

Total Quality Management (TQM) programs have the possibility to expand the significance of the Human Resource Management (HRM) work. HRM has the main role in giving efficient training, facilitating variations empower workers, communicating to employees their role in quality and establishing team based reward systems. The significance of the Human Resource side of quality equation gives HR division with high opportunity. A prime function in the quality development is trying to puts Human Resource in a position to contribute visibly and directly to the primary concern, to increase the value of the organization's goods and services similarly to other functions.

Improving Total Quality Management in Human Resources

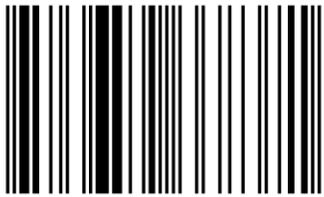


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Improving Total Quality Management

in Human Resources

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Abstract

Total Quality Management (TQM) programs have the possibility to expand the significance of the Human Resource Management (HRM) work. HRM has the main role in giving efficient training, facilitating variations empower workers, communicating to employees their role in quality and establishing team based reward systems. The significance of the Human Resource side of quality equation gives HR division with high opportunity. A prime function in the quality development is trying to puts Human Resource in a position to contribute visibly and directly to the primary concern, to increase the value of the organization's goods and services similarly to other functions.

One of the vital effects of Total Quality Management, from strategic Human Resource Department point of view, is that it places good focus on training. TQM keeps up that mistakes and error, that take away from the quality of organizations' goods, services, are excepted outcome of untrained employees, and training given. Coordinated with the emphasis on estimation, in a few organizations which utilization TQM, training is assessed with the utilization of control groups and experimental designs. Improving the relationship between Total Quality Management and Human Resource Department have a positive impact to the organization outcome.

Dedication

To my parents and Family

Acknowledgments

I would like to express my gratitude to everyone who helped and contributed to complete this research.

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1 Chapter One: Introduction

1.1 Background of the Study

Total Quality Management (TQM) is an administration approach that began in the 1950s and has consistently turned out to be more mainstream since the early 1980s (Gupta & Valarmathi, 2009). Total Quality is a depiction of the way of life, demeanor and association of an organization that endeavors to give clients items and administrations that fulfill their requirements. The way of life requires quality in all parts of the organization's operations, with procedures being done well the first run through and imperfections and waste annihilated from operations.

The execution of quality administration strategies empowers companies to enhance internal efficiencies. It is considered as an essential to end up competitive in worldwide marketplace. TQM is a company large procedure oriented theory which needs changes in production, decision-making procedures, worker improvement, and worker involvement and participation (Gupta & Valarmathi, 2009). When organizations point towards TQM, they receive more productive way to deal with the administration of Human Resource (HR) by updating the part of HR capacity, and overhauling existing Human Recourse Management (HRM) practices to fit into quality arrangements and goals. As such, companies present procedure change activities within the HR division in an approach that bolster vital points of value and align these activities with TQM standards.

Organizations which give careful consideration to the quality execution of their operations are for the most part compensated in the business world, as they constantly enhance the quality level of their products and services in order to stay competitive in the market. It is onus on the administration to discover methods for enhancing their quality

administrations (George & Weimerskirch, 1994). Luckily the business environment has possessed the capacity to characterize certain method for accomplishing and enhancing quality in their individual associations. Albeit diverse associations beseech variable strategies they all have one technique in like manner which is Total Quality Management (TQM).

Researchers have distinctive explanation of TQM. However, as indicated by Youssef et al (1996) they all concur that in view of the best possible usage of TQM, it can enhance nature of items and administrations, enhance organization execution level, decrease costs in this way enhancing the organization's upper hand in the worldwide market. Notwithstanding this past concentrates all concur that TQM is a way to deal with enhancing the viability and adaptability of a business all in all. It is basically a method for arranging and including the entire association for each and every person at each level or department. This infers for any association endeavoring towards nonstop change, every person of the association must recognize the other and perceive that every movement (little or enormous) matters (Roldán, Leal-Rodríguez, & Leal, 2012).

Human Resource Management (HRM) and Total quality management (TQM) have been vital topics in administration and business as far back as couple of decades, also their capability to influence a scope of authoritatively and separately sought results. Academics and specialists have attested that cooperative energy and harmony among HRM practices have important impact on the execution of TQM in business environment now (Abu-Doleh, 2012). Subsequently, the part of the HRM division is integral to the accomplishment of TQM practices. Herbig et al. (1994) recommend that HRM and TQM

are in quest for similar objective, profitability, productivity, a client oriented organization, and a motivated workforce.

TQM has turned into a major development over a wide range of companies and has imperative implications for the effective administration of individuals. Thus, it offers HRM many chances to contribute. This could incorporate planning, leading, and appraising the theory behind TQM. Most endeavors in production and administrations have given significant ideas regarding the linkage between HRM practices and TQM practices. The motivators are that TQM creates enhanced quality of goods and services, increase production execution, and decreases cost, so that would enhance business competitiveness (Roldán, Leal-Rodríguez, & Leal, 2012).

1.2 Statement of the Problem

Human resource management and total quality management face critical issues in some organization. Total Quality Management has the ability to change a company from one of conventional chain of command to a value added synergistic system. It brings about significant changes in labor, administration connections, control power structure, interpersonal relationship and cross functional relationships inside the company. These change makes a main social change that needs a responsive appropriate mechanism and environment for spreading and supporting the change. Basic TQM achievement components ought to be presented in advanced hence this study seeks to explore the link between the TQM and HRM practices in order to improve the outcome of any organization.

1.3 Objectives of the Study

The goal of this study is to present some ways and aspects of improving and developing the relationship between total quality management and human resource department to achieve high standard production and outcome on the organization.

1.4 Hypotheses of the Study

The hypotheses of this study are the following:

H1: The degree of developing the relationship between Total Quality Management and Human Resource Department will be positively associated with high standard of outcome for any organization.

H2: The profit of the organization would have a significant impact on the relationship between the Total Quality Management and Human Resource Department.

This research would explore the strategies of developing the relationship between Total Quality Management and Human Resource Management for positive quality and high profit for the organization. If the first hypotheses will be proven, that means the income and outcome of the organization would be very positive. In contrast, if the second hypotheses will be proven that means the quality of the productivity for an organization will be unstable which has negative influence on the organization. See table 1-1 and figure 1-1.

Table 1-1: Quality's Effect on Income and Expenses

“good” quality	Income <ul style="list-style-type: none"> • More customers • Repeat business • Competitive advantages 	Expense <ul style="list-style-type: none"> • Lower inspection cost • Lower working capital through reduced inventory
“poor” quality	<ul style="list-style-type: none"> • Loss of business • Penalties for late delivery or service • Partial or late payments due to customer dissatisfaction 	<ul style="list-style-type: none"> • Scrap and rework cost • Warranty cost • Sorting cost • Expense shipping cost

Source: Heinloth, S. (2000). Measuring Quality's Return on Investment.

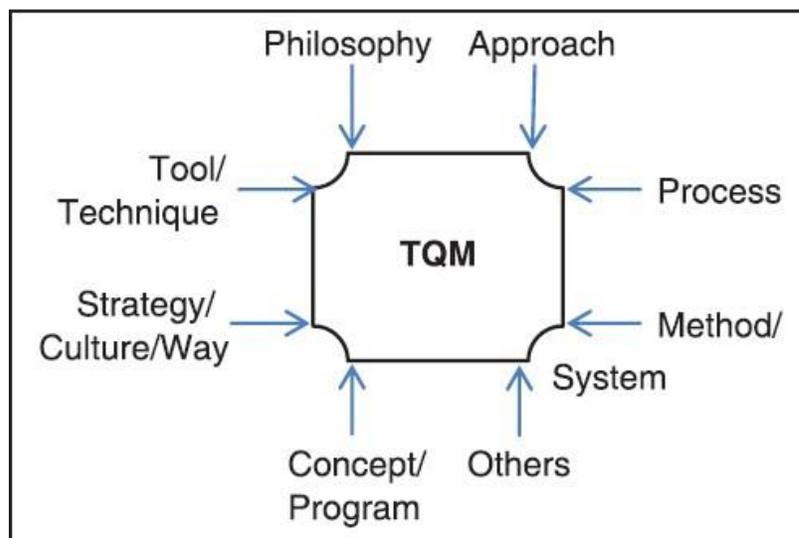


Figure 1-1: Facets of Total Quality Management

Source: Gupta, V., Garg, D., & Kumar, R. (2014). Depiction of Total Quality Management during a Span of 2003-2013. *Journal of Engineering and Technology J Eng Technol*, 4(2), 81. doi:10.4103/0976-8580.141170

1.5 Significance of the Study

The study presents the following significance points:

1. Show the best ways to improve the link between total quality management and human resource department.
2. Present the result of good relationship of total quality management and human resource department in any organization.
3. Provide the role of employees on quality outcome.
4. Present possible reasons that hinders the relationship between Human Resource Management and Total Quality Management.

1.6 Research Questions

The study would answer the following questions:

1. Does Saudi organizations provide training, bench making of practices, good plaining, reports and evaluation?

2. How can an organization develop the linkage between the total quality management and human resource?

1.7 Limitations of the Study

The limitations of this study are:

1. The research presents general study of the relationship between total quality management and human resource management in selected small number of organizations. Thus, findings cannot be generalized for all organizations everywhere else.
2. The study collected data from individual employees from Quality Department and Human Resource Department of some organizations which would not show accurate finding.
3. The study focuses on large organizations which produces high number of goods or services every year.
4. The study would not serve the small companies a lot.

1.8 Definitions of Terms

Quality: is the state of products or services to be served to the customers in order to get their trust and satisfies (Mukherjee, 2006).

Human Resources Department (HRM): is the department handling all the matters related to employees' issues such as hiring, dismissing, payroll, benefits, insurance, taxes (Sison, 1991).

Total Quality Management (TQM): a system of management which focus on the principle that each employee must be committed to maintaining high standards of work in each aspect of an organization's operations (Mukherjee, 2006).

Outcome: is the total result of organization's operations. It is providing the measurable impacts the program would achieve (Magretta & Stone, 2002).

