and Wilcock (2014) [48] reviewed the literature on how HRs could be integrated into the business management standards. Moharrampour *et al* (2014) [23] investigated the relationship between HRM and TQM. Hamed and Mohamed (2016) [27] studied HRM practices as the right mix in the implementation of TQM effectiveness.

## 2.2 Survey Method

Ahire and Shaughnessy (1998) [42] found that the firms with a high top management commitment produced high quality products along with four other constructs, i.e. customer focus, supplier quality management, empowerment and internal quality information. Ahmad and Schroeder (2002) [39] showed that the behavioral traits of employees seemed to have a significant impact on the effectiveness of quality management practices. Palo and Padhi (2003) [30] found that TQM training creates awareness, builds employees' commitment to improve quality. Ebrahim and Meer (2003) [15] discussed the implication of TQM for HR performance evaluation system. Fuentes and Montes (2004) [28] studied the degree of implementation of TQM. Ooi and Arumugam (2005) [4] investigated the effects of TQM on employees' attitudes in a large Malaysian semiconductor organization. Boon and Arumugam, (2005) [4] examined employees' perceptions of TQM practices and its impact on job satisfaction within a large Malaysian outsourced semiconductor assembly. Bou and Beltrán (2005) [7] concluded that the implementation of TQM with HR practices would build the best quality culture. Minjoon and Shin (2006) [43] indicated that the effects of TQM implementation on employee empowerment and teamwork by mediating the employee training. Ramayah (2006) [33] explored the relationship between TQM practices and market orientation. Ebrahim and Lai (2006) [20] addressed the performance appraisal systems to integrate TQM

requirements. Ching and Yang (2006) [49] conducted an empirical study on high-tech firms, in order to analyze the impacts of HRM practices on the implementation of TQM. They concluded that the synergy and congruence among HRM practices were critical to the implementation of TQM. Ooi and Bakar (2007) [6] examined the perceptions of individual employees on the influence of eight elements of HRM and TQM. Veeri and The (2008) investigated the relationship of TQM practices with workers' job satisfaction in the Malaysian electrical and electronics industry. Mehra and Ranganathan (2008) [35] examined the role of TQM towards enhancing customer satisfaction. Daniel and Jiménez (2009) [18] studied the HRM as a key element in the implementation of TQM. Mahat and Zairi (2010) [50] identified and defined CSFs of HR in TQM implementation. Faisal and Qureshi (2010) [32] developed and proposed the conceptual framework and research model of TQM implementation. Chiu and Chen (2010) [11] integrated TQM practices by introducing employee training, employee empowerment, teamwork, employee compensation, and management leadership into a theoretical model for studying employee satisfaction. Idris (2011) [16] empirically studied the research framework for implementation of TQM. Bassam and Irtaimah (2012) [17] identified and examined the CSFs of HRM and TQM in Jordanian banking sector. Lilian and Menezes (2012) [26] investigated the CSFs of HRM. Nisbat and Malik (2013) [22] studied the HR based TQM practices and argued that management needs to understand the influence of human aspect with TQM practices. Ankur Jain (2013) [2] showed that TQM practices have the strongest impact on employee's perceptual outcomes. Binshan Lin (2013) [9] investigated the relationship between TQM practices and HRM. Fallah and Chong (2014) [10] evaluated the impact of TQM practices on HR in Iranian manufacturing SMEs. Fellague and Bennafla (2015) [8] empirically investigated the relationship between organizational culture and the implementation of TQM. Rameshwar and Ali (2015) [3] studied the mediating effect of HR and successful TQM implementation.

## 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

CSFs – Case Study	No. of article
Leadership	6
Employee involvement	9
Training	11
Continuous process improvement	11
Customer satisfaction	6
Teamwork	6
Staffing	2
Compensation system	2
Performance appraisal	10

**Table 2:** Identification of the CSFs of TQM and HRM based on the survey method

CSFs – Survey Method	No. of article
Leadership	15
Employee involvement	8
Training	18
Continuous process improvement	8
Tools and Technique	28
Customer satisfaction	14
Teamwork	14
Staffing	3
Compensation system	7
Performance appraisal	8

### 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.

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