

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2020; 2(1): 32-37
Received: 14-01-2020
Accepted: 16-02-2020

Manjurul Hossain Reza
PhD Research Fellow
Center for Postgraduate
Studies, Limkokwing
University of Creative
Technology, 1/1, Innovasi,
Jalan Teknokrat, Cyberjaya,
Malaysia

Relationship between human resource management and total quality management

Manjurul Hossain Reza

Abstract

Total Quality Management (TQM) has been described as a way of life for an organization committed to customer satisfaction through continuous improvement. Human resources play a key role in the implementation process of total quality management. Though Total Quality Management deals with the technical and operational, also logistical aspects, Human Resources Management (HRM) play a key role in the effective adoption of TQM philosophy. However, there has been less research and little empirical evidence, even though both are recognized as strategic issues in the pursuit of business development. The advantages of TQM practices are creating improved quality, efficiency, increasing customer satisfaction and HRM plays a great role to facilitate the practices of TQM. Based on some literature review and comprehensive argument of some researchers, this paper showed the relationship between the TQM and HRM.

Keywords: TQM; HRM; relationship

Introduction

Nowadays Total Quality Management (TQM) is a necessary and preferred approach for improving quality and productivity in most of the organizations. The role of TQM is improving business performance by improving quality for the long period and the improvement is continuous process in management (AlAI-Damen, 2017) [4].

Total Quality Management introducers like Deming, Juran, Crosby, and others persons has given a lot of importance on the human aspect of quality management and established that the human side of quality management is important in the TQM philosophy. Human resources holds the key to continuous quality improvement. Subsequently, the HRM department can potentially play a perilous role in an organization's TQM effort (Bowen, D.; Lawler III, 1992) [12]. Human resource management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labors, and solving problems that arise (Patro, 2013) [34].

Human resource management activities should be cautiously planned to shape employees' quality-oriented attitudes because quality depends on employee of any organization and employees are the key driven source of any organization (Carlos Bou & Beltrán, 2005) [14]. All staffs of organization should work together to produce high quality products and services in order to meet customers' demands. Leadership, reward and recognition have a direct and indirect influence on the productivity of human resources. Communication, training and education, and measurement have an indirect influence on human resources productivity (Siregar, 2017) [44]. TQM and HRM practices are the prerequisite for the continuous development of manufacturing industry to cope up with the current competitive market and globalization (Mustafa & Khawka, 2016; Reza, 2018) [32, 39]. This study focused to show the relationship between Total Quality Management and Human Resource

2. Total Quality Management (TQM)

According to J.M. Juran Total Quality Management is the set of management process and systems that create delighted customers through empowered employees, leading to higher revenue and lower cost (Best & Motivator, 2011) [9]. Total quality management is the culture of an organization, committed to total customer satisfaction through continuous improvement and It varies both from one country to another and between different industries (Lammermeyr, 1991).

Corresponding Author:
Manjurul Hossain Reza
PhD Research Fellow
Center for Postgraduate
Studies, Limkokwing
University of Creative
Technology, 1/1, Innovasi,
Jalan Teknokrat, Cyberjaya,
Malaysia

Total Quality Management began in the mid-1980s, several gurus like Deming, Juran and Ishikawa have made much contribution to the development of TQM. Besides, many researchers and experts on quality management have been eager to study the essentials of TQM (C.-C. Yang, 2004)^[53]. The main goal of the TQM is customer satisfaction that integrate the all functions and process in organization in order to achieve continuous improvement of goods and services (Best & Motivator, 2011)^[9]. The American Society for Quality looks to TQM as a management approach to long-term success through customer satisfaction (AIAI-Damen, 2017; Reza, 2019)^[4, 40].

TQM defined as

T-Total means everyone in the organization is revolved in creating and maintaining the quality of the services and product offered.

Q-Quality is the Organization through individual and collection focuses on meeting customer needs recognizing that customer perception identifies quality. It is the customer satisfaction through product or by services.

M-Management is the system; the emphasis lies on continuously improving this system in order to achieve the best results.