Productivity: is a measure of output per unit of input in the organization. Inputs incorporate work and capital, while yield is normally measured in incomes and different total domestic output (GDP) segments, for example, business inventories (Bozeman, 2004).

Mechanism: is logical gathering of elements, components and the related energy and data flows which allows a machine, process, or framework to accomplish its planned result (Magretta & Stone, 2002).

Operations: is the organization activities related to the production of products and services of the organization (Stevenson, 2005).

Organization: is group of people formed to share common target in order to product specific products or services (Bozeman, 2004).

Procedures: are specific steps of activities or course of action with clear begin and end that need to be followed in similar order to effectively perform a task (Stevenson, 2005).

Strategies: are the link between policy or high-level objectives from one viewpoint and strategies or solid activities on the other. System and strategies together straddle the gap amongst closures and means. So, strategy alludes to a complex web of ideas, thoughts, knowledge, encounters, objectives, aptitude, recollections, perceptions, and desires that gives general direction to particular activities in quest for specific finishes (Adair, 2010).

Decision-Making: The manner of thinking of selecting a sensible decision from the accessible choices. At the point when attempting to settle on a great decision, an individual must weigh the negatives and positives of every choice, and consider every alternative. An

individual must have the capacity to forecast the result of every choice too, and considering every one of these things, figure out which alternative is the best for that specific circumstance for effective decision making (Adair, 2010).

Planning: is an important part of time management techniques. and project management. It is setting up a sequence of activity steps to accomplish some particular goal (Magretta & Stone, 2002).

2 Chapter Two: Literature Review

2.1 Introduction

Total Quality Management is an approach started from quality confirmation techniques. These techniques were embraced amid World War 1 which brought the low quality of output. To reduce this problem quality inspectors or reviewers were put on the production units to bring up the mistakes for enhancing quality. These quality auditors presented Statistical Quality Control (SQC) which focused on testing a sample of goods that could be examined to check the quality (Suganthi & Samuel, 2006).

In the World War 2, Japan was affected the most in their industry aspect. Thus the Japanese Union invited Dr. Deming to train engineers in quality procedures. The quality measures and control were a main part of Japan Industrial management in 1950's. By 1970's, Japan employed the quality control and management process in non-Japanese companies that led to Total Quality Management in business (Suganthi & Samuel, 2006).

Total Quality Management (TQM) has faced numerous improvements and changes in its concept since created. The adjustment of TQM has delivered Six Sigma which is focus on five principle: define, measure, analyze, improve and control (DMAIC) (Shankar, 2009). Many studies mentioned that Six Sigma has positive impacts on the team work and led the organization to success. The companies using Six Sigma have two groups: Green belt and Black belt. The green belts experience one to two weeks training for employees about valuable project management, data analysis and issue solving. While Black belts focused on specific knowledge and skills which takes more than five weeks. It focused on teaching the workers through computer aided statistical systems and technologies.

The advantages of TQM approach are representative contribution at all levels, responsibility, extensive training for proceeding. Many companies demonstrate the achievement of Six Sigma approach such as Motorola and General Electric. Six Sigma can be practiced in different sectors such hospitals, government organization and food manufacturing organization to have quality outcomes. This method has quickly developing quality to enhance all kind of businesses (Shankar, 2009).

2.2 Total Quality Management Philosophy

Total Quality Management is an adjustment in an organization's values, norms, culture and conviction frameworks about how organization work. It is an adjustment in a company's political framework: basic leadership procedures and power bases. For substantive change to happen, changes in these three measurements must be adjusted: TQM as an innovative change won't be fruitful unless social and political measurements are gone too (Kanji & Asher, 1996).

Accomplishing quality is the principal objective of Total Quality Management philosophy. An all-encompassing or aggregate approach where everyone is similarly in charge of accomplishing quality is named as 'aggregate quality control' or 'aggregate quality administration'. The East and the West separately for a similar theory were utilizing the terms 'total quality management'. and 'total quality control' (Rogers & Kaynak, 2013).

TQM is an advancing arrangement of practices, tools and preparing strategies being created by industry, for making techniques being created by industry, for making higher quality goods or services for expanded consumer loyalty, in a quickly evolving world (Rawlins, 2008). It could be expressed to a sociological association investigate the track to an administration worldview. TQM is truly about change. It is about a framework

administration in view of some main standards of good administration of individuals and assets.

Total Quality Management has three core elements and main tasks which are (Rogers & Kaynak, 2013):

- a. Quality Management standards include client focus, leadership, constant change, handle approach, contribution of individuals and societal learning.
- b. A quality administration framework and framework approach to deal with administration as the reason for quality management.
- c. Quality tools for quality (product and service, process) including quality affirmation, quality control, quality change and quality.

TQM is a progressing trip of ceaseless quantifiable changes, championed by enabled people at all levels inside the company. The organizational leadership motivates collaboration in accomplishing TQM. The main issues in TQM reasoning are top management commitment, worker involvement, total team work, training and communication, customer orientation and continual improvement (Douglas & Judge, 2001).

The top administration ought to be persuaded about the utility of TQM and ought to be focused on TQM. The top administration ought to be set up to bring about the cost on the TQM venture to pick up the advantages of TQM. Taking after activities with respect to the top administration would help in accomplishing better results in TQM way. It would support all quality related exercises, appoint an administration agent (or convener) of TQM program, show nearness in quality related gatherings, act as staff in instructional

meetings, act as inward inspector, provide important assets and follow up usage advance by and by (Rawlins, 2008).

For the accomplishment of TQM program, all workers of the association ought to be completely included and give the most extreme collaboration. Contribution of individuals is a key prerequisite for the achievement of an association furthermore for the TQM program. Representative's association can be improved through quality circle gatherings, recommendation box, preparing program, acknowledgment framework (by giving prizes and indicating gratefulness), welfare plans and so on (Rogers & Kaynak, 2013). TQM is the consequence of aggregate cooperation; in that capacity administration ought to make a domain accommodating for TQM program. To improve client introduction, client main approach ought to be incorporated in the administration framework to accomplish fulfilment of both interior and outer clients.

Nonstop change is the quintessence of the TQM and this can be accomplished through standard estimation, inside review, examination, remedial activity and preventive activity. Compelling inward review and control of nonconforming items helps in accomplishing required TQM goals. The association ought to build up and utilize wellsprings of consumer loyalty information, (for example, client criticism and dissensions). Execution of ISO 9001:2000 QMS empowers an association to begin a TQM journey. ISO 9001 is not the TQM. ISO 9001 is a subcomponent of the TQM. It is only a starting point towards the TQM (Seaver, 2001).

Getting consumer satisfaction is the principal objective of a TQM program. A TQM model depends on the leadership and administration responsibility, teamwork and representative contribution, and tools and procedure for nonstop change (Douglas &

Judge, 2001). Some organization fail to implement TQM because of the following reasons:

- a. Inborn issues in the top administration group. Absence of duty with respect to the top administration.
- b. Lack of workers' inclusion.
- c. Lack of cooperation.
- d. Lack of client main approach.
- e. Lack of consideration regarding client input and client dissensions.
- f. Insufficient provider control.
- g. Absence of intermittent evaluation.

Douglas & Judge (2001) showed the accompanying proposed would assist an organization to move towards Total Quality Management:

1. Total quality begins with the quality of the Chief Executive Officer (CEO) of the company and the top administration group. The CEO needs to lead the execution of TQM in the company. The choice to actualize TQM requires some serious energy, as it is a choice to change the mentalities of the general population inside the association.
2. Utilizing practical way to deal with change all that really matters. An organization going in for TQM ought to gather information on the 'Cost of Poor Quality' (COPQ), break down and make suitable strides.
3. Deliberately seek after arranged enhancements on current operations.
4. Utilize consistent change as a propensity and esteem. Constant change is the main of the Total Quality. Interface prizes to the capacity of groups

(representatives) to add to the change procedure. Apply different enduring change ideas like Just-in-time (JIT), Total Preventive Maintenance (TPM), Kaizen, Quality Circles, and so forth.

5. Keep up sound frameworks. Actualizing ISO 9001:2008 QMS is a move towards TQM. Usage of ISO 9001:2008 QMS can help an organization in establishing the framework for TQM. For execution change, the organization ought to actualize quality administration frameworks' rules for execution change as specified in ISO 9004:2000.
6. Estimation and examination give approach to changes and all enhancements must be founded on information, statistical data points.
7. TQM must make certain shot exertion. An association can't bear the cost of techniques that have a possibility of disappointment.
8. Everything happen in group, in that capacity underscores collaboration at the administration level.
9. Understanding interior client is likewise vital. It will help in making social change in the organization.
10. Keep confidence in the nobility of individuals and thinking capacity about your kin. Keep in mind that each representative can contribute and has a mind that think. Bear in mind, that the general population make Total Quality happen. In that capacity, make your start with individuals.
11. Instruction is a necessary piece of all Total Quality exercises. Change and training go as one. Add up to Quality starts and finishes with instruction. Training to cover 100 for every penny of the workers at all levels. Advance

training in all parts of TQM behavioural zones and specialized territories constantly.

12. Keep in mind that TQM is a long-haul handle. Try not to expect too soon for results. Sit tight in any event for 36 months' time frame to see any outcomes. TQM truly discusses a social change that must happen in the mentality of workers. Regularly an organization actualizing Total Quality takes eight to ten years to realize a significant social change.
13. Try not to put each weight on the advisor. Specialist's part is useful in giving speedier information exchange to your association. You can connect with outside consultant(s) for gigantic in-organization preparations.
14. Preparing frames just on part of TQM execution. There are various other complex procedures that should be overseen within the organization.
15. An organization-wide TQM execution is essential. Each worker in the association must be included in consistent change exercises. TQM execution requires 100 for every penny preparing of representatives.
16. There has been a propensity for individuals to talk progressively and do less. Be that as it may, for TQM execution, presumptions and ideas on the must be brought into the open and discussed.

