

Relationship between HRM and TQM and its Influence on Organizational Sustainability

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Abstract

Human resource management and total quality management have been acknowledged as 'new' methods that enticed a boundless deal of scholars and practitioners' interest. Both of the terms are considered to be an imperative management philosophy which underpins organizational efforts to acquire contented customers. The purpose of this paper is to look at human resource management (HRM) practices as the right mix in the implementation of total quality management (TQM) effectiveness. Such practices: recruitment and selection process, teamwork and employee empowerment, training and development, performance appraisals and compensation have the potential to explore and generate new knowledge for the organizations. This paper has reviewed all the literature which is relevant to the practices of HRM and TQM and its implementation in various areas. The review is focused on the implementation, the impacts on the organizational performance and the encouraged indicators to the adoption of practices in organization. It also recognized the benefits from practices during TQM implementation and they believe this approach could give them a chance to achieve their goals. However, several organizations do not adopt HRM and TQM practices because of lack of identified reasons and less serious outcomes manifested in the effectiveness of such practices. Therefore, this paper presents the basic perception of the author with respect to the relationship that occurs between human resource management and total quality management and its influence in the sustainability of the organization. It will also attempt to have a robust understanding to the implementation of practices and procedures for improving business performance.

Key words

Human resource management, total quality management

DOI: 10.6007/IJARAFMS/v6-i2/2036

URL: <http://dx.doi.org/10.6007/IJARAFMS/v6-i2/2036>

1. Introduction

In an era described by rapid and continuous change, businesses are more aggressive and challenging. Setting of quantifiable standards or appropriate techniques to their management is required in order to be on top of the business competition. However, delivering quality services cannot be achieved without the maximum effectiveness of us, Humans (Chaichi and Chaichi, 2015). Literature indicates that human resource is considered the potential source of growth and success of an organization or new ventures (Bal *et al.*, 2014; Hormiga *et al.*, 2011; Gabcanova, 2011). They believe that employees' preferences such as competencies, attitudes and intellectual agility are required to tolerate reasoned judgements within the changing and ambiguous situation. This notion was showcase voluminously in the literature of human resource management. For instance, a total of 300 employees found that their knowledge, attitude and qualification have significant impact on performance (Amin *et al.*, 2014). Moreover, it will shape incessant wealth and security that will lead to progressive economy. With this, human resource management works beyond their limit to provide highly qualified applicants during recruitment and selection process and commonly assess how well they keep abreast with the company's objectives. Thus, these factors should be perpetuated in order for organizations to be invested more in productive activity and be flexible to the individual requirements.

Human resource management practices are necessary of any total quality management achievement. The integration of these practices will improve the quality of the system of organization as well as employee performance (Izvercian *et al.*, 2014) towards achieving outstanding status. Research literature has shown that effective application of human resource management practices enables

employees to support business functions as a whole. Refining the quality of management heightens the physical strength of competitive advantage (Wang, 2014), reduce production cost (Zare *et al.*, 2015) and escalate market share of the organizations (Ogbari and Borishade, 2015). The idea of TQM, however, identifies that employees have a valuable influence to the organization through set of seminars, meetings, dialogues and planning. Also, the interchange of thoughts and perceptions sweeps in order to boost employee morale and job satisfaction (Alsughayir, 2014), together with the constructive organizational results. In a present highly competitive environment, organizations pressurized to giving close and thoughtful attention to quality and human resources prerequisites in order to be sustainable in business and in balance for perpetuity. This paper presents the basic perception of the author with respect to the relationship that occurs between human resource management and total quality management and its influence in the sustainability of the organization. It will also attempt to have a robust understanding to the implementation of practices and procedures for improving business performance.