TQM practices have a positive impact on improving the organizational performance. The use of TQM has been utilized in many business settings and TQM can improve the customer's growth, profit, and value for stakeholders (Aldaweesh, Al-Karaghoul, & Gallea, 2012; Gorst, Kanji, & Wallace, 1998)^[22]. TQM have key elements and themes which need to be consider in order improving the quality, which are Leadership, Continuous improvement, Employee participation and empowerment and information management (Venkatraman, 2007)^[47]. According to (Patro, 2013)^[34] total quality management and Human resource management have been identified as a "new" approaches which attracted a great deal of practitioners' interest. The following principles are defined by many researchers as TQM practices (AIAI-Damen, 2017^[4]; Ayodeji Emmanuel Oke & Raphiri, 2015^[8]; Bowen, D.; Lawler III, 1992^[12]; Izvercian, Radu, Ivascu, & Ardelean, 2014^[22]; Jiménez-Jiménez & Martínez-Costa, 2009^[26]; Karia & Hasmi Abu Hassan Asaari, 2006^[27]; Patro, 2013^[34]; Salajegheh, Pourrashidi, & Yazdani, 2013^[42]; C. Yang, 2006)^[55]

The TQM practices are

- Training
- Teamwork
- Continuous improvement
- Quality control circle (QCC)
- Empowerment
- Quality audit
- Customer satisfaction
- Process re-engineering
- Customer management system
- Quality improvement program
- Statistical quality control (SQC)
- Quality goal setting and measuring

People are the key to quality. If their actions, and reactions become quality related, then expensive failures and the accumulation of hidden costs may be reduced to an

acceptable minimum or even prevented altogether (Lammermeyr, 1991). Quality Management gurus like Deming, Juran, Crosby, and others have placed heavy emphasis on the human aspect of quality management and ascertained that the human side of quality management as important as the other facets of the TQM philosophy (Carlos Bou & Beltrán, 2005; Youssef *et al.*, 2014)^[14, 56]. TQM is an encircling the approaches of management which are to satisfy customer needs and earned customer satisfaction through HR strategies of employee empowerment and performance measurement (Palo & Padhi, 2005; Patro, 2013; Reza, 2018)^[33, 34, 39].

3. Human Resource Management (HRM)

According to Edwin B. Flippo, "Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished" (Cardy & Dobbins, 1996)^[13]. Human Resource Management, as a set of different but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining a firm's human resources." Traditionally, Human Resource Management system has gained more attention from service organizations than from manufacturing organizations (S. Ahmad & Schroeder, 2003)^[2]. According to Pulapa Subba Rao, Human Resource Management (HRM) is a managing (planning, organizing, directing & controlling) the functions of employing, developing, compensating the utilizing human resources, resulting in the creation and development of human and industrial relations which would shape the future policies and practices of Human Resource Management, with a view to contribute proportionately to the organizational, individual and social goals (Chang, Chiu, & Chen, 2010)^[15].

HR practices, which consist of the HRM activities involved in managing and developing people and in managing the employment relationship (S. Armstrong, 2014^[3]; Gunasekaran, 1999)^[23]. Human Resource Management activities should be carefully designed to shape employees' quality-oriented attitudes. Numerous authors in the field of TQM have recommended human resource practices that theoretically best shape a quality culture (Bowen, D.; Lawler III, 1992; Carlos Bou & Beltrán, 2005)^[12, 14]. The following HRM practices are defined by many researchers (Birdi, Robinson, Wall, & Wood, 2008^[48]; Jiménez-Jiménez & Martínez-Costa, 2009^[26]; Kazi Nazmul Huda, Rezaul Karim, 2007; Patro, 2013^[34]; Rosenzweig & Nohria, 1994^[41]; Wall & Wood, 2005)^[49].