2.3 The relation between Total Quality Management and Human Resources

Total Quality Management is both a management program and a philosophy. The Human Resources Department has a main role in implementing the Total Quality Management which are communicating and improving the TQM vision, getting ready the organization details for execution of the TQM process, the genuine execution and giving

essential support to keep up the enthusiasm about TQM (Kanji & Asher, 1996). The HR Department could be the pivot in the change procedure with comparative analyzes of the requirements of the project. It might deliver and improve training programs which match the long-term vision and mission of the organization.

HRM could be the role tool in TQM implementation by two methods (Izvercian, Radu, Ivascu, & Ardelean, 2014). These methods are:

1. By using the TQM principles and philosophy at operational level in the division, the HRD could serve as a starting point for the TQM procedure over the enterprise.
2. The HRM, with assistance from the administration group of the enterprise, could exchange this procedure from the division level to enterprise level by making a company culture important for the acceptance and improvement of TQM.

In addition, HRM has a core part in the recruitment, determination, evaluation and improvement of reward frameworks to regulate a quality-based orientation. An evaluation of the limit of the HRM to standardize TQM begins with a comprehension of the Total Quality Management philosophy which means TQM depends on the participation of the department group of the workforce (Mondy, Noe & Gowan, 2005). TQM and HRM were essential parts of the business environment, being a subject of much research in the field because of the significant effect that they may have on individual and organizational execution over the years.

Escalating the endeavors to expand the competitiveness of the enterprise is important in these days and need to be accomplished through an approach in TQM and HR. TQM objective is to increase the competitiveness over consistent change of goods quality,

services, HR, procedures and environment. Total Quality Management could be clarified as a relationship amongst frameworks and the execution of quality, firmly related to the competitiveness and performance. The function of both HRM and TQM is to make a culture with high performance based system (River, Petrick & Furr, 1995).

The vital step for developing HR is to have performance management to improving its performance. A performance assessment method is to encourage HR practices to increase competitiveness; the practices of the project performed for the expert improvement of their workers' goal to adjust the HR quality to the business requirement (Mondy, Noe & Gowan, 2005). Utilizing professional and training improvement systems ought to bring about expanded representative effectiveness, and consequently the last will have capabilities, capacities and upgraded aptitudes and the capacity to share them. Leadership at enterprise level could be characterized as the capacity of an individual to persuade a group/team of workers to take after directions keeping in mind the end goal to accomplish the objectives set in enterprise level.

The above explanation mentioned that HRM and TQM have valuable impact on the competitiveness of HR. Figure 2-1 presents the relationship between HRM, TQM and competitiveness. In this figure the HR and TQM activities are independent variables and the HR competitiveness is the dependent variable. The model endeavors to give a premise to further examination of the impact of HR and works on with respect to the quality on the competitiveness. The model recommends that the major level of nearness of good HR practices and aggregate quality are available inside the enterprise, the bigger is the HR competitiveness and consequently the intensity of the enterprise.

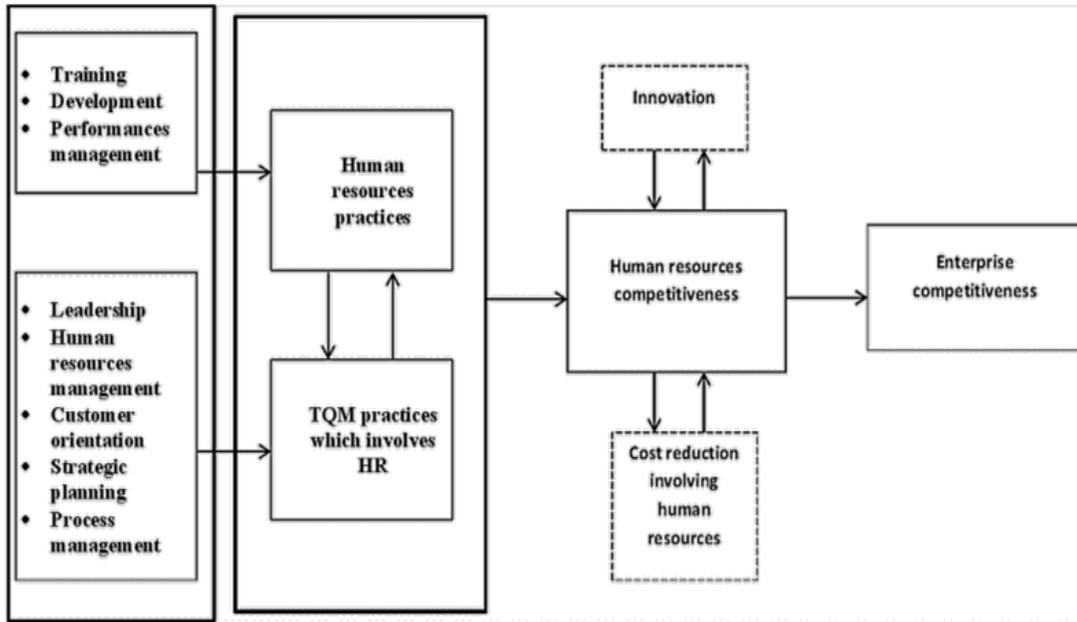


Figure 2-1: Relationship Human Recourses – Total Quality Management - Competitiveness

Source: Izvercian, M., Radu, A., Ivascu, L., & Ardelean, B. (2014). The Impact of Human Resources and Total Quality Management on the Enterprise. *Procedia - Social and Behavioral Sciences*, 124, 27-33. doi:10.1016/j.sbspro.2014.02.456

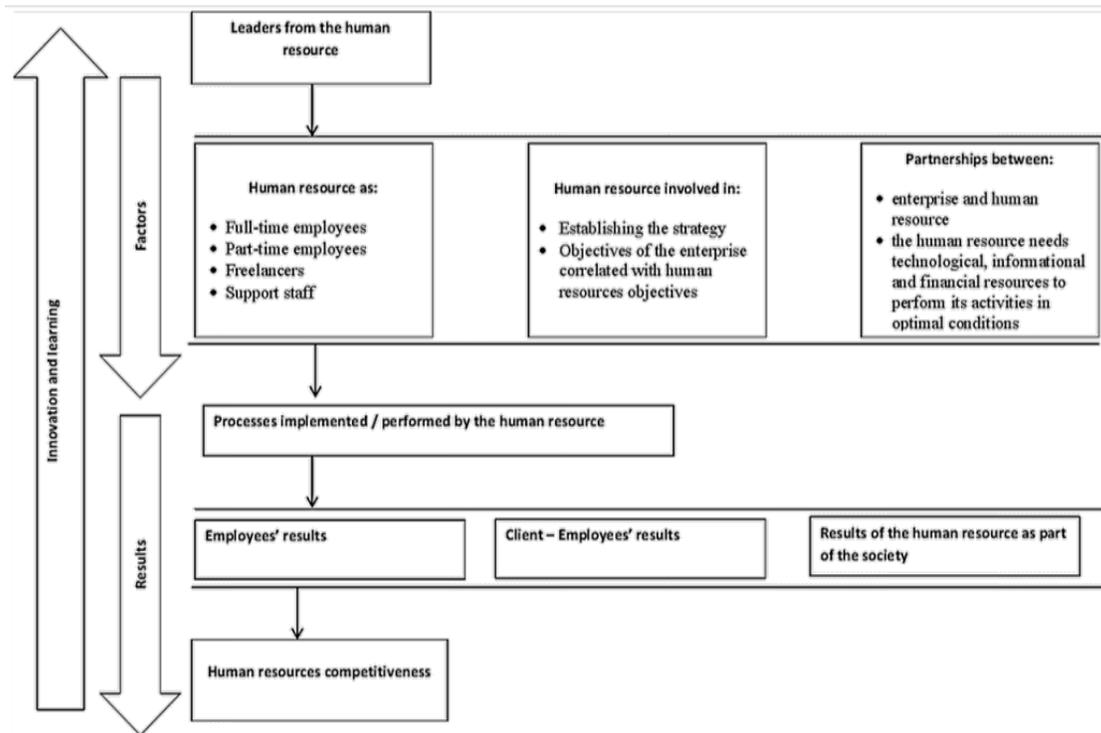


Figure 2-2: The Human Recourse Involved in TQM

Source: Izvercian, M., Radu, A., Ivascu, L., & Ardelean, B. (2014). The Impact of Human Resources and Total Quality Management on the Enterprise. *Procedia - Social and Behavioral Sciences*, 124, 27-33. doi:10.1016/j.sbspro.2014.02.456

Total Quality Management literature clarified many chains like the supplier is an associate (the worker is a product), while the customer is a guide. Drawing a contrast between HRM and TQM it observes that total quality standards could readily be implemented to enhance the quality of HR to increase its competitiveness (Mondy, Noe & Gowan, 2005). TQM includes a good relationship between HR components and human asset particular results (see Figure 2-2).

2.4 The different between Total Quality Management and ISO

There is an obvious link between ISO 9000 and Total Quality Management. By the Quality Assurance and Quality Management, Technical Committee ISO / TC 176, Subcommittee SC 1, terminology and concepts, the ISO 9000 family of standards was established. ISO 9000 standards has been improved to assist company for every size, type, products or services provided, implement and conduct -that effective the quality management systems (Seaver, 2001). ISO 9000 standard could be applied by different organizations whether external and internal parties. Certification bodies can use this standard to evaluate the ability of a company to meet client needs, regulations and laws.

ISO created the ISO 9001 in 2008 which is latest edition of international quality standards. This standard characterizes basis of quality management systems which are related to ISO 9000 family and determine by elements and terms (Seaver, 2001). ISO 9004 was established on 2004. This standard becomes a guide to a quality management approach and a management for the sustainable success of the organization. The advantages of ISO are very necessary because organizations need to maintain development and systematization of outcomes, element which share in to the sustainable

growth of the enterprise. The constant development of the quality of the enterprise participate to develop the sustainable, the process could be briefed on the figure 2-3.