2. Total quality management

In philosophy, the word quality views from the Latin *qualitas*, which means “of what nature, of what kind”. This notion is also frequently used in this sense: the quality and quantity of work produced by the employee could be a statement about what kind of performance management it requires of. Another way of using the concept is to consider quality as good and bad in any situation. But one thing for sure that quality is an important substance in generating successful businesses and marketing. It is always a top priority in the agenda of several organizations as the demand for superior quality and more trustworthy product and services increased. The ‘TQM Quality Triangle’ as shown in figure 1, summarizes the components of it. Acquiring and focusing on customer satisfaction is the essence of improving quality. Organizations must transmute themselves to invest in the future development of workforce. With motivational factors ingrained to employees enhances customer satisfaction (Cambra-Fierro *et al.*, 2014). Teamwork is an important aspect of management strategy in creating a positive working atmosphere. The total cooperation and participation of employees in activities will achieve unified organizational goals. It was added that if a team or groups perform better their members develop a strong sense of positivity towards goals (Livi *et al.*, 2015). Continuous improvement is a cornerstone that concerned with the improvement of present business process used to deliver products and services to customers. It also helps cultivate a culture of innovation and constant improvement within the organization. Building a culture of continuous improvement, employees in organization should have shared understanding of the vision and ongoing communication (Agustiady, 2013), and actively participate in the decision-making process (Rocha-Lona *et al.*, 2013).

Quality initiatives such as HACCP, ISO and other quality control programs have evolved just as total quality management has been defined and refined by several independent sets of researchers. However, literature indicates that there is no universal definition can express the whole picture of TQM (Syduzzaman *et al.*, 2014; Harrington and Voehl, 2012). In organizational settings, defining a single theoretical formalization about the term is one of the difficulties experienced by organizations in the implementation of TQM. Table 1 collects different definitions of TQM as reported in literature. It is mostly emphasize on continuous improvement, customer focus, human resource management and process management.

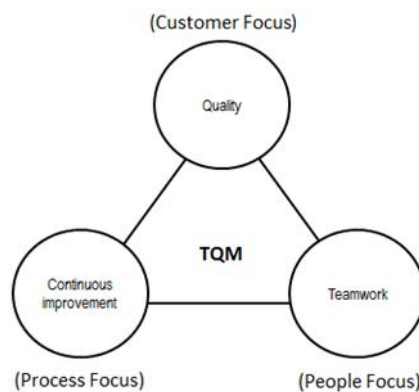
Table 1. Different definitions of TQM in a present literature

Author(s)	Definition
Lee <i>et al.</i> (2010)	A business management strategy seeking to improve the quality of organizational management, competitiveness and providing value to customers.
Dias (2011)	A new paradigm in management.
Kanji (2012)	A vision which the firm can only achieve through long-term planning, by drawing up and implementing annual quality plans which gradually lead the firm towards the fulfillment of the vision.
Patro (2013)	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

Author(s)	Definition
Liu and Liu (2014)	A set of techniques and procedures to reduce or eliminate variation from a production process or service-delivery system so as to improve efficiency, reliability, and quality
Chao <i>et al.</i> (2015)	A management philosophy which is often applicable when working to improve quality across different cultures and industries
Chaichi and Chaichi (2015)	A key strategy used by human resource for maintaining competitive advantage and is a way of conducting organizations to improve the overall effectiveness as well as performance towards achieving outstanding status

All the views above indicate that although various researchers approach the issues of TQM from different perspectives, there is still a wide spectrum of unanimity about the importance of principles, practices, and values of TQM (Militaru *et al.*, 2013; Larina, 2015; Chung *et al.*, 2008). Several researchers also include soft and hard TQM elements, organization performance and benchmarking as well (Zeng *et al.*, 2015; Conley, 2015; Sweis *et al.*, 2015). One of the most salient features of the TQM literature is the nonexistence of any uniform definition of TQM. The successful implementation of TQM depend on what practices are adopted. Once TQM practiced effectively, it will result in tangible and intangible benefits and are well acknowledged for organization and individual.

For instance, TQM improved production performance and enhanced customer satisfaction (Topalovic, 2015), enhanced corporate social responsibility (Benavides-Velasco *et al.*, 2014), enriched knowledge management (Duran *et al.*, 2014), improved motivation and communication (Taskov and Mitreva, 2015), improved financial performance (O’Neill *et al.*, 2016), improved sustainable development of organization (Todorut, 2012), promoting quality and innovation in service organization (Bon and Mustafa, 2013; Zehir *et al.*, 2012), increased employee involvement (Freddy, 2014), et cetera. All these direct and indirect benefits could be endless if quality management procedures are explained and delivered to human resources.