The HRM practices are

- Recruitment and selection
- Job design
- Training and development
- Teamwork
- Leadership
- Performance appraisal
- Compensation
- Empowerment
- Motivating employee
- Employee relations
- Employee security & health

4. Relationship between TQM and HRM

There is an increasing care and interest in theory and in

practice concerning relationship between HRM and TQM, as well as the business strategy for achieving them both and major TQM elements are embodied in the relationship between these two approaches and business performances (Gunasekaran, 1999; Yusuf, Gunasekaran, & Dan, 2007)^[23]. The importance of integrating HR strategy with TQM strategy for achieving greater benefits from TQM and quality management can use human resource activities to ensure effective TQM (Carlos Bou & Beltrán, 2005)^[14]. HRM is an important enabler of TQM implementation, and quality management can result in a change in the how HRM functions operate, it can lead to a modification and changes of the HRM practices (Madanat & Khasawneh, 2017; Reza, 2019)^[31, 40]. TQM program cuts across the organization and brings with it dramatic changes from traditional management practices and TQM environment requires that HRM approach the issues of managing people from the perspective of adding value to the customer (Cardy & Dobbins, 1996)^[13].

Several academics and practitioners have asserted that TQM has two types of dimensions; one is technical in nature and another one is intangible nature (Jiménez-Jiménez & Martínez-Costa, 2009; C. Yang, 2006)^[26, 55]. Example of technical elements of TQM may include statistical process control (SPC), quality control circle (QCC), and Ishikawa problem solving tools etc. On the other hand, intangible elements are leadership, training, organizational skill and culture, executive commitment, open organization, teamwork, employee involvement, and empowerment. These two categories are introduced the hard as technical and soft as immaterial matters (Jiménez-Jiménez & Martínez-Costa, 2009)^[26]. With assists of HRM fully implemented TQM brings benefits to organization in terms of quality, productivity, and employee development through improved teamwork, creativity, innovation, training, communication, trust, and decision making (Karia & Hasmi Abu Hassan Asaari, 2006)^[27].

In many industry TQM practices are engaged employees in participative system such as, leadership, training, customer management, continuous improvement procedure, change culture, team work, business process that empowers all employee to take responsibility for improving quality focuses on increasing the quality and quantity of goods within the organization (Goetsch & Davis, 2016; Hebban et al., 2017; Reza, 2018; C. Yang, 2003)^[21, 24, 39]. Various firms consider most in quality to be their first competitive strategy and aggressively devoted to the implementation of TQM and HR practices of training and education, recruiting and selection, teamwork, empowerment, leadership, employee security and health, health and employee relation create more influence in the implementation of total quality management (Jiménez-Jiménez & Martínez-Costa, 2009; Karia & Hasmi Abu Hassan Asaari, 2006; C. Yang, 2006)^[26, 27, 55].

4.1 Recruitment & Selection

A recruitment and selection process of an organization should focus on recruiting the best potential people at the right place and ensure that every employee is treated equally with dignity and respect (Patro, 2013)^[34]. Successful recruitment and selection of employees with the proper knowledge, skills, abilities, and attitudes compatible with a TQM philosophy can be a driving force supporting continued program effectiveness (Clinton, n.d.). Companies

should recruit employees with good qualifications and the requisite skills and hence facilitate the implementation of TQM (C. Yang, 2006)^[55]. Empirical research shows that effort made during the recruitment and selection processes, looking for employees with behavior oriented to TQM, influences the procurement of TQM results (Jiménez-Jiménez & Martínez-Costa, 2009; Patro, 2013)^[26, 34].

4.2 Training and Development

Training and development have been recognized as essential to the implementation of TQM. One of Deming's 14 points was that all employees must be trained in quality improvement techniques (Jiménez-Jiménez & Martínez-Costa, 2009)^[26]. TQM training is not a single effort, but should be conducted on a continuous basis (Simmons, Shadui, & Preston, 1995; C. Yang, 2006)^[43, 39]. Employee training is fundamental for many TQM programs such as the adoption of new quality concepts, the set-up and practices of customer satisfaction systems, the use of statistical quality control, or the change of culture or quality control circle (Bowen, D.; Lawler III, 1992; Carlos Bou & Beltrán, 2005)^[12, 14]. In the implementation of many TQM programs, such as the adoption of new quality concepts, the set-up and practice of customer satisfaction systems, the use of statistical quality control (SQC), a change in culture, and quality control circle (QCC); employee training is fundamental (C.-C. Yang, 2004; C. Yang, 2006)^[55]. HR Department has to undertake intensive training of personnel in understanding the application of TQM practices (Palo & Padhi, 2005; Patro, 2013)^[33, 34].