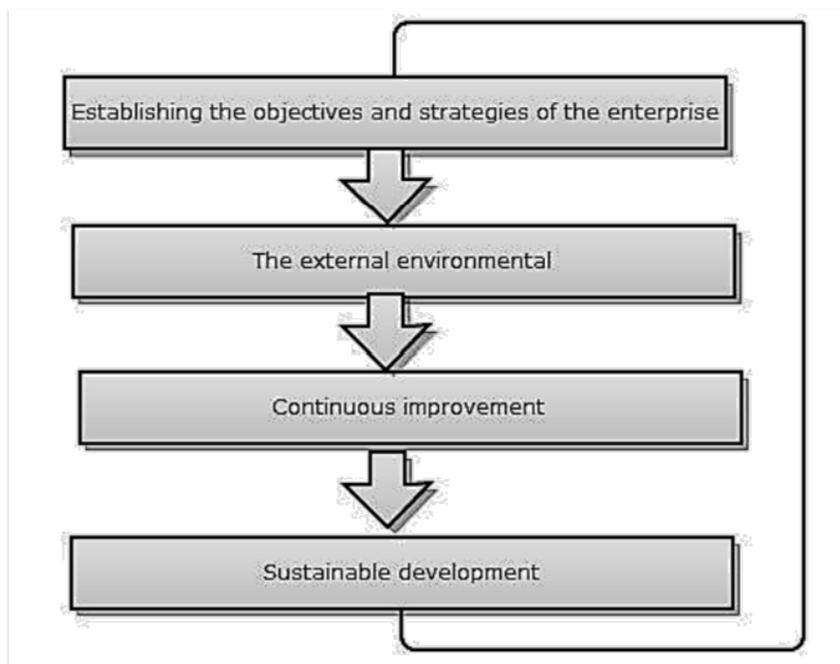


Figure 2-3: The Process of Obtaining Sustainable Development

Source: Izvercian, M., Radu, A., Ivascu, L., & Ardelean, B. (2014). The Impact of Human Resources and Total Quality Management on the Enterprise. *Procedia - Social and Behavioral Sciences*, 124, 27-33. doi:10.1016/j.sbspro.2014.02.456

2.5 The improvement methods for Total Quality Management in Human Resources

Total Quality Management focus on limiting the errors to 1 per 1 million units produced which created through service, procedure, or manufacturing, growing client satisfaction, streamline supply chain management and object for renewal of item and ensure employees have the greater level of training (Wickramasinghe, 2012). TQM is often related with deployment, improvement, and maintenance of organizational methods which are needed for different business procedures. The roles of Total Quality Management in Human Resources are training, bench making of practices, good plan, report, and evaluation and feedback.

2.5.1 Training

Lack of training can be the reason for substandard quality of the organization goods and could likewise negative influence production period. Investing into appropriate training for new candidate could take out expensive errors and guarantee that the work is done well the first run through (Görmüş & Kahya, 2014). In addition, this could lessen the requirement for quality control techniques and enhance the general speed of your production procedure. Consider assigning individual as a trainer, ideally somebody with experience and ability in the organization production procedure.

There are many advantages of training workers for an organization: (Kozlowski & Salas, 2010):

- Economy in operations: trained work force will have the capacity to improve and conservative utilization of materials and equipment's. Wastage will be low. Furthermore, the rate of mishaps and harm to hardware and gear will be kept to the base by the all-around prepared workers. These will prompt to less cost of creation per unit.
- Higher productivity: a good trained worker displays higher productivity and quality of work output than an untrained worker. Training builds the aptitudes of the workers in the execution of a specific occupation. An expansion in the aptitudes as a rule increments both amount and quality of output.
- Uniformity of processes: with the assistance of training, the best accessible techniques for work could be institutionalized and created accessible to all workers. Institutionalization would create greater levels of performance rule.

- **Less Supervision:** the responsibility of supervision is reduced when the workers are provided good training. It would lessen the detailed required and constant supervision.
- **Systematic imparting of skills:** an efficient training program assist to diminish the learning period in order to achieve the worthy level of performance. The workers require not learn by experimentation or by watching others and waste time if the formal training program exists in the company.
- **Establishment of inventory of skills:** employment face very serious issues when the organization need totally new skills. Training could be utilized as a part of spotting out promising workers and in expelling disadvantages in the determination procedure. It is good to choose and prepare workers from the organization better than find the skilled outside sources.
- **Higher morale:** workers' morale is high when the organization give good training. A decent preparation system will shape workers' state of mind to accomplish organisational activities and to get more prominent participation and dependability. With the assistance of preparation, disappointment, grumblings, non-appearance and turnover can be decreased among the workers.

2.5.2 Benchmarking of Practices

Best practices or benchmarking are a profitable practice for organizations endeavoring to enhance their operational productivity and adequacy over the venture. Best practices or benchmarking could give the organization hard actualities about how the organizational operations rate and about where and by the amount the organization could develop (Stapenhurst, 2009). Benchmarking is a method for finding what is the best execution being accomplished whether in a specific organization, by a contender or

by an altogether unique industry. This data could be utilized to recognize gaps in a company's procedures to accomplish a competitive advantage. Benchmarking is essential for Six Sigma professionals in order to comprehend completely the reason and utilization of benchmarking, comprehend the distinction amongst benchmarking and contender study, and ensure that benchmarking is matching with the organization's management goals.

Benchmarking is the way toward looking at the cost, process duration, efficiency, or quality of a particular procedure or strategy to another that is broadly thought to be an industry standard or best practice. Basically, benchmarking gives a preview of the execution of the organization business and helps the organization comprehend where they are in connection to a specific standard. The outcome is frequently a business case for rolling out improvements with a specific end goal to make changes. Benchmarking is most used to gauge execution utilizing a particular marker (cost per unit of measure, efficiency per unit of measure, process duration of x per unit of measure or imperfections per unit of measure) bringing about a metric of execution that is then contrasted with others (Zairi & Leonard, 1994).

Additionally, it is a procedure utilized as a part of administration and especially key administration, in which companies assess different parts of their procedures in connection to best practice, often within a peer group determine for the goal of comparison (Zairi & Leonard, 1994). This would permit companies to create plans on how to make changes or embrace best practice, more often with the goal of expanding some part of performance. Benchmarking might be an erratic occasion, yet is regularly

regarded as a constant procedure in which associations ceaselessly try to challenge their practices.

There are different types of benchmarking: (Stapenhurst, 2009):

- Process benchmarking: the starting firm centers its perception and examination of business procedures with an objective of distinguishing and watching the best practices from at least one benchmark firms. Action examination will be required where the goal is to benchmark cost and effectiveness; progressively connected to back-office forms where outsourcing might be a thought.
- Financial benchmarking: it is playing out a money related investigation and contrasting the outcomes in an exertion with survey your general intensity.
- Performance benchmarking: it permits the initiator firm to evaluate their focused position by contrasting items and administrations and those of target firms.
- Product benchmarking: it is the way toward outlining new items or moves up to current ones. This procedure can some of the time include figuring out which is dismantling contenders' items to discover qualities and shortcomings.
- Strategic benchmarking: it includes watching how others contend. This is generally not industry particular importance, but it is best to take a gander at different businesses.
- Functional benchmarking: an organization will center its benchmarking on a solitary capacity to enhance the operation of that specific capacity. Complex capacities, for example, Human Resources, Finance and Accounting and Information and Communication Technology are probably not going to be specifically practically

identical in cost and proficiency terms and may be disaggregated into procedures to make legitimate examination.

2.5.3 Planning

Planning assists an organization in charting a path for the accomplishment of its objectives. The procedure starts with checking on the present operations of the organization and recognizing what should be enhanced operationally in the forthcoming year. From that point, planning includes imagining the outcomes that needs to accomplish, and deciding the means important to touch base at the expected goal achievement, whether that is measured in money related terms, or objectives that incorporate being the most astounding evaluated association in consumer loyalty (Sinofsky & Iansiti, 2010).

All the different types of organization have constrained assets. The planning procedure gives the data best administration needs to settle on successful choices about how to designate the assets in a way which would empower the company to achieve its goals. Productivity is expanded and assets are not squandered on activities with minimal shot of accomplishment (Camillus, 1986).

Determining objectives test everybody in the organization to aim for greater performance which is one of planning procedures key aspects. Objectives in any organization must be forceful because they cannot permit themselves to be satisfied with how they are doing or they are probably going to lose ground to contenders. The objective framework procedure could be a reminder for directors that have gotten to be careless (Sinofsky & Iansiti, 2010). The other advantage of objective setting comes when gauge results are contrasted with real results. Companies

describes critical fluctuations from estimate and make a move to treat circumstances where incomes were lower than plan or costs higher.

Overseeing danger is crucial to a company's prosperity. Indeed, even the biggest organizations can't control the financial and focused environment around them. Unanticipated occasions happen that must be managed rapidly, before negative money related outcomes from these occasions get to be extreme (Camillus, 1986). Planning supports the improvement of "consider the possibility that" situations, where directors endeavor to imagine conceivable hazard figures and create emergency courses of action to manage them. The pace of progress in business is fast, and associations must have the capacity to quickly modify their procedures to these evolving conditions.

Planning advances group building and a soul of collaboration. At the point when the arrangement is finished and conveyed to individuals from the organization, everybody realizes what their obligations are, and how different ranges of the association require their help and skill keeping in mind the end goal to finish assigned tasks (Sinofsky & Iansiti, 2010). They perceive how their function adds to the accomplishment of the organization all in all and can take pride in their commitments. Potential clash can be decreased when best administration requests office or division chiefs' contribution amid the objective setting process. People are less inclined to despise budgetary targets when they had a say in their creation.

Planning assists companies get a sensible perspective of their present qualities and shortcomings in respect to real contenders. The administration group sees areas where contenders might be powerless and afterward makes showcasing procedures

to exploit these shortcomings. Watching contenders' activities can likewise help associations distinguish openings they may have ignored, for example, developing universal markets or chances to market items to totally extraordinary client teams (Sinofsky & Iansiti, 2010).

