INVESTIGATING THE RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT (TQM) AND HUMAN RESOURCES MANAGEMENT (HRM) IN LEBANESE COMPANIES

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Increasing customer satisfaction, efficiency, and market competitiveness are possible outcomes of Total Quality Management. On the other hand, TQM is an organized way to ensure that an organization's internal processes are continually improved. As a result of TQM, the quality of services and products may be improved while decreasing operational costs by enhancing human resources, processes, and equipment.

A quantitative methodology was employed to collect data. The sample size currently comprises 5% of the total workforce contacted to gather data. Researchers selected 120 participants using a cluster sample. The questionnaire had been coded using the Likert Scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree). The SPSS software has been utilized to analyze the data collected, and the results will be viewed in terms of regression analysis.

The research findings showed that total quality management directly affects the performance of employees in the organizations. Training and development programs are interconnected as if the workers are motivated by workplace programs that help enhance their performance and strengthen their professions.

Compensation benefits and performance appraisals are two key elements that encourage staff to increase productivity. If the employee is satisfied, they will be kept at work and encouraged to pursue training and development programs, improving organizational performance and reducing turnover.

Keywords: recruitment & selection; teamwork & empowerment; training & development; performance appraisals; incentives & compensation

Introduction

The principle of providing consumers with high-quality goods and services is furthered through TQM. As a result, human resources and production processes have played a crucial role during the last half-century in transforming skilled human resources and professionals.
INVESTIGATING THE RELATIONSHIP BETWEEN

According to (Kuswati, 2020) who have studied the many phases of human civilization, a man's place in society has changed. The appropriate people with the right talents, at the right time and in the right location are thus essential for accomplishing quality objectives. This is at the heart of effective human resource management.

Human resource management approaches that enable TQM to be applied will be examined in this study to establish the quality direction. The findings of this study are critical to our growing knowledge of the connection between HRM and TQM. A literature review of HRM-TQM practices and implementation strategies is the first step in the project. The study's emphasis on the link between TQM, HRM, and performance also demonstrates the relevance of organizational employees in gaining a competitive advantage according to (Petiho Numbu & Bose, 2019)

**Literature Review**

**Human Resource Management**

A greater emphasis has been placed on human resources (HR) due to economic ups and downs during the last decade. When times are tough, the focus of HR departments shifts from finding and retaining top-tier employees to finding ways to decrease costs and increase productivity (Riyanto et al., 2021).

Human resource management (HRM) is a distinct approach to personnel management that focuses on cultivating a highly motivated and competent workforce via cultural, structural, and individual strategies. HRM may be described as the process of acquiring, developing, creating, and keeping human relationships inside a company to achieve the business's basic objective (Nilasari et al., 2021).

Human resources management (HRM) is more than simply a support function for a corporation; it is also responsible for aiding in achieving corporate objectives. To help the business expand and become more productive, it aims to align HRM processes and practices with employee motivation and satisfaction.

As defined by (Kuranchie-Mensah & Amponsah-Tawiah, 2016), HRM (Human Resource Management) is the process of organizing, directing, monitoring, evaluating (including performance evaluations), and compensating human resources to create and develop human and industrial relations that will shape HRM policies and practices in the future.

To preserve competitive advantage, HRM systems may help organizations build and enhance their skills and contribute to sustainable advantages via organizational learning and innovation. Strategic HRM encompasses all of a company's HR policies and practices and the influence they have on its overall success. To build a good HRM system, the company must create and implement effective human resource management strategies (Kuranchie-Mensah & Amponsah-Tawiah, 2016; Raza et al., 2015) defines HRM practices as the efforts undertaken by an organization to create a pool of human potential to guarantee that the resources are leveraged to achieve organizational objectives.

**Total Quality Management**

Total Quality Management combines management practices and technology that allow empowered employees to delight consumers while simultaneously increasing revenue and reducing costs. TQM is founded on the premise that everyone engaged in developing or
consuming an organization's goods or services is responsible for the quality of those things and processes. TQM focuses on the engagement of management, workers, suppliers, and even customers to meet or exceed customer expectations according to (Raza et al., 2015).