4.3 Incentives

The HR manager has to place much emphasis on giving incentives and recognizing the employees who perform well (Patro, 2013)^[34]. The incentive system is required in TQM and incentive should foster cooperation, employee involvement and teamwork, not emphasize individually oriented compensation (Jiménez-Jiménez & Martínez-Costa, 2009; C. Yang, 2006)^[26, 55]. This incentive system may be based in quality criteria among employees and may be oriented to an improvement target (Bowen, D.; Lawler III, 1992; Patro, 2013; Simmons et al., 1995)^[12, 34]. TQM requires doing away with output related pay systems and placing greater emphasis on personal development and training and compensation should include financial and non-financial incentives (Blackburn & Rosen, 1993)^[11].

4.4 Teamwork

Teamwork is necessary because it involves the collaboration between managers and non-managers, between functions, as well as with customers and suppliers (Bowen, D.; Lawler III, 1992)^[12]. Teamwork is central to TQM (Jiménez-Jiménez & Martínez-Costa, 2009; Adrian Wilkinson, 1998; C. Yang, 2006)^[26, 51, 55]. It facilitates to solve quality problems and places overall responsibility for quality with the team while reducing the potential for individual blame (A. Wilkinson, Marchington, & Ackers, 1989)^[50]. HR has to facilitate the culture of team work either in the form of quality circles, quality teams, task force and innovative employee involvement schemes for TQM activity. TQM emphasis on flexibility and teamwork may also require a move away from detailed fixed job descriptions (Patro, 2013)^[34].

4.5 Leadership

Leadership emerges as a major theme in the TQM implementation (Aldaweesh *et al.*, 2012; Patro, 2013) ^[34]. Leadership and Total Quality Management practices share the common objectives of improving organizational performance and enhancing the work experience of organizational members (Alharbi, Rushami Zien Yusoff, & author, 2012; Youssef *et al.*, 2014) ^[5, 56]. Leadership management is the most essential component for the effective implementation of the Total Quality Management and aggregate the other management with quality (Rehan *et al.*, 2016) ^[38]. In a TQM environment leaders provide a direction for the future by mutually developing with their workforce a vision statement of where they see the organization in future (Gatanas, Harry D., 1992) ^[19]. In total quality management leadership is the inspiration, by appropriate means, sufficient competence to influence a group of individuals to achieve the organizational goals (Darling, 1992; Patro, 2013) ^[34]. Quality management and leadership have common goals, such as employee satisfaction and improved performance (Loulas, 2014) ^[30].

4.6 Empowerment

TQM environment fosters employee empowerment. In fact, five of Deming's 14 points relate directly to the notion of involvement and empowerment (Jiménez-Jiménez & Martínez-Costa, 2009; M. A. Rahman, 2013; S. U. Rahman & Bullock, 2005) ^[13, 5, 26]. TQM should promote empowerment of front-line employees, giving them more responsibility and information to implementing and monitoring the instructions of top management (Douglas & Zimmerman, 1995) ^[18]. TQM means taking on greater responsibility, often for the same pay (Abu-Doleh, 2012) ^[1]. Organizational trust and empowerment have a strong relationship with the propensity of employees to remain within the organization (R. W. Armstrong & Boon Seng, 2000) ^[6]; Sit, Ooi, Lin, & Chong, 2009) ^[44].

4.7 Performance Appraisal

Performance appraisal is seen playing an important role as a tool to communicate to managers to measure the quality of standards (Patro, 2013) ^[34]. Based on quality criteria performance appraisal is compatible with TQM, includes improvement goals, and provides information and solutions to current problems (Wall & Wood, 2005; Adrian Wilkinson, 1998; Wood, 1999) ^[49, 51, 52]. In TQM oriented organizations performance appraisal is mainly used for training and developmental opportunities, considered by being a formal evaluation in every year and conducted by the employee's supervisor (Soltani, Van Der Meer, Gennard, & Williams, 2003).