2.5.4 Reporting

There are many advantages of making monthly and/or yearly report in any organization. The following are the reasons of making report in an organization (Cuéllar, 1988):

- A report gives unified, truthful and accurate about a specific matter or subject. Data in the report is all around sorted out and can be utilized for future planning and basic leadership.
- A report is very effective method for communication inside the organization. It gives input to workers. It is set up for the data and direction of others associated with the matter/issue.
- A Report give dependable information which can be utilized as a part of the arranging and basic leadership prepare. It goes about as a fortune place of dependable data for long term arranging and decision making.
- Reports give data, which might not be known beforehand. The committee individuals gather information, reach determinations and give data which will be new to all concerned gatherings. Indeed, even new business openings are unmistakable through obscure data accessible in the reports.
- Reports are for internal utilization and it is available to departments and managers. They are broadly utilized by the divisions for direction. Report give feedback to workers and help them to self-improvement.
- The data in the report is a lasting expansion to the data accessible to the workplace. There are evaluation reports arranged since most recent 100 years which are utilized even today for reference reason.

- Some reports identifying with workers are helpful while get ready faculty approaches, for example, advancement strategy, preparing arrangement and welfare offices to workers.
- Some organization reports are arranged each year for the advantage of shareholders. Yearly report for instance, is arranged and sent to all shareholders before the AGM. It gives data about the advancement/progress of the organization.
- Yearly report and yearly records are sent to the Registrar consistently for data. Such reports empower the administration to keep supervision on the organizations.
- Reports are helpful to supervisors while managing current issues confronted by the organization. They give direction while managing confused issues.
- Organization reports identify with inside working of the organization and are greatly helpful to chiefs in basic leadership and arrangement encircling. Reports give dependable, redesigned and helpful data in a minimal frame.

2.5.5 Evaluation and Feedback

Employee performance evaluations ought to be a critical piece of dealing with your business. While couple of chief and likely even less workers anticipate these assessments, they can be exceptionally helpful devices from multiple points of view. There are many benefits of evaluate the employees' performance in any organization (Kozlowski & Salas, 2010). The benefits are the following:

1. The procedure can constrain managers to impartially take look at the worker's abilities.
2. The procedure helps the representative form into a superior worker.
3. Great execution can be reinforced.

4. Poor execution ought to be distinguished and an arrangement set up to enhance it.
5. The procedure can give a gathering to representative criticism that can be helpful in setting the business' future course.

Most organizations utilize a yearly assessment prepare. While new representatives ought to be checked on after an underlying period, yearly audits are presumably regularly enough for others. Be that as it may, amid the year, great execution ought to be perceived and shortcomings ought to be tended to (Stone, 2013).

Employees ought to comprehend why they are being assessed. Deciding pay conformities are typically stand out of the reasons, despite the fact that it is frequently what representatives concentrate on. By telling representatives that the assessment procedure can help them form into more fit and esteemed workers, the procedure can fortify their yearning to stay with your organization (Marquis & Huston, 2009).

Workers ought to likewise know the criteria for their assessment. The more goal and concrete the criteria, the more probable it is that the procedure can be utilized comprehended and acknowledged. You might need to use some kind of rating framework for various criteria. The assessment meeting or meeting ought to be drawn nearer like an imperative conference. Having a plan and a sheet with a few things noted and portrayed will make the meeting more gainful (Marquis & Huston, 2009).

Utilize this meeting to adulate the worker for effective achievements since the last assessment. This can set a decent tone and let the individual know you value their endeavors. It additionally recognizes what is essential for the achievement of the business. Telling the representative that you perceive what they do well (Kozlowski & Salas, 2010).

Attempt to influence those qualities with new responsibilities. Also, telling the worker of ranges they can enhance. This should be possible decidedly, particularly if the procedure incorporates an arrangement to enhance those areas. If there have been issues or dissatisfactions since the last survey, recognize them and talk about why they happened and what should be possible to maintain a strategic distance from them later on. You ought to likewise incorporate say of any notices that are given to the representative (Stone, 2013).

Most workers need to know how they are getting along. In the event that the assessment procedure is taken care of well, not just do they realize what you consider them, they figure out how to wind up better workers. Make sure to report the procedure and meeting. While most assessments can be sure encounters, they can likewise turn into the wellspring of lawful activities (Marquis & Huston, 2009).

2.6 Impact of Total Quality Management in Human Resources

Quality System has impact on Human Resources management practices. Literature recommended that there is need for process development alongside with quality advancement initiatives (Rawlins, 2008). Improving the process is the main changes style to have excellence quality such as ISO 9001. Researchers recommend that procedure of

improvement inside the Human Resources department is basic broad organized way to deal with quality development.

The organizations, which target to Total Quality Management, take on more constructive and productive way to deal with the management of Human Resources through reforming and improving the current Human Resources performs to suit the quality goals and plans, improving the role of Human Resources function, relating recognition and rewards to quality, giving systematic training and education, and creating agreements with trade unions (Kanji & Asher, 1996). TQM activities needs HR experts to participate in plan, maintenance and introduction of different quality activities, re-arrange HRM frameworks to bolster quality revolution and build up a quality introduction in the HR role itself.

Table 2-1: Dimensions of TQM Proposed in Literature

Author(s)	TQM dimensions
Ahire <i>et al.</i> (1996)	Top management commitment; supplier quality management; customer focus; statistical process control usage; benchmarking; internal quality information usage; employee involvement; employee training; design quality management; employee empowerment; product quality
Flynn <i>et al.</i> (1994)	Top management support; quality information; process management; product design; workforce management; supplier involvement; customer involvement
Raghunathan <i>et al.</i> (1997)	Leadership; information and analysis; strategic quality planning; HR development; quality assurance; supplier relationships; customer orientation; quality results
Saraph <i>et al.</i> (1989)	Role of divisional top management and quality policy; role of quality department; training; product/service design; supplier quality management; process management/operating procedures; quality data and reporting; employee relations
Sun (2000a)	Leadership; information; strategy; HR; process; suppliers; business results; customer focus
Zhang <i>et al.</i> (2000)	Leadership; supplier quality management; vision and plan statement; evaluation; process control and improvement; product design; quality system improvement; employee participation; recognition and reward; education and training; customer focus

Source: Wickramasinghe, V. (2012). Influence of total quality management on human resource management practices. *International Journal of Quality & Reliability Management*, 29(8), 836-850. doi:10.1108/02656711211270324

A few studies mentioned that companies present or re-outline Human Resources Management practices, for example, HR planning, choice and recruitment, performance evaluation, HR improvement and rewards and acknowledgment to incorporate with Total Quality Management expectations (River, Petrick & Furr, 1995). Some organization failed to change their HRM methods to fit into TQM expectations. Because of the usage of TQM, the findings of literature were not sufficiently created on changes which might happen in the HR function and HRM practices. So, given the anecdotal and empirical proof that demonstrate TQM dimensions impact the HR role and HRM practices. The existing research indicate both that modification would happen in the HR function and the method HRM practices are performed because of the implementation of Total Quality Management.

3 Chapter Three: Research Methodology

3.1 Introduction

This chapter explains the data and information related to the selected participants, research design of this study, research instruments of the study and the data analysis.

3.2 Population of the Study

The participants in this study were from diverse sectors (Governmental Sector, Semi-Governmental Sector and Private Sector) in Saudi Arabia. The study focused on both gender male and female to show if the organization focus on developing the quality on both gender from different sector in Saudi Arabia or not. Some of these sectors have only female employees and some only male employees and other have both gender employees. The participants were from various ages between above than 20 and less than 50 years old. The organizations which participated in this study have large numbers of staff from different countries.

3.3 Sample of the Study

Participants were from different sectors and they are from different nationality. The selected groups are working in different departments from different organizations in Ministry of National Guard – Health Affairs, different departments in Princess Nora bint Abdulrahman University, Saudi Hollandi Bank, Saudi Export Development Authority, Najm for Insurance Services, Strukton LLC, Ministry of Interior, Al Riyadh Municipality, King Faisal Specialist Hospital and Research Centre, Ministry of Health, King Fahad Medical City, Tata Group, Flynas, King Saud University (female), Samba Bank and Airbus Helicopters. The total number of organizations is 16 and the total participants in this study is 20. All the samples have different years of experience between less than 3 years and above than 15 years.

The first organization is Princess Nora bint Abdulrahman University which is under governmental sector and it is a new all-female university in Riyadh, Saudi Arabia. It has over 5000 workers from different nationality (Hamdan, 2015). This study took one sample from Administrative employee and one sample from faculty employee.

Saudi Export Development Authority have more than 2500 employees (female and male) and it is governmental sector (Ramady, 2010). Ministry of Interior have male employees and all of them are Saudi citizen only. Al Riyadh Municipality is a governmental sector which has over female and male employees and all of them are Saudi citizen.

King Saud University (female) is one of the stronger university in Riyadh, Saudi Arabia. It is a governmental sector and it has female employees only. Ministry of Health is a governmental sector which has workers from different nationality and genders.

MNG-HA has many branches in Riyadh, Jeddah, Al Ahsa, Dammam and Al Madinah. The study took one sample from different department which are Internal Audit and Organizational Development, Administrative Affairs and Quality Management. This organization has over than 100,000 employees from different nationality and different genders. This organization is under semi-governmental sector. MNG-HA is considered as the best and biggest hospital in Saudi Arabia (Courtney, Kuo & Shabestari, 2015).

King Faisal Specialist Hospital and Research Centre is semi-governmental sector. They have employees from different nationality. King Fahad Medical City which is semi-governmental sector and it has employees from different nationality and gender.

Saudi Hollandi Bank that has over than 4000 employees in different regions (female and male) and it is a private sector (Ramady, 2010); the sample were working in the main

office. Najm for Insurance Services has over than 500 employees from different genders and different nationality; it is a private sector (*Saudi Arabia: 2015 Article IV Consultation - Press Release; Staff Report; and Informational Annexl*).

Strukton LLC is a private sector focus on contracting. The company has over than 1000 employees and most of them are non-Saudi employees (About As, 2016). Tata Group is a private sector which has employees from different nationality and gender. Flynas is a private sector which has employees form different nationality and gender.

Samba Bank which is a private sector and it has employees from different gender and nationality. They have different branches in Saudi Arabia. The last organization is Airbus Helicopters which is a private sector which has more than workers from diverse nationality and genders.