Source: Illango, S. (2011)

Figure 1. The TQM Quality Triangle

3. Human resource management

As mentioned above, human resource is considered the potential source of an organization, and for sure will represent also in the future. This is the reason why various organizations are aware of the importance of their human resources. The condition of the materialization of this prerequisite is an effective management of human resources, i.e. careful planning, organizing, leading and controlling (Samolejova *et al.*, 2015). HRM is often associated with the introduction of new and innovative forms of work for the effectiveness of organizations. Extensive evidence showcased to the value of these has increased (e.g. Gabriel *et al.*, 2016; Lu *et al.*, 2015; Jiang and Liu, 2015; Sanchez *et al.*, 2015; Schuler and Jackson, 2014). Cech *et al.* (2015) emphasized that HR department is commonly the proper division within the organization that cultivates and integrated a series of policies, programs and procedures through qualified employees. Human resources with good quality will determine the performance of innovation. To

achieve ideal results, human resource management should be conducted strategically. It should always be correlated and factor-analytically aligned in the organizational strategy.

In order to satisfy human resources, Aryanto *et al.*'s (2015) research uses five dimensions of strategic human resource management that include planning, acquisition, development, performance management, and reward management and proves that these practices are positively related to innovation capability, which in turn has a positive effect on innovation performance. Also, its objectives will optimize the productivity of employees and help line managers manage them more effectively (Cascio, 2015). Ruel *et al.* (2014) revealed that human resource management practices, in particular training, working in teams, and internal labor flexibility, including job rotation are positively related to innovativeness. Study revealed that both theory and practice of management increasingly indicate that innovativeness is an essential feature of development of modern organizations. It is emphasized that innovativeness is a key success factor for both private and public sectors (Jonczyk, 2015). In this article, it argues that without human resources nothing can be accomplished and business cannot meet the challenges of globalization age, which demands a new generation of future-oriented managers (Farazmand, 2004). In general, organizations must constantly seek innovative ways to ensure their survival in a competitive environment by attesting some attention to the following frameworks of human resource management practices in pursuit of total quality management effectiveness as described below.

4. Framework of HRM and TQM

Implementation of TQM seems to be numinous sound like a well-executed management technique due to considerable attention of various organizations. World-class quality of products and services are the main objectives. In addition, the quality award (for examples, Malcolm Baldrige National Quality Award, European Foundation for Quality Management, and Swedish Quality Award) recipients have shown outstanding performance excellence strategies that result in delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability (Bonk, 2011; Prybutok *et al.*, 2011). However, much of the evaluation of TQM is related to the high failure rate when organizations are trying to implement TQM (Kessler, 2013). One of the main concerns is that organizations have little attention to human resource management. Total quality is a holistic concept, and its tranche entails the motivation of all members of an organization to strive for customer satisfaction. Alfalla-Luque *et al.* (2012) confirmed that HRM can underpin human relationships and group consciousness, raise employee competence, and achieve culture change. Therefore, it acts as the catalyst for the implementation of TQM (Heras *et al.*, 2009). HRM and TQM are strategically and tactically important for gaining competitive advantage through diverse factors.

4.1. Recruitment and Selection process

Recruitment is a stage that attracts candidates who have interest in working for the organization (Rashmi, 2010). It can also be defined as any practice or activity carried on by organization with the primary purpose of identifying and attracting potential employees (Noe *et al.*, 2008). Selection is the process of decreasing the quantity of unsuitable applications and pick out most relevant qualifications. Recruitment and selection process is the first step in the implementation of TQM in an organization. It is the process that provides a series of stages which are collectively denoted to as the recruitment process life cycle. The resourcing cycle begins with the identification of a vacancy and ends when the successful candidate performs the job to an acceptable standard (French and Rumbles, 2013). Moreover, resourcing cycle guarantees that organization attracts the highly potential talent and hallmarks the employment relationship deal with organizational socialization mechanism to new employee. It was stated that the recruited and selected employee should be smart, calm but decisive, assertive, and with an ability to communicate precisely and professionally. Other personal skills should include being a team player, having a service attitude, and possessing a mature personality (Hertig *et al.*, 2015).