5. Conclusion

Human Resource Management and Total Quality Management, jointly recognized as moderately new tactics, have attracted a great deal of practitioner attention. The literature review points out that Human Resource Management and Total Quality Management are becoming more interconnected. Throughout this paper here developed a theoretical framework as well as the proposed TQHRM model. The analysis of the literature review concludes that implement and facilitate of Total Quality Management would require a corresponding human resource strategy, which would include human resource management. From

the above literature, it is clear that to implement TQM in the organization it needs support from the top management and all staff members and this support has maintained and facilitated by Human Resource Management practices. Organizations must fix which HRM practices are crucial to their business, and should highlight these practices before they dedicate their exertions to the implementation of HRM. As it is expected that in future further investigation will have carried out between TQM and HRM for smoothness of the industry.

6. Reference

1. Abu-Doleh JD. Human resource management and total quality management linkage - rhetoric and reality: Evidence from an empirical study. *International Journal of Commerce and Management*. 2012; 22(3):219-234. <https://doi.org/10.1108/10569211211260300>
2. Ahmad MK. Mahathirs leadership communication : Exploring the Indians' political and non - governmental organisations experience. 2018; 34(2):205-222.
3. Ahmad S, Schroeder RG. The impact of human resource management practices on operational performance: Recognizing country and industry differences. *Journal of Operations Management*. 2003; 21(1):19-43. [https://doi.org/10.1016/S0272-6963\(02\)00056-6](https://doi.org/10.1016/S0272-6963(02)00056-6)
4. AlAI-Damen RA. The impact of Total Quality Management on organizational performance Case of Jordan Oil Petroleum Company. *International Journal of Business and Social Science*. 2017; 8(1):192-202.
5. Alharbi M, Rushami Zien Yusoff P, author C. Leadership Styles, and Their Relationship with Quality Management Practices in Public Hospitals in Saudi Arabia. *International Journal of Economics and Management Sciences*. 2012; 1(10):59-67. Retrieved from <http://www.managementjournals.org>
6. Armstrong RW, Boon Seng T. Corporate-customer satisfaction in the banking industry of Singapore. *International Journal of Bank Marketing*. 2000; 18(3):97-111. <https://doi.org/10.1108/02652320010339617>
7. Armstrong S. *Handbook of human resource management in government*. John Wiley & Sons, 2014. <https://doi.org/10.1177/030913258901300105>
8. Ayodeji Emmanuel Oke COA, Raphiri MM. Article Information : *European Journal of Marketing*. 2015; 24(5):41-49. <https://doi.org/10.1108/EL-01-2014-0022>
9. Best T, Motivator C. *Total quality* (3rd ed.). New York: Taylor & Francis, 2011. <https://doi.org/10.13140/RG.2.2.15304.72969>
10. Birdi K, Robinson A, Wall T, Wood S. The impact of Human Resource Management practices on company productivity: a longitudinal study. *Personnel Psychology*. 2008; 61:467-501. <https://doi.org/10.1111/j.1744-6570.2008.00136.x>
11. Blackburn R, Rosen B. Total quality and human resources management: lessons learned from Baldrige award-winning companies. *The Academy of Management Executive*. 1993; 7(3):49-67. Retrieved from <http://amp.aom.org/content/7/3/49.short>
12. Bowen D, Lawler III E. *Total Quality-Oriented Human Resource Management*. Design. 1992; 6(213):18.
13. Cardy RL, Dobbins GH. Human resource management in a total quality organizational environment: Shifting