Overall, TQM is a company culture dedicated to ensuring ultimate customer satisfaction by continuously improving products and services. TQM seeks to accomplish this by integrating all departments and processes inside the business to this end. It varies greatly from nation to country and from industry to industry.

Employee satisfaction and quality awareness are boosted due to implementing TQM in the workplace. As a result, TQM has gained widespread acceptance as a management strategy that emphasizes quality with a more holistic view of employee interactions. Employees are held responsible for ensuring that their company's products and services meet or exceed their customers' expectations via TQM (Kuswati, 2020).

**Human Resource Management & Total Quality Management**

Organizational results may be enhanced when HRM and TQM work together successfully. It is expected that the firm would perform better if HR and quality policies are linked, such as defining and conveying the TQM vision, preparing the organization and people for TQM implementation, and increasing quality awareness among workers at all levels, functions and departments (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

A successful TQM program relies heavily on HRM. Human resource management (HRM) plays a significant part in executing the management system associated with complete quality in a business, notwithstanding the variances in nomenclature. Therefore, if a company is serious about total quality management, it must prioritize human resources management (Nabi et al., 2017).

TQM and HRM have gotten so much attention in the business world over the last several decades because they influenced both the person and the organization's performance. For this reason, a focus on comprehensive quality management and human resources is essential to increasing the organization's competitiveness.

Human resource management methods have been shown to have a favorable effect on the adoption of TQM. Implementing HRM practices may have a major impact on employee and customer satisfaction. Furthermore, TQM methods may have a favorable impact on a company's reputation and staff quality awareness (Muchtar, 2016; Siddiqui & Rida, 2019).

Quality management may significantly impacts how HRM runs, which can lead to adjustments and modifications in HRM procedures. As a result, HR activities may be used to guarantee successful TQM as part of integrating human resource strategy with TQM strategy. When it comes to human resources, TQM calls for a unique approach.

HR systems must be aligned with quality objectives if a business is to succeed. Communication, collaboration, empowerment, and quality commitment are bolstered by HR policies based on Total Quality Management (TQM). Using HRM as a foundation, individuals and groups may build stronger bonds, develop a shared sense of purpose, improve job performance, and effect a shift in organizational culture. As a result, it serves as an impetus for the adoption of TQM (Bao & Nizam, 2015).

Employees across all levels, roles and departments should be prepared for TQM implementation by establishing and disseminating TQM's vision. This should lead to an improvement in the company's productivity. The achievement of comprehensive quality depends on the effectiveness of the human resource management department. TQM and
INVESTIGATING THE RELATIONSHIP BETWEEN HRM have the same endgame: maximizing output, reducing costs, improving customer satisfaction, and fostering a positive work environment (Alase & Akinbo, 2021).

There is some empirical evidence to back up these claims. There are many benefits to TQM programs, such as making employees more involved in making decisions. An organization's chances of implementing quality management successfully are higher when there are motivators present than when hygiene factors are used.

**Conceptual model proposed**

TQM implementation and HRM practices have been advocated in the current literature. Thus, the recruiting and selection, collaboration and employee empowerment, training and development, performance evaluation, and remuneration processes seem to indicate that the business intends to implement a customized approach system and techniques to affect the organization's performance.

TQM's efficacy may be studied using a conceptual model described in this research (Fig. 1).

![Figure 1 - Research Model](proposed by the author)

**Recruitment and Selection**

The first step in implementing TQM in a business is recruitment and selection. The recruiting process life cycle is a sequence of steps that are generally referred to as the stages of the recruitment process. At the same time, the selection is weeding out applications that aren't a good fit and selecting just those with the most relevant credentials. Recruitment and selection are thus one of the most critical jobs undertaken by a firm, which may be expensive and time demanding, including advertising expenditures, interview charges, and employee time (Almawal et al., 2021).

Candidates interested in working for the company are attracted during the recruitment stage. Organizational practices and activities aimed at discovering and enticing new personnel may also be referred to as recruiting. An organization's hiring and selection
procedures should aim to find the finest candidates for each position and treat each one with respect and decency.