3.4 Research Design

The study applied both quantitative design and qualitative design through descriptive study used survey research. The survey targeted employees (female and male) from various organizations and sectors and investigated the Total Quality Management in Human Resources. In other words, checking the quality of work and employees' performance in the organization. The survey will provide a clearer image of what is the level of different organizations in Saudi Arabia are applying the Total Quality Management in Human Resources.

Most of quality researches typically apply quantitative and qualitative approaches. Quantitative methods are ensuring thematic measurements and numerical analysis of information collected during interview, surveys and questionnaires; it could be also by manipulating pre-existing statistical facts utilizing computational systems (Brandimarte, 2011). In other words, it measures the data which are reported through statistical analyses.

This method ought to be applied when the phenomenon of the study require measurement and when the study need to test the hypotheses.

Survey method is determining the feature of the population of the study. It focuses on the important facts about people, and their opinion, beliefs and behavior (Brandimarte, 2011). The data of the survey could be collected by many ways such as person interview, telephone survey, online survey and paper survey. Survey method is most commonly and used by researchers because it is cheap and easy to carry out.

3.5 Instruments of the Study

3.5.1 Subject Completed Instruments

The research used both quantitative methods and qualitative to appropriate testing for the questionnaires. Quantitative approach and qualitative approach are used in this study for many reasons. The survey is utilized to measure the situation of Total Quality Management in Human Resources. In addition, to test the hypothesis on whether developing the TQM in HR will benefit the organization or not.

The questionnaire is composed of 10 statements. The survey is asking the participants if the organization applies specific characteristics in the statements and the answer is yes or no as shown in the Appendix. In addition, there is one question about the participants' opinion on how to improve the TQM in HR. In addition, I used two pilots to test the question's language, timing and knowledge stated in the survey.

3.5.2 Typeform

Typeform is an online application for collect and analyze data of the survey to accuracy and efficiency; it was created by Robert Muñoz, David Okuniev on 2012

(About Typeform, 2016). The application has free survey and have the paid one which provide more features for the questions design and the survey arrangement. Typeform produces every month around millions of forms. This application is used in this survey to collect the data and analyze it. This application is very easy to use by everyone.

3.5.3 Questionnaire Validity

The study focuses on the employees who are working in different sectors such as governmental sectors, semi- governmental sectors and private sectors to have credible results. The study covered both genders (female and male) from various ages. To get face validity, one of the reviewers agree with the language and questions because it is very easy and clear. The other reviewer suggested that to add the question “Which sector you are working under?” in order to have more validity of data and accuracy of data about each organization.

3.5.4 Questionnaire Reliability

To evaluate the comprehension of the questionnaire, I piloted the question by two reviewers from different organizations who have long years of experiences in different sectors. The researcher has ensured the tool's internal consistency through its field application on an exploratory sample from the research population and outside of its sample, then the researcher has calculated "Pearson Correlation Coefficient" to identify the questionnaire's internal validity where the correlation coefficient was calculated between the degree of each phrase of the questionnaire's phrases for the total degree of the questionnaire. The correlation among questionnaire items (measure the same characteristic) was computed utilizing the Pearson product-moment correlation coefficient see table below.

Table 3-1: Correlation Coefficients Between Each Scale Item and the Total of the Items Related to the Same Subscale

Statements	Pearson's correlation coefficient values (r)	Sig
Statement no.1	0.945**	0.01
Statement no.2	0.857**	0.01
Statement no.3	0.512*	0.05
Statement no.4	0.945**	0.01
Statement no.5	0.913**	0.01
Statement no.6	0.801**	0.01
Statement no.7	0.925**	0.01
Statement no.8	0.512*	0.05
Statement no.9	0.925**	0.01
Statement no.10	0.772**	0.01

Note: Pearson's r is significant at $p < 0.01$ and $p < 0.05$.

Table 3-1 shows that the correlation coefficients values between the phrase degree and the total degree of the questionnaire all are positive values and significant at the significance level of 0.01 and 0.05. Pearson's r varies from -1 (negative linear) to +1 (positive linear) with 0 pointing no relationship (Rubin, 2010). As shown in the table above the Person's r ranges from 0.51 to 1 indicating a low to high degree of correlation between each statement item.

There is another measure of the research tool (questionnaire) reliability through its field application on an exploratory sample from the sample population and outside of its sample which is using Cronbach's Alpha equation. The whole questions of the research were computed to be 0.947 which is considered as a high reliable result. This value is considered a reliability value statistically acceptable for the study tool's reliability. Accordingly, it can be dependable in the research's field application see table 3-2 below.

Table 3-2: Indicates Cronbach's alpha coefficient values for the research tool

General Reliability of Research Tool	Statements No.	Reliability Coefficient
	10	0.947

3.6 Data Analysis

To achieve the research objective which is to show all the aspects of improving TQM in HR. The study applied descriptive statistics to analyze and describe all the gathered data which concedes as a primary data. It gives simple brief about the measures and sample. It is as form the main of virtually each quantitative analysis of information.

3.7 Summary

To sum up, the study targets to find the total quality management that organization adopt in human resources. In addition, how to improve the total quality management in human resources to have great outcome. This study used online survey (Typeform) for collecting data which is under quantitative method. In addition, the study used descriptive statistics for analyzing the data. The samples were employees from different organizations.

4 Chapter Four: Results and Discussion

4.1 Introduction

This chapter presents and analyzes the information gathered from the questionnaire. In addition, it discusses the results collected. The gathered information was used to answer the following questions:

1. Does Saudi organizations provide training, bench making of practices, good plaining, reports and evaluation?
2. How can an organization develop the linkage between the total quality management and human resource?

The research used descriptive analyses and percentages of various organizations responses to each questionnaire item set to investigate the improving total quality management in human resources in Saudi organizations from diverse sectors.

4.2 Testing Research Questions

This sections would show the findings related to the two questions raised in this research.

4.2.1 Testing Question One

The first research question poses: Dose Saudi organizations provide training, bench making of practices, good plaining, reports and evaluation?

The study used fifteen questionnaires which shown in Appendix A to collect data. The questions were covered three parts which are four general questions about the employee, data about the organization where the employee work in and the employee opinion in how their organization could develop the total quality in human resources. Each questionnaire item of the data for the organization where the employee work in consists of two answers which are yes or no.

Employees' answers to each questionnaire of the data for the organization where the employee work in item have been computed and converted into percentages. The frequency of each answer for all the questions are the following:

The first question in the survey is what is your age. As per the graph below, it is shown that the participants are from different ages; 5% from the participants are between 40 to 49, 40% from the participants are between 30 to 39 and 55% are between 20 to 29 years old which shows the study covered data from diverse generations and that very beneficial for the research (See Figure 4-1).

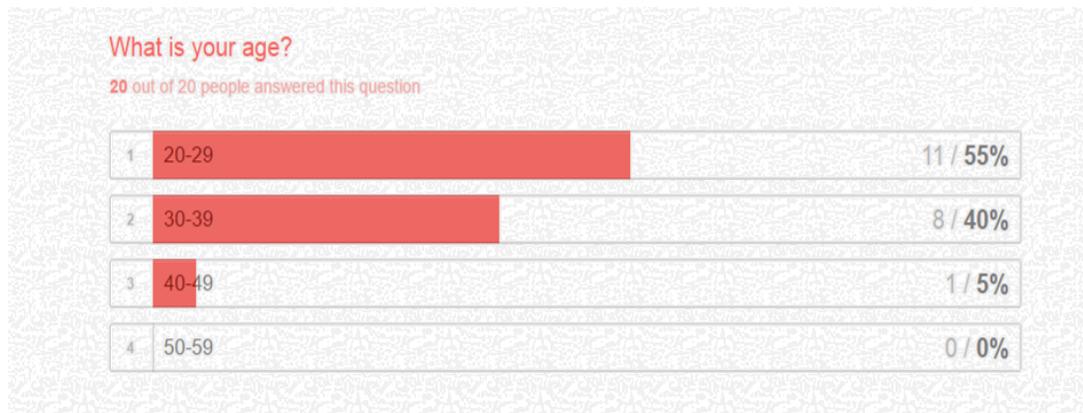


Figure 4-1: The Participants' Ages

The second question in the survey was about the gender which shows that the most participants of the study are female. The employees' participants 80% of them are female and 20 % are male. This percentages displays that the study would show the quality from both gender and more data would be from the female side in Saudi's organizations (See Figure 4-2).

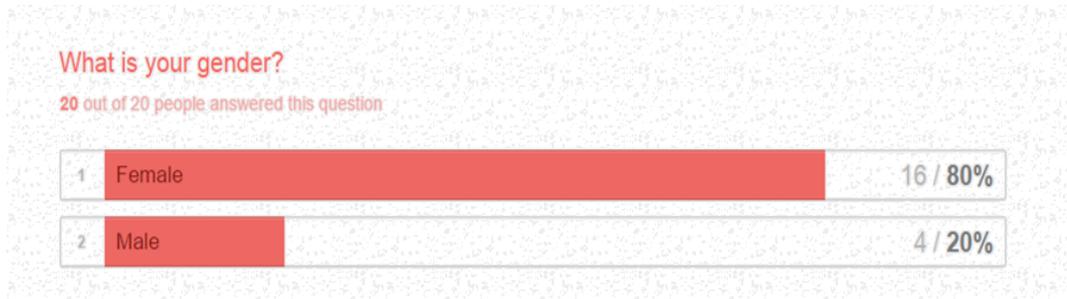


Figure 4-2: The Participants' Gender

The third question is about the years of experience of the employees' participants. The answers of the participants shown that 30% of them are less than 3 years of experience, 40% are between 3 to 6 years of experience, 20% are between 7 to 9 years of experience, 5% are between 10 to 15 years of experience and 5% are more than 15 years of experience. This percentages shows that the study scoped data from different level of employees with different years of experience which has advantages to the study; the data of the study vary which helps the research to cover more information from different aspects (See Figure 4-3).