For sourcing candidates can include many different channels and practices. Formal recruitment methods include newspaper classified advertisements, network bulletins, posters and human resource banks, while informal methods include personal connections and introductions through teachers and other staffs (Chen and Cheng, 2012). During the process, organizations require various documents from the

candidate such as application form, curriculum vitae, cover letter, evidence of the qualifications and experience. In some cases, companies use to send special questionnaires or require references from previous employers. Some job positions require a criminal record, medical certificate, different tests or other documents. Each company will decide which documents will be required (Kachanakova *et al.*, 2013). Visa *et al.* (2015) argued that the whole process is a demanding task and expensive particularly when there are huge numbers of skilled and talented entrants. For instance, recruitment cost for highly skilled migrants to the Netherlands are 35.000 Euros which means that companies have to invest a lot in these people (Doornenbal *et al.*, 2012). But once the applicants has been selected it could turn the vision and mission of the organization into reality (Omisore and Okofu, 2014), especially for managing the twenty-first century global workplace.

4.2. Teamwork and Employee Empowerment

In today's volatile environment, various organizational activities become complicated due to advancement of technology, globalization and intricacy of work. Managing an organization is required to restructure their working units in order to streamline information flow and optimize interaction relationships. Thus, teamwork becomes a major element for any organization. The popular belief that 'two heads are better than one' really reflecting the essential of trueness. It guided numerous disciplines interested in human collective decision-making (Bang *et al.*, 2014). In confectionery industries, for instance, the factory's customers are the managers and production workers. This idea boosts each members of the organization to remain focused on quality of products and completely aware of the organizational objectives. Teams is a groups of people that can create and imagine new ideas individually and collectively in order to solve a given problems (Gould, 2013) especially in processes and operations. Working in teams also allows individuals from different areas to influence management decisions, practice their collaborative skills, and contribute to the development of organizational performance. Evidence of the effectiveness of employee involvement in a team has been documented in several research studies. For instance, Sharif and Nahas (2013) investigates the effectiveness of teams within fast-growing private educational organization in the UAE. The results found that the characteristics and elements of teams are effective. Kennedy and Nilson (2008) confirmed that 81% of Fortune 500 companies are building at least partially team-based organizations, and at least 77% use temporary project teams to perform core work. More recently, Mbah and Ifeyinwa (2014) examine the influence of teamwork on employees' performance in selected firms in Anambra state, Nigeria. They found that majority of findings showed that there is a positive and strong relationship between teamwork and employee performance.

Study indicates that teamwork can be measure using different factors such as esprit de corps, team trust, and recognition and rewards (Manzoor, *et al.*, 2011). First, esprit de corps is an administrative principle used to express a sense of unity with common interest and purpose to accomplish the objectives. In principles of management, it emphasized that organizations are responsible for building confidence in the workplace and in the area of communication. It is also clear that sharing of knowledge for the effectiveness of the team is a clever tactic, but dividing the team is a critical milestone of failure for the organization. For a serious error, procedures like 'after-action review' should be conducted immediately because the value of reviews for the business is to learn, to replicate processes done flawlessly, and not to repeat mistakes (Campbell, 2014). Second, trust is a foundation of successful teamwork. Trust is viewed as something unmeasurable and vulnerable, an idea that is nice to have, but too difficult to capture in standard measurements even in today's evolution of technology. Trust is an expensive and important element of team functioning, particularly in the risky environment of leadership. Considerable theoretical and empirical work has identified that leadership is one of the most notable determinants of trust (Boies *et al.*, 2015; Wortel, 2014; Chan and Mak, 2014) and an enabler of team trust (Lee *et al.*, 2010). Moreover, team trust implies a climate in which team members feel safe to share ideas, opinions and reflections of problems encountered during task execution more openly, and act on the basis of the information provided by members in a team (Rusman *et al.*, 2010). The last factor of teamwork that has been widely considered is recognition and rewards. Several examinations about the Herzberg's motivation-hygiene theory supported that motivating tools such as remuneration is not the only thing that can motivate employees, but a sense of authentic appreciation and recognition for the task that is performed well (White, 2014).