As a consequence, they are more satisfied with their jobs. Induction tools and a probationary period for the new employee may be developed with the help of TQM solutions during the selection process. As part of the recruiting and selection process, it is important to look for people who can work in teams and are adept at solving problems and those who are willing to share their ideas for improving procedures (Gomathi & Vishnumoorthy, 2020).

**Teamwork and Empowerment**

Even if there are interpersonal challenges, individuals will work together by using their abilities and offering constructive feedback, which is called teamwork. The company's approach to TQM relies heavily on the development of its employees and their involvement in improvement activities both individually and as part of a team. This is because collaboration improves job satisfaction and engagement while also fostering TQM. TQM relies heavily on teamwork. As a result, quality issues may be resolved more quickly, and individuals are less likely to be held responsible.

TQM entails taking on more responsibilities while earning the same salary as before. This is why all workers must participate in quality initiatives since they have the potential to increase the efficiency of the firm. Last but not least, the ability to work together as a team is essential to achieving long-term success. It encourages teamwork in solving quality issues, reduces the opportunity for individual blame, and encourages increased information exchange within the team. Found that collaboration was seen as the most important TQM practice, which correlates with job satisfaction.

**Training and Development**

Training and development provide employees with the information, job-related competencies, interpersonal skills, attitudes, and social behaviors they need to accomplish their jobs effectively. When firms give structural incentives in the form of professional development opportunities, employees become more engaged and capable of using their efforts to benefit the company. It is possible to improve the effectiveness of employee training while also increasing employee well-being and job satisfaction.

TQM training should not be seen as a one-time event but rather a continuous process that is followed regularly (Almawali et al., 2021).

TQM initiatives such as implementing new quality ideas, creating and using customer satisfaction systems, implementing statistical quality control, or altering the company's culture or departmental quality control rely heavily on educating employees.

TQM implementation necessitates the use of training and development. All staff should be taught quality improvement procedures, according to one of Deming's 14 principles. As a result, the human resources department must perform intensive staff training to understand how TQM standards are implemented.

People must be highly taught and dedicated to quality improvement methods, according to one of Deming's 14 management principles. As a result of using TQM, organizations put a great deal of effort into educating their personnel at all levels so that they may be more productive (Zamani et al., 2021).
Performance Appraisal and Reward System

The use of performance evaluation as a communication tool for managers to assess the quality of standards is widely acknowledged. Using quality standards, an organization's performance review aligns with Total Quality Management (TQM), identifies areas for growth and development, and gives insight into present issues.

For training and development purposes, performance evaluations in TQM-oriented firms are primarily employed in a formal annual evaluation done by the employee's supervisor.

Effective performance evaluation, which incorporates a variety of metrics from many businesses, is one performance management approach that may be quite beneficial. Two-way communication is at the heart of performance evaluation, so it's often referred to as such. Reviewing an employee's performance involves the phases of monitoring and analyzing the employee's performance level and then giving the individual feedback (Hazhar Omer Mohammed, 2019).

The use of formal performance evaluation methods helps to enhance overall quality. However, to improve TQM, firms need a unique assessment mechanism. According to a survey of firms with a strong focus on overall quality management, performance assessment is utilized mostly in training and development opportunities.

Incentives and Compensation

There must be a lot of focus on rewarding and praising high-performing personnel by the human resources management. TQM's incentive scheme rather than individual income emphasizes employee engagement, collaboration, and cooperation. This incentive scheme may be based on employee quality standards and may aim to achieve an improvement target. TQM mandates abolishing production-related salary structures in favor of a compensation model that emphasizes monetary and non-monetary incentives for employee growth and development (Robescu & Iancu, 2016).

Employees should, without a doubt, be managed and rewarded in line with business standards in the best way possible. It will also assist with the need to attract and retain the best and brightest employees. A higher level of employee satisfaction will lead to better customer service and task completion for the company, which will lead to increased profitability and market share as well as quality and competitiveness according to Ushakov & Shatila (2021).

In the literature on quality management, incentive systems have also been a contentious topic. Empowerment is more vital than compensation, according to (Alase & Akinbo, 2021). Moreover, the lack of incentives for collaboration and teamwork may lead to conflict inside an organization. However, the incentive system must be aligned with TQM.