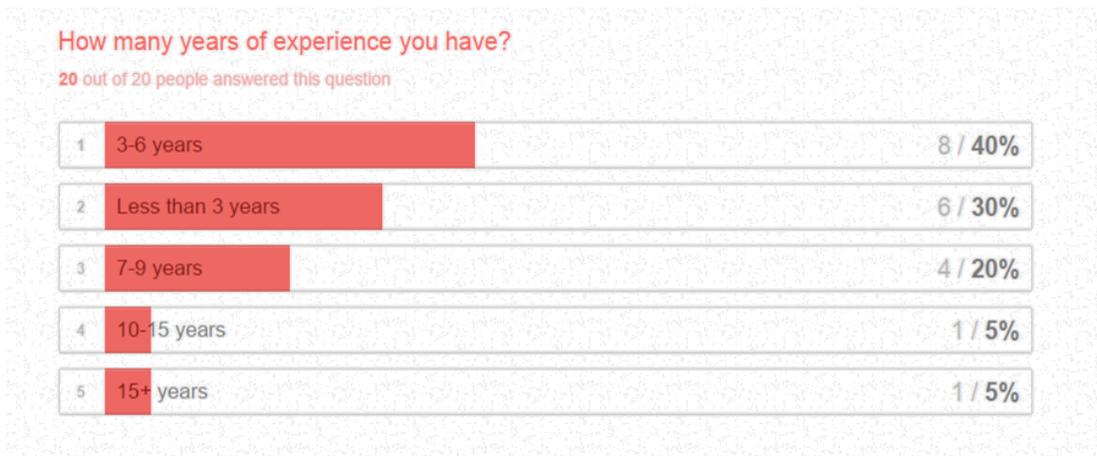


Figure 4-3: The Participants' Years of Experience

The fourth question in the survey is about the sector where the participants working under. The figure 4-4 below shows that 40 % of the participants are working under governmental sector, 30% of the participants are working under

private sector and 30 % of them are working under semi-governmental sector. The study varies the samples to see the focus of quality in all the sectors.

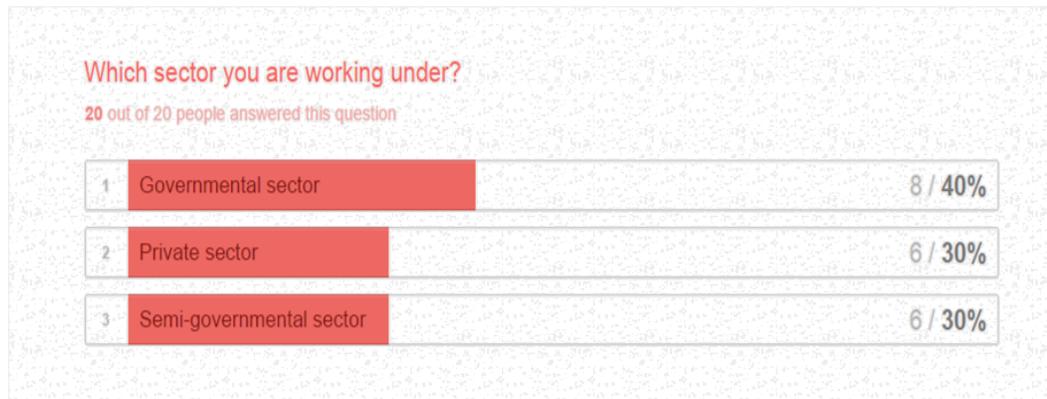


Figure 4-4: The Sector Where Participants' Working Under

The fifth question is about the percentage of the organizations which provide beneficial training/courses to all their employees. The figure 4-5 presents that 70% of the organizations are provide beneficial training/courses to all their employees. While 30% of the organizations are not provide beneficial training/courses to all their employees.



Figure 4-5: The Percentage of Organizations Which Provide Beneficial Training/Courses to All their Employees

The sixth question is about the percentages of participants' opinion on the courses if it has positive impact on the employees' performance. The figure 4-6 shows that 80% answered yes and 20% answered no. It is clear to see that the highest percentages are for yes which means that the employees are getting benefit

from the courses which they are attending. This shows that the courses are helping the employees to improve themselves to improve the organizations' quality.



Figure 4-6: The Percentage of Participants' Opinion on the Courses if it has Positive Impact on the Employees' Performance.

The seventh question is about percentages of the organizations that make monthly/yearly report. The figure 4-7 shows that 95% of the organizations are making monthly/yearly report and 5% of the organizations are not.

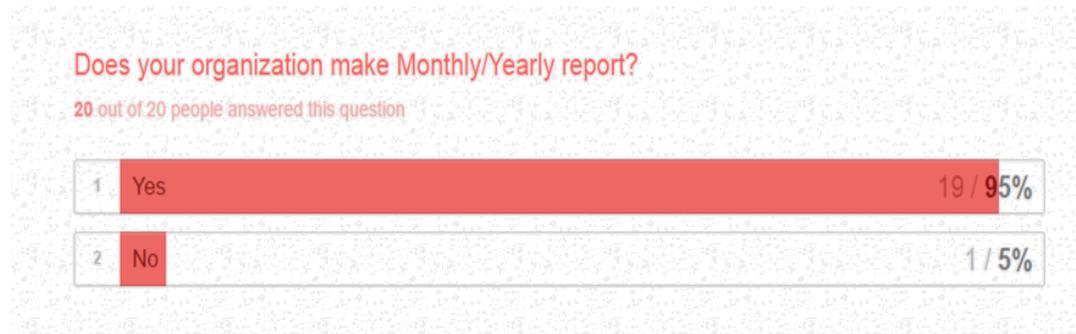


Figure 4-7: The Percentage of Organizations That Make Monthly/Yearly Report

The eighth question in the survey is about the percentage of organizations that use the report for developing quality of outcome. The figure 4-8 presents that 70% of the organizations are using the report for developing quality of outcome and 30% of the organizations are not using the report for developing quality of outcome.



Figure 4-8: The Percentage of Organizations That Use the Report for Developing Quality of Outcome

The ninth question is about the percentage of organizations that have a clear plan for improving their quality. The figure 4-9 presents that 75% of the organizations have a clear plan for improving their quality and 25% of them do not have. These parentages give us a clear picture about the organization level in general and their quality level.



Figure 4-9: The Percentage of Organizations That Have a Clear Plan for Improving their Quality

The tenth question in the survey is about the workers who are aware about the improving plan in their organizations. The participants answered that 55% of them yes and 45% answered no (see figure 4-10 below).



Figure 4-10: The Percentage of Organizations Which their Workers are Aware About the Improving Plan

The eleventh question is about the percentage of organizations that evaluate the quality of their outcome monthly or yearly. The figure 4-11 presents that 65% of the participants answered yes and 35% no.



Figure 4-11: The Percentage of Organizations that evaluate the quality of the outcome monthly or yearly

The twelfth question in the survey is about the percentage organizations that evaluate their employees yearly. In figure 4-12 shows that 95% of the participants answered yes and 5% answered no. It is very good percent. It gives us a good image about the organizations in Saudi and they are focusing in the employee performance.



Figure 4-12: The Percentage of Organizations that Evaluate their Employees Yearly

The thirteenth question is about the percentage of organizations that benchmark their practices yearly. In the figure 4-13 below presents that 65% of the organizations are benchmark their practices yearly and 35% of them are not.

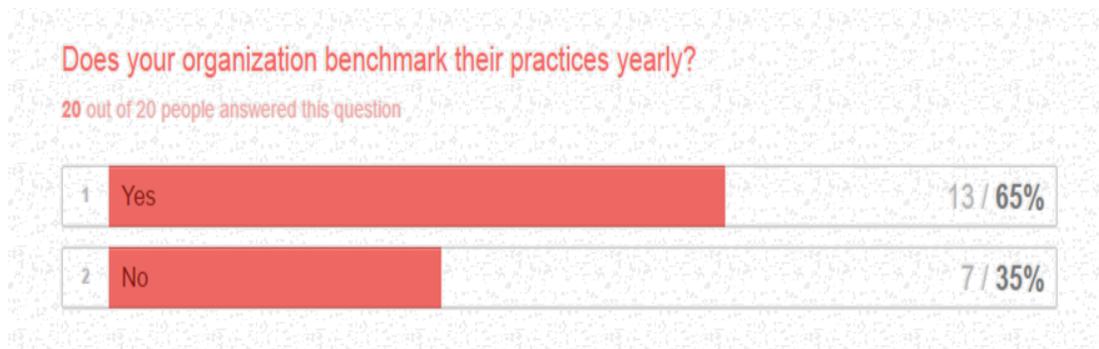


Figure 4-13: The Percentage of Organizations That Benchmark their Practices Yearly

The fourteenth question in the survey is about the percentage of participants' opinion on their organization if benchmarking the practices yearly is beneficial or not. In the figure 4-14 below, it presents that 85% of the participants answered yes and 15% answered no.

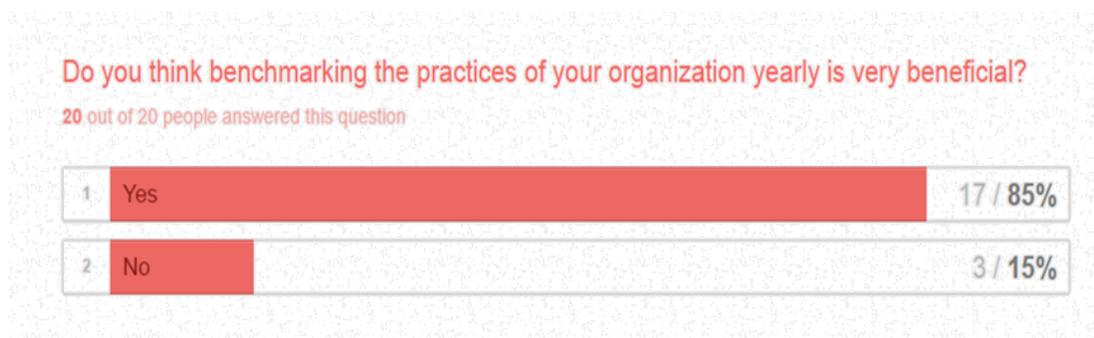


Figure 4-14: The Percentage of Participants' Opinion on their Organization if Benchmarking the Practices Yearly is Beneficial

Based on the resultant data, the study will accept the hypothesis that states that the degree of developing the relationship between Total Quality Management and Human Resource Department will be positively associated with high standard of outcome for any organization.