- from a traditional to a TQHRM approach. *Journal of Quality Management*. 1996; 1:5-20. [https://doi.org/10.1016/S1084-8568\(96\)90003-6](https://doi.org/10.1016/S1084-8568(96)90003-6)
14. Carlos Bou J, Beltrán I. Total quality management, high-commitment human resource strategy and firm performance: An empirical study. *Total Quality Management and Business Excellence*. 2005; 16(1):71-86. <https://doi.org/10.1080/1478336042000309875>
 15. Chang CC, Chiu CM, Chen CA. The effect of TQM practices on employee satisfaction and loyalty in government. *Total Quality Management and Business Excellence*. 2010; 21(12):1299-1314. <https://doi.org/10.1080/14783363.2010.530796>
 16. Clinton ND, Implementing TQM. *Sam Advanced Management Journal*.
 17. Darling JR. Total Quality Management: The Key Role of Leadership Strategies. *Leadership & Organization Development Journal*. 1992; 13(4):3-7. <https://doi.org/10.1108/01437739210013388>
 18. Douglas D, Zimmerman M. Empowerment theory, research, and application. *American Journal of Community Psychology*. 1995; 23(5):569. <https://doi.org/10.1007/bf02506982>
 19. Gatanas Harry DRAB. Leadership and Total Quality Management. Gerard McElwee. (n.d.). MCELWEE.pdf, 1992.
 20. Goetsch DL, Davis SB. Quality Management for Organizational Excellence: Introduction to Total Quality. Pearson, 2016, 1-34. <https://doi.org/British Library Cataloguing- In Publication data>
 21. Gorst J, Kanji G, Wallace W. Providing customer satisfaction. *Total Quality Management*. 1998; 9(4-5):100-103. <https://doi.org/10.1080/0954412988659>
 22. Gunasekaran A. Enablers of total quality management implementation in manufacturing: A case study. *Total Quality Management*. 1999; 10(7):987-996. <https://doi.org/10.1080/0954412997172>
 23. Hebbar RR, Mathew AO, Imran M, Norasyikin S, Neyestani B, Goes MF, Arumugam VC. Total Quality Management and Its Applications. *American Journal of Industrial and Business Management*. 2017; 8(1):1005-19008. <https://doi.org/10.24327/IJRSR>
 24. Izvercian M, Radu A, Ivascu L, Ardelean BO. The Impact of Human Resources and Total Quality Management on the Enterprise. *Procedia - Social and Behavioral Sciences*. 2014; 124:27-33. <https://doi.org/10.1016/j.sbspro.2014.02.456>
 25. Jiménez-Jiménez D, Martínez-Costa M. The performance effect of HRM and TQM: A study in Spanish organizations. *International Journal of Operations and Production Management*. 2009; 29(12):1266-1289. <https://doi.org/10.1108/01443570911005992>
 26. Karia N, Hasmi Abu Hassan Asaari M. The effects of total quality management practices on employees' work-related attitudes. *The TQM Magazine*. 2006; 18(1):30-43. <https://doi.org/10.1108/09544780610637677>
 27. Kassicieh SK, Yourstone SA. Training, performance evaluation, rewards, and TQM implementation success. *Journal of Quality Management*. 1998; 3(1):25-38. [https://doi.org/10.1016/S1084-8568\(99\)80102-3](https://doi.org/10.1016/S1084-8568(99)80102-3)
 28. Kazi Nazmul Huda, Rezaul Karim FA. Practices of Human Resource Development Strategies in the RMG sector in Bangladesh. An empirical study.pdf. *Medwell Journals*, 2007.
 29. Loulas N. How leadership theory can contribute in quality improvement efforts, by influencing change, teamwork and goal management. Retrieved from, 2014. <http://www.diva-portal.org/smash/get/diva2:749218/FULLTEXT01.pdf>
 30. Madanat HG, Khasawneh AS. Impact of total quality management implementation on effectiveness of human resource management in the Jordanian banking sector from employees' perspective. *Academy of Strategic Management Journal*. 2017; 16(1):114-148.
 31. Mustafa Z, Khawka H. Detecting Total Quality Management Status and Teamwork Orientation in Al-Yarmouk Teaching Hospital. *American Journal of Industrial and Business Management*, 2016, 232-248.
 32. Palo S, Padhi N. How HR professionals drive TQM: A case study in an Indian organization. *TQM Magazine*. 2005; 17(5):467-485. <https://doi.org/10.1108/09544780510615960>
 33. Patro CS. The Role of Human Resource Management in Implementation of TQM. 2013; 2(6):2689-2695.
 34. Petrick JA. Total Quality in MANAGING By. (F. Vohel, Ed.). New York: Francis, Taylor, 1995.
 35. Rahman MA. Women's Empowerment: Concept and Beyond. *Global Journal of Human Social Science*, Retrieved from, 2013, 13(6). https://globaljournals.org/GJHSS_Volume13/2-Womens-Empowerment-Concept.pdf
 36. Rahman SU, Bullock P. Soft TQM, hard TQM, and organisational performance relationships: An empirical investigation. *Omega*. 2005; 33(1):73-83. <https://doi.org/10.1016/j.omega.2004.03.008>
 37. Rehan MH, Adeel M, Haroon Rehan M, Adeel M, Khan I, Bank M. The Leadership Styles and Quality Management: A Literature Review. *Industrial Engineering Letters*. 2016; 6(5):5-10.
 38. Reza MH. Use of Customer Satisfaction in Total Quality Improvement of Malaysian Use of Customer Satisfaction in Total Quality Improvement of Malaysian Automotive (Car) Manufacturing Industry, 20(July), 2018, 47-51. <https://doi.org/10.9790/487X-2007034751>
 39. Reza MH. Components of Transformational Leadership. *Epra International Journal*, 2019.
 40. Rosenzweig P, Nohria N. Influences on human resource management practices in multinational corporations. *Journal of International Business Studies*, (November), 1994, 229-251. <https://doi.org/10.2307/155388>
 41. Salajegheh S, Pourrashidi R, Yazdani A. The Relationship between Total Quality Management (TQM) and Organizational Performance (Case study in Kerman Steel and Rolling Plant). *Interdisciplinary Journal of Contemporary Research in Business*. 2013; 5(4):478-489.
 42. Simmons DE, Shadui MA, Preston AP. Integrating TQM and HRM. *Employee Relations*. 1995; 17(3):75-86. <https://doi.org/10.1108/01425459510086910>
 43. Siregar I. Effect of Total Quality Management on the Quality and Productivity of Human Resources, 2017, 2-3. <https://doi.org/10.1088/1742-6596/755/1/011001>
 44. Sit WY, Ooi KB, Lin B, Chong AYL. TQM and customer satisfaction in Malaysia's service sector. *Industrial Management and Data Systems*. 2009; 109(7):957-975.