Methodology

A quantitative methodology was employed to collect data. The sample size currently comprises 5% of the total workforce contacted to gather data. Researcher selected 120 participants using a cluster sample (64% of men and 36% of women; 22% were aged 18-25 yo, 45% - 26-35 yo, 21% - 36-45 yo, 12% - 46 years and above; 10% completed high school, 66% have a bachelor's degree, 22% have master's, and 2% have additional degree qualifications).
The questionnaire had been coded using the Likert Scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree).

The questionnaire focused on recruitment & selection, teamwork & empowerment, training & development, performance appraisals, incentives & compensation benefits.

The SPSS software has been utilized to analyze the data collected, and the results will be viewed in terms of regression analysis.

**Regression Analysis**

Table 1 - Regression Analysis  
(results of author’s survey)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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<tbody>
<tr>
<td>1</td>
<td>.594a</td>
<td>.352</td>
<td>.334</td>
<td>.767</td>
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</table>

*a. Predictors: (Constant), Recruitment & Selection, Teamwork & Empowerment, & Training & Development, Performance Appraisals, Incentives & Compensation, Performance*

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.099</td>
<td>.248</td>
<td>8.456</td>
</tr>
<tr>
<td></td>
<td>Performance Appraisals</td>
<td>.402</td>
<td>.056</td>
<td>.514</td>
</tr>
<tr>
<td></td>
<td>Teamwork &amp; Empowerment</td>
<td>.422</td>
<td>.064</td>
<td>.526</td>
</tr>
<tr>
<td></td>
<td>Training and Development</td>
<td>.439</td>
<td>.066</td>
<td>.347</td>
</tr>
<tr>
<td></td>
<td>Incentives &amp; Compensation</td>
<td>.412</td>
<td>.058</td>
<td>.149</td>
</tr>
<tr>
<td></td>
<td>Recruitment &amp; Selection</td>
<td>.426</td>
<td>.075</td>
<td>.330</td>
</tr>
</tbody>
</table>

*a. Dependent Variable: Achievement*

The regression analysis had been conducted to test the relationship between the variables and validate the research hypotheses based on a margin error of 5%. It can be noticed that Performance appraisals showed: Beta= 0.514, t (120) = 7.155.

Teamwork and empowerment have a margin error of (0.0291) and a T-Test of (6.593), Training and Development have a margin error of (0.014) and a T-Test of (7.316), Incentives and Compensation have a margin error of (0.014) and a T-Test of (7.103), and Recruitment & Selection have a margin error of (0.026) and a T-Test of (5.681). All of the above variables scored a significance level lower than 0.05.

This means that the alternative hypotheses are accepted, and the null hypotheses are rejected.

\[ Y = A + BX1 + BX2 + BX3 + BX4 + BX5 \]

Employees productivity = 0.000 + 0.514 performance appraisal + 0.526 teamwork + 0.347 training & development + 0.149 incentives and compensations + 0.330 recruitment and selection

Thus, the following can be concluded:
- For every one-unit increase in performance appraisals, the employees' productivity increases by 51.4 units.
- For every one-unit increase in teamwork, the employees' productivity tends to increase by 52.6 units.
- For every one-unit increase in training & development, the employees' productivity tends to increase by 34.7 units.
- For every one-unit increase in incentives and compensation, the employees' productivity increases by 14.9 units.
- For every one-unit increase in recruitment and selection, the employees' productivity tends to increase by 33 units.

Findings

The research findings showed that total quality management directly affects the performance of employees in the organizations. Training and development programs are interconnected as if the workers are motivated by workplace programs that help enhance their performance and strengthen their professions.

On the other hand, the research results showed an important relationship between teamwork and efficiency; the higher the efficiency, the more teamwork will be practiced in the workplace.

Compensation benefits and performance appraisals are two key elements that encourage staff to increase productivity. If the employee is satisfied, they will be kept at work and encouraged to pursue training and development programs, improving organizational performance and reducing turnover.