Employee has a need to be commended and recognized, and the more often they get it, the better. A recent survey conducted by the Chicago Tribune of over 30,000 individuals found that the number one reason cited by employees who enjoy their work was: “I feel genuinely appreciated at this company” (Huppke, 2013). Being recognized for doing a good job makes individuals more loyal to the teams.

4.3. Training and Development

Training and development have been acknowledged as pivotal to the implementation of TQM. One of Deming’s 14 principles of management paraphrased that employees must be well-trained and committed in quality improvement processes. Organizations that truly implement TQM invest completely in training for employees at different levels in order to be highly productive, thus leading to improved organizational service delivery (Mpofu and Hlatywayo, 2015). For instance, Baldrige Award winners place a great deal of emphasis on training and support it with appropriate provision of resources. Motorola allocates 2.5% of payroll costs or \$120 million annually to training 40% of which goes to quality training (Zakuan *et al.*, 2012). On average in 2013, businesses across the United States spent \$150 billion in employee training which lead the way, with an average of \$1,847 spent each year per employee (Gorman, 2014). And because of the right team in place failed results that cost in billions of dollars annually can be halted. Training and development denotes as a tool used to give an employee the knowledge, job-related competencies, interpersonal skills, attitudes and social behaviors (Noe, 2013) for doing a particular job. When organizations offer structural incentives in the form of professional development opportunities, employees become active and competent to utilize their efforts for the benefit of organization. Understanding of the employee training linked motivation and enhance the training efficacy, job satisfaction and organizational objectives (Salas and Lacerenza, 2013). Quality of TQM training is not a one-time effort but should be conducted in a proper method on a regular basis.

Given the increasing complexity of the tasks and skills needed in modern society, developing effective training strategies is of tremendous practical importance, i.e., training that improves performance of both trained and untrained tasks would be highly efficient (Lee *et al.*, 2012; Barzegar and Farjad, 2011). Several organizations instituted extensive and comprehensive training programs in order to meet their expectations. However, various studies revealed that managers often have difficulty in creating such programs. The reasons for the difficulty may be due to insufficient planning; ineffective involvement with key stakeholders; a lack of technical and networking skills; unclear monitoring and review; and failure to integrate the requirements needed to deliver success (Kilkelly, 2011). Hence, educators and instructional designers alike used diverse training programs such as ‘ADDIE’ model. This model stands for analysis, design, development, implementation, and evaluation. It used as a guide for examining, creating, and implementing training and development programs. Mayfield (2011) stated that this model is more a development process umbrella than specific steps for creating a training program. ADDIE is an iterative process, where each phase can suggest improvements in earlier phase or aim of approaching a desired goal. According to Kramar and Syed (2012) effective training programs must be planned systematically and objectively. Training effectiveness can also be ascertained in the special reference to the characteristics of trainers. These characteristics namely, comfort level with the subject matter and rapport with trainees. Ghosh *et al.* (2012) added that effective training programs should be designed keeping in mind the knowledge level of trainers and their interpersonal skills and also adopt some measurements for better learning experience of the trainees.