- <https://doi.org/10.1108/02635570910982300>
lamiuex.lamiuex.pdf, 1996, 28.
45. Venkatraman S. A framework for implementing TQM in higher education programs. *Quality Assurance in Education*. 2007; 15(1):92-112. <https://doi.org/10.1108/09684880710723052>
 46. Verma MK. Importance of Leadership in Total Quality Management. *Vistas of Education*, 2014, 61-77. <https://doi.org/10.13140/RG.2.1.2588.1120>
 47. Wall TD, Wood SJ. The romance of human resource management and business performance, and the case for big science. *Human Relations*, 2005, 58. <https://doi.org/10.1177/0018726705055032>
 48. Wilkinson A, Marchington M, Ackers P. Total Quality Management and Employee Involvement. *Human Resource Management Journal*. 1989; 2(4):1-20. <https://doi.org/10.1111/j.1748-8583.1992.tb00263.x>
 49. Wilkinson, Adrian. Empowerment: Theory and practice. *Personnel Review*. 1998; 27(1):40-56. <https://doi.org/10.1108/00483489810368549>
 50. Wood S. Human resource management and performance. *International Journal of Management Reviews*. 1999; 1(4):367-413. <https://doi.org/10.1111/1468-2370.00020>
 51. Yang CC. An integrated model of TQM and GE-Six Sigma. *International Journal of Six Sigma and Competitive Advantage*. 2004; 1(1):97-111.
 52. Yang C. Establishment and applications of the integrated model of service quality measurement. *Managing Service Quality: An International Journal*. 2003; 13(4):310-324.
 53. Yang C. The impact of human resource management practices on the implementation of total quality management. *The TQM Magazine*. 2006; 18(2):162-173. <https://doi.org/10.1108/09544780610647874>
 54. Youssef EM, Youssef MA, Ahmed AMMB. Total quality management intensity and its impact on HRM practices in manufacturing firms. *International Journal of Productivity and Quality Management*. 2014; 13(4):495.