As organizations develop to adaptability, quickness and continuous advancements, it ensures a good connection to improved performance with people and not for individuals.

Wage packages usually play a major role in increasing the employees' performance in the organization. Study findings show that the more incentives the workforce is paid, the higher the workforce's production, and therefore the better its competitiveness.

However, the findings show whether what motivates Person X does not inspire Person Y, implying that some employees are financially motivated while others are non-financially rewarded.

Recommendations and Further Contributions

It is an undoubted truth that many companies have recently realized that training and development programs play an important role in increasing the efficiency, abilities and productivity of the organization's personnel.

Recruitment and Selection Objectives should be SMART and unambiguous

Targets should be SMART and clear and should be unique and meet the company's requirements, and they should be measurable, achievable, realistic, and timely.

Targets should also contain performance goals standards of measurements and should be seen as individually achievable.

A foundation should also be given for motivating through inherent and external incentives, which lead to commitment and better performance.
**Teamwork and Empowerment**

Team trust is one of the most critical qualities for a team to function well at work. As a result, team members will be able to openly express their thoughts and ideas without fear of retaliation or criticism. As a result, a leader's primary responsibility is to inspire their team members to go the extra mile at work; it takes time to create trust in the workplace since followers believe in deeds rather than words.

One of the most successful motivating individuals and groups at work is to lead by example. A leader should not ask his subordinates to do a duty he would not perform himself in the workplace. In other words, if a leader wants his people to remain up late and work, he should make it happen. Because of this, the leader should demonstrate to his staff that he is equal to them in the workplace, which will lead to increased employee trust and productivity.

Everyone in the company must be treated equally. The expectations of each team should be done and respected by all members, and team regulations should be established. With the help of their team members, some bosses in the workplace write rules together to ensure that everyone adheres to the same set of standards.

Clearly defined roles and duties must be established to avoid unpleasant workplace shocks and difficulties. A reduction in working stress and routine will result from this.

**Training and Development**

A more professional approach to identifying training needs should be taken with the help of the line manager and HR employees. All parties involved must agree on exactly what the trainees’ need, such as the skills and attitudes necessary for them to succeed in the workplace.

Departmental, sectional, and team goals and objectives should be components of any strategic planning process. The company should see learning, training, and development as an ongoing activity essential to the organization's success and progress.

**Performance Appraisals and Reward Systems**

An annual performance assessment information system used to evaluate workers' performance should offer employees with particular information about their performance issues and methods of improving their performance. This evaluation should clarify and identify the disparities in performance and create action plans to enhance employee performance via training programs and development programs.

Corporate career planning includes matching the professional goals with the organization's possibilities. A career path is the sequence of the particular employment possibilities involved. The Authority and the workers must take on the same part of their duty to succeed in career management. Workers must define their ambitions and skills and realize, via counselling, what training and development their employees need for their specific professional knowledge and training.

Development and planning of succession are very important. Each employee should be accessible for career advancement plans and training and development forecasts.

**Compensation and Reward Systems**

The deployment of a reward system boosts employee productivity. As it focuses on all aspects of long-term success, concrete value, and positive interpersonal relationships, it aims
to attract and retain the best talent, cultivate a strong management-employee partnership, and alleviate workplace tensions.

All employees, at all levels, should have access to a pay system that meets their needs both intrinsically and extrinsically to maintain the integrity of the firm as a whole while also increasing productivity. Understanding and managing incentives and compensation in an agreed framework, defined goals, standards and competency requirements may lead to improved results for both individuals and organizations.

**Conclusion**

TQM is based on the idea that everyone involved in developing or consuming an organization's products or services has responsibility for the quality of those items and processes. To put it another way, TQM uses the participation of management, employees, suppliers, and even consumers.

HRM and TQM, both of which are relatively new approaches, have sparked a lot of attention among practitioners. According to the findings, adopting and enabling TQM necessitates a matching HR strategy, which would comprise HRM.

It is apparent that senior management and all workers must support TQM adoption in a business and that this support has been maintained and enabled by HRM practices. Before committing their resources to HRM implementation, organizations must identify essential HRM practices to their company and emphasize these practices.

**References:**


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