4.4. Performance Appraisals

Constant quality improvement of employees in their works provides an incessant distribution of high quality products and services to customers. One of the performance management processes that could be of huge support is an effective performance appraisal because it involves different measurements throughout the organizations (Daoanis, 2012). Performance appraisal refers to the methods and processes based on two-way communication between employees and employers. Appraisal comprises the steps of observing and evaluating the level of employees’ performance and ideally providing them with a feedback (Van Dijk and Schodl, 2015). This process can be used for both developmental and administrative purposes in the implementation of TQM. Organizations usually have annual performance reviews with the immediate

manager to discuss and review the comments on employee's performance. It is also a way of promoting team work, reducing grievances, identifying employees' strengths and weaknesses and their training needs (Agyen-Gyasi and Boateng, 2015), and most of all it provides a source for increments and promotions. For instance, more than 1,050 performance management leaders representing 53 countries participated in Mercer's 2013 Global Performance Management survey. As evidenced by the high rate of participation, it was discovered that 94% of the organizations conducted year-end review discussions, 89% performance ratings, 86% evaluate competencies/behaviors, 82% employee assessment, and link individual ratings and compensation decisions with 89% (Mercer survey, 2013). Performance management systems need not to be formal in order to be effective, the most important concern is the design of systems that aligned with the vision and mission towards the fulfillment of its total quality performance. The objective of performance management systems is to motivate and empower employees for organizational success; and enhancing job satisfaction and organizational commitment, which will reduce employee turnover. The disagreement on weather performance appraisal has a direct or mediated effect on job performance should be dispel with a renewed drive towards role clarify, effective communication, motivational incentive and work environment (Moyano and Lengler, 2013).

In a present setting, organizations are adopting appraisal systems for TQM which included rating scale, behaviorally anchored rating (BARS), programme planning and budgeting (PPB), zero-based budgeting (ZBB), performance evaluation (PE) and 360-degree feedback or management by objectives (MBO). These approaches were really a part of the culture in big American corporations and other businesses, and not just in the US. But several organizations used MBO programs in TQM practices because it is more-objective and included in human resource management cycle. Researchers also found that MBO has a positive impact to the reward for the employees and increases productivity (Huang *et al.*, 2011). Its objectives are required in the workplace as a whole where performance and results straightly affect the determination and success of the business. The term "Management by Objectives" was introduced and popularized by Peter Drucker in 1996. As a management approach, it has been further developed by several management theoreticians, among them Douglas McGregor, John Humble and George Odiorne. Essentially, MBO is a process that involves teamwork and staff in order to set concrete, objective goals for the employee's performance (Ofojebe and Olibie, 2014). Literature indicates that objectives without defined paths for its achievements can only be a list of wishes. For instance, one organization as an objective for the year 2011 can have increasing of its profit margin from 12 percent in 2010 to 15 percent in 2011 (Krale, 2011). This is very clear as an objective but the organization needs to incorporate MBO program in business's overall TQM system of planning and goal setting. It must be specific, measurable, achievable, and realistic and the plan must within the time-determined.

4.5. Compensation

In business, compensation is one of the key elements of human resource management (HRM) practices that employer use to administer their employees and, in addition to being the particular utmost operating cost for them. For employee, it is typically the most obvious key issues to consider when negotiating an employment agreement. A brevity and clarity of drafted employment agreement can describe graphically or systematically the obligations and expectations of the organization and the employee in a way to abate future differences. There is a significant body of research that compensation systems are regarded as one of the best incentives to motivate employee and it can be harnessed to improve safety, quality, creativity, innovation and a myriad other outcomes critical in a successful workplace (Johnson *et al.*, 2015; Gupta and Shaw, 2014). Some indicates that compensation system is a mechanism in categorizing employee's behaviors in order to develop their present positions and arrange for prospect opportunities. Moreover, scholars and practitioners believed that organizations with a more engaged workforce outperform their peers on a number of organizational performances (Sorenson, 2013; Patnik and Padhi, 2012). For instance, the Gallup study found that organizations with engaged employees outperform their competition by 147 percent in earnings per share and enjoy a 90 percent better growth trend (Crowley, 2013).