4.2.2 Testing Question Two

The second research question poses: How can an organization develop the linkage between the total quality management and human resource?

The study used an open question in the survey to get the opinion of participants for cover more ideas from different people. The most of the participants answered the question (18 out of 20) gave their opinion in this part (See Table 4-1 below).

Table 4-1 The participants' opinion on how an organization develop their total quality in human resources

1-	By applying the best practices in HR. Also, training employees well, which means evaluate first, do the training need analysis, then train. Also, by focusing on employees' performance.
2-	By training and motivating workers.
3-	Selection of the employee proper training and follow international accreditation standards utilize technology to improve quality Motivate employee by rewards.
4-	Encouraging employee and make yearly survey for their employee.
5-	In fact, the development in overall quality in human resources recruiting are seeking to develop the institution electronically-making decisions strictly-business seriously.
6-	Give the employees more training and allowances.
7-	a. The selection of employees must be based on the Criteria of the

-
- Organization.
- b. Keeping positive vibes in the workplace.
 - c. set a yearly or monthly goal plan for each employee to base on their evaluation.
 - d. understanding the differences in your employees.
 - e. staff supporting.
- 8- By organizing courses for each department.
 - 9-
 - a. Through understanding the needs of its customers.
 - b. Improving the quality of the work atmosphere.
 - c. Measure performance outcomes.
 - d. Set goals for employees.
 - e. Provide employees with resources for career development and training to enhance and improve their skills.
 - 10- Enhancing educational background and professional skills for the labor and improving physical level through enhancing health.
 - 11- Set clear goals & measure improvement.
 - 12- Increase the educational courses, cooperate with same or work related organizations to raise the quality of the work.
 - 13- The organizations can effectively motivate new hires by: - Train new hires until they fully understand their job's duties and responsibilities. - Offering reasons to stay motivated. - Offer training and professional development to help employees reach their goals and move further ahead in your company. As a department, HR should manage how human capital is improved, utilized and maintained. - They should think strategically about the future needs of the business while administering to the current ones. - Analyze compensation and benefits packages to see if they're competitive enough to attract the top talent.
 - 14- Employee's feedback is very important to be considered when developing their quality.
 - 15- following a clear plan, focusing on outcomes.
 - 16- Clear plan for recruitment, Suitable and qualified candidates, clear policies in HR, clear job description support the staff and good service.
 - 17- Total quality management for sustainable development: Process based system models. Business Process Management Journal.
 - 18- By developing the HR personnel first, then prepare a checklist to evaluate all criteria that impact HR. Eventually, the result will indicate those areas that required improvement.
-

As shown in the table (4-1), many different opinions were put in the survey to develop the organization's total quality in human resources. There are 9 participants pointed that training the employees are very useful to the organization to develop their total quality in human resources, 5 participants mentioned that motivating

workers are beneficial and 2 participants pointed that measuring performance outcome is valuable.

The rest of participants gave a lot of different opinions to develop their total quality in human resources which are making survey, supporting staff, understanding the differences in the employees' skills, setting a yearly/monthly goals plan for each employee based on the evaluation, keeping a positive vibes in the workplace, the selection of employees must be based on the criteria of the organization, understanding customers' needs of the organization, improving the quality of the work atmosphere, setting goals for the organization, measuring the improvement, collecting the employees feedback, following a clear plan, focusing in outcomes, putting clear plan for recruitment and processing based system methods. Based on the resultant data, the study will reject the hypothesis that the profit of the organization would have a significant impact on the relationship between the Total Quality Management and Human Resource Department.

4.3 Discussion of Results

The study covered a lot of facets of the improving Total Quality Management in Human Recourses in different organizations. Though the study covered that many organizations are applying Total Quality Management in Human Resources, some organizations are not implement Total Quality Management in Human Resources. The study shows that not all the organizations are giving useful training to all their workers which means not all the organizations are focusing in improving quality. Providing useful training to all employees in any organizations are very valuable to the quality of the outcome. Training is one of the most important to improve the quality in the organization

and all the organization must provide it to their workers but the training should be beneficial to the organization.

It is clearly to see that most of the organizations are making monthly/yearly report which shows that they care about the quality and they are looking for improvement. However, there are some that are not making monthly/yearly report. Making monthly/yearly report is very significant and it is one of the ways to improve the organization quality. It is the way to know where the weakness and issues of improving so that the organization could solve it or improve it. Also, it helps to see the improvement level of the organization every year.

The results of the study are presenting that some organizations are not using the report in a useful way and their organization is not improving in the right way. The purpose of making a report is to use it for developing the outcome of the organization. Each organization should study their report carefully and look to all the areas in the report to find the issues or the weakness and improve it.

The study shows that not all the organizations have a clear plan for improving their quality which is very dangerous to the organization's future success. In addition, it gives the idea that not all the employees are aware about their improving plan in their organization which is not right. To reach a high quality standard, the workers must know the plan of the organization, what their goal is and what is their future plan. This would help the employees to know where the organization wants to reach and they would help them to achieve.

There are some organizations that do not evaluate their quality which causes some issues to the organization itself because evaluating the quality is very important to success.

and reach to human needs in general. Moreover, evaluating employees are very valuable to the organizations because it assists them to know the strength and weakness of each employee. The organization could use the strength of each workers to develop their quality and achieve their goals.

Some of the organizations are not using benchmarking in their practices. Benchmarking helps organizations to measure their shortcomings, successes and improvement of performance in different departments. There are many advantages of benchmarking on organization which are lowering labor costs, improving product quality and increasing sales and profits. Employees needs to know the advantages of benchmarking to support and improve the organization goals.

There are many ways to improve the TQM in HR in any organization which this study find. The result of this study pointed many useful ways to improve the TQM in HR. Some of the findings are popular which are training employees, motivating workers and measuring the performance outcome. The rest of the findings are covering many areas for developing the quality in any organization.

4.4 Conclusion

The present study aims at investigating the improving of Total Quality Management in Human Resources in many organizations from different sectors. As shown above, results indicated that most of selected employees are working in organizations which are applying Total Quality Management in Human Resources. However, not all the organizations are covering all the quality aspects in their process which lead them to not reach to their goal easily and not to reach a high standard quality.

5 Chapter Five: Summary, Conclusions and Recommendations

5.1 Introduction

This chapter would provide an overview of the study and summarizing its findings. In addition, it would propose some recommendations for further research.

5.2 Overview of the Study and Summary of its Findings

Total Quality Management in Human Resources has been developing for many years. There are many ways to improve the TQM in HR in any organizations from different sectors. The improvement of TQM in HR has many advantages on the organization in general. This study examined that how an organization could develop the linkage between the total quality management and human resource, does Saudi organizations provide training, bench making of practices, good planning, reports and evaluation.

Participants in this study were employees from different organizations in Saudi Arabia. They were from different sectors. The selected samples were 40% of them were working under governmental sector, 30% were working under private sector and 30% were working under semi-governmental sector. The samples were from both gender male and female. The total number of participants is 20.

The study used quantitative and qualitative design which means it is descriptive study used survey research. The questions were 15 items. The first four questions were about general information of the employee's participants. The second ten questions were about information of the organization where the participant work in. The last question was about the participants' opinion in how their organization could develop the Total Quality Management in Human Resources. Employees answered the questions about their organization as yes or no. To analyze the obtained data, the study used descriptive statistics to describe the main features of the gathered information.

Results showed that there are many organizations are applying Total Quality Management in Human Resources. However, there are some of the organizations are not applying TQM in HR at all. Also, there are some of organizations are not implementing the TQM in the right way which would influence the future of the organizations.

5.3 Conclusion

Total Quality Management in Human Resources has a lot of advantages in any organization. There are many ways to improve TQM in HR to achieve an organization goals and success. All the organizations from diverse sectors should develop their quality every year. Organizations should use all the quality tools to achieve the useful quality standard. Through the study reported that some of organizations are not implementing TQM in HR in beneficial way, some of organizations are applying different tools of quality in their organizations.

5.4 Recommendations

Based on the study findings, some suggestions and recommendations are given for further study on this topic:

1. Implement TQM in HR is recommended to all organizations in order to seek for bitter outcomes.
2. It is suggested to organizations that benefiting from employees' evaluation which means analyzing evaluation and try to apply a useful training to employees in accordance to their evaluation.
3. It is recommended for organizations to solve issues by paying attentions to the yearly report to enhance the performance of the organization.
4. It is suggested to apply benchmarking the practices in all organizations to develop the quality standard of the organization.

5. For further studies, it is suggested to investigate the TQM in HR in larger samples to achieve great results.
6. It is important to notice that this research was conducted in Saudi Arabia and it would be beneficial to expand the study in various countries. This would help the researcher to get more accurate results about the practice of TQM in HR.
7. It is advisable in future studies to focus more on benchmarking the practices in Saudi Arabia.
8. It is recommended for further studies to use different methods instead of survey to measure the effect of TQM in HR.

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APPENDIX A

Measuring the Total Quality Management in Human Resources

Name (Optional): Age:

Gender: Years of experience:

Type of sector you are working under:

We appreciate your participation in this survey which aims to show the degree of organization role for improving the Total Quality Management in Human Resources.

No.	Statement	Yes	No
1	Does your organization provide beneficial training/courses to all their employees? If yes, how often?		
2	Do you think courses have positive impact on the employees' performance?		
3	Does your organization make Monthly/Yearly report?		
4	Does your organization used the report for developing the quality of outcome?		
5	Does your organization have a clear plan for improving their quality?		
6	Does the workers in your organization aware about the improving plan?		
7	Does your organization evaluate the quality of the outcome monthly or yearly?		
8	Does your organization evaluate their employees yearly?		
9	Does your organization benchmark their practices yearly?		
10	Do you think benchmarking the practices of your organization yearly very beneficial?		

In your opinion, how can the organization develop their total quality in human resources?

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