Despite a surfeit of vociferous opinions above, the impacts of modification in compensation systems may be resulted in a mixture of benefits and consequences. Research indicates when compensation changes are made in a manner deemed unfair, the affective response is linked with turnover (Dustin and Belasen, 2013; Johnson, 2012). According to Rasch and Szytko (2013), employees need to feel the hard work they put into their job matches what they get back from it and pay is an important component of this evaluation. It is known that pay is important to employees. For instance, Wiley (2011) reported 25 percent of employees say fair compensation is the single most important thing they want from their organization. The importance of pay fairness to employees can also be observed by its relationship to a number of important work and life outcomes, including employee engagement, turnover intentions, work stress, psychological and physical health, and life satisfaction. Undoubtedly, employees should be managed properly and motivated by offering the best remuneration and compensation as per the business criterions. It will also serve the need for attracting and retaining the best employees. Moreover, when employees are motivated their job satisfaction level will be translated to improved customer service and task completion, which will benefit the organization through profitability, market share, quality and overall competitiveness (Kabir and Parvin, 2011).

5. Proposed conceptual model

The assessment from theoretical and empirical literatures specifies that the above concerns have been extensively studied. Though, various organizations and institutions had completely implemented it while others only adopt a portion of this theory, and yet has organization does not totally implement HRM practices in pursuit of TQM effectiveness. The current literatures had recommended that the frameworks of HRM practices and its implementation to TQM on various sectors. Hence, the recruitment and selection process, teamwork and employee empowerment, training and development, performance appraisal and compensation appears to be an indicator for organization to apply a designed approach system and methods and it provides impact on the organization performance. This based on the review from previous studies; the research presents a proposed conceptual model to study the right mix of HRM practices to TQM effectiveness. The model is shown in figure 2.

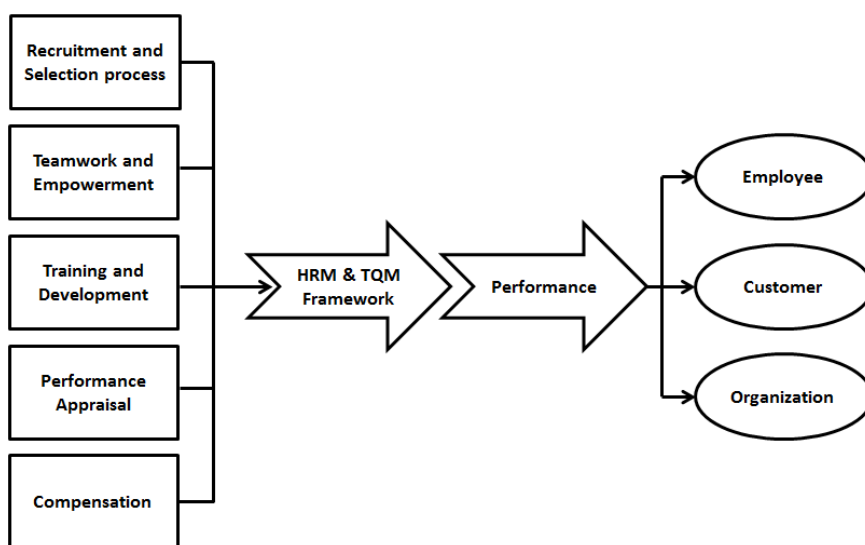


Figure 2. Proposed Conceptual Model

6. Conclusions

The success of organizations depends on their management practices on how to plan, organize, lead, control, and react to the effective approach. Although there are more practices that researchers conducted in various organizations, but it is obvious that they are trying to refine the quality of management for the effectiveness of organizations. For instance, they trying to develop and integrate a series of policies and procedures through highly qualified employees. Moreover, they trying to provide a system of

organizational governance in which authority and decision-making are distributed throughout a 'holarchy' of self-organizing teams rather than being vested in a management hierarchy. This study reveals that practices will carried out an excellent impact to the implementation of TQM and creates value in improving the economic environment. In conclusion, the proposed conceptual model represents the critical factors of human resource management in shaping the strategic direction of total quality management effectiveness. It also concludes that approaches impacts on employee performance that result in providing world-class quality and in contributing to organizational sustainability. Based on this paper, it is recommended that organization should focus on maximizing the efficiency and effectiveness to improve the system in process. Certain philosophy and techniques as well as practices should combine in order to help decrease cost and lead time. TQM principles should be ingrained in employees' mind and run in every unit of an organization.

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