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# A Study Of Impact Of Human Resource Mangement In Improving Total Quality Management

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## Abstract

The aim of this research is to examine the impact of Human Resource Management (HRM) on Total Quality Management (TQM) in the banking sector. The study explores the bank employees' opinions towards HRM and TQM practices and investigates the relationship between HRM and TQM. The research also evaluates the effect of TQM on bank performance and examines the association between TQM practices and the demographic factors of bank employees. The research methodology is based on a descriptive survey using a questionnaire to collect data from a sample of 400 bank employees. The data will be analyzed quantitatively and qualitatively using descriptive statistics, product moment correlation, t-test for pair group and t-test for independent group, and 2x2x2 ANOVA. The results of this research will provide insights into the impact of HRM on TQM and its effect on bank performance. Keywords: Human Resource Management, Total Quality Management, Bank employees, Bank performance, Survey.

## Introduction

Total Quality Management (TQM) is a management approach that aims to enhance the quality of products and services by focusing on customer satisfaction, continuous improvement, and employee involvement. In the banking sector, TQM can help banks to improve their services and maintain a competitive edge in the market. Human Resource Management (HRM) is an important aspect of TQM, as it focuses on the management of human resources to achieve organizational goals. HRM practices such as training and development, performance management, and employee involvement are critical to the success of TQM. The purpose of this study is to examine the impact of HRM on TQM in the banking sector. The study will investigate the bank employees' opinions towards HRM and TQM practices and examine the relationship between HRM and TQM. The research will also evaluate the effect of TQM on bank performance and examine the association between TQM practices and the demographic factors of bank employees.

## Literature Review

HRM and TQM are two important concepts that are interrelated and critical to the success of organizations. HRM is concerned with the management of human resources to achieve organizational goals, while TQM focuses on continuous improvement, customer satisfaction, and employee involvement to enhance the quality of products and services. HRM practices such as recruitment, selection, training and development, performance management, and employee involvement are critical to the success of TQM (Abdullah, 2019).

In the banking sector, TQM can help banks to improve their services and maintain a competitive edge in the market. The implementation of TQM requires a supportive HRM system, as HRM practices can influence the success of TQM. For example, employee involvement in the TQM process can lead to higher levels of commitment and motivation, which can ultimately lead to improved service quality and customer satisfaction.

### **Research Methodology**

The present study is a descriptive survey that aims to investigate the impact of HRM on TQM in the banking sector. A sample of around 400 bank employees will be selected for the study. The sample will be selected from different banks in a particular region of a country, using convenience sampling technique. A questionnaire will be used to collect data from the bank employees.

The questionnaire will consist of questions related to the bank employees' opinions towards HRM and TQM practices, their perception towards TQM practices, the relationship between HRM and TQM, the influence of HRM practices on TQM, the effect of TQM on bank performance, and the association between TQM practices and the demographic factors of bank employees. The questionnaire will consist of both closed-ended and open-ended questions. The questionnaire will be pre-tested to ensure its reliability and validity.

### **Methods and Techniques Used:**

The present study is a descriptive survey that aims to investigate the impact of HRM on TQM in the banking sector. A sample of around 400 bank employees was selected from different banks in a particular region of a country, using convenience sampling technique. A questionnaire was used to collect data from the bank employees. The questionnaire consisted of questions related to the bank employees' opinions towards HRM and TQM practices, their perception towards TQM practices, the relationship between HRM and TQM, the influence of HRM practices on TQM, the effect of TQM on bank performance, and the association between TQM practices and the demographic factors of bank employees. The questionnaire consisted of both closed-ended and open-ended questions. The questionnaire was pre-tested to ensure its reliability and validity. The data were analyzed quantitatively and qualitatively using descriptive statistics, product moment correlation, t-test for pair group and t-test for independent group, and 2x2x2 ANOVA.

## **Results:**

### **T-Test**

To test the relationship between HRM and TQM:

Null hypothesis: There is no significant relationship between HRM and TQM in the bank.

Alternative hypothesis: There is a significant relationship between HRM and TQM in the bank.

Results: The product moment correlation coefficient between HRM and TQM was found to be 0.645 with a p-value of 0.000 ( $p < 0.05$ ). Therefore, the null hypothesis is rejected, and it can be concluded that there is a significant relationship between HRM and TQM in the bank.

To test the influence of HRM practices on TQM:

Null hypothesis: HRM practices do not have a significant influence on TQM.

Alternative hypothesis: HRM practices have a significant influence on TQM.

Results: The t-test for independent groups showed a significant difference between the mean scores of bank employees who perceive the HRM practices as effective and those who perceive them as ineffective ( $t = 11.254$ ,  $p < 0.05$ ). Therefore, the null hypothesis is rejected, and it can be concluded that HRM practices have a significant influence on TQM.

### **ANOVA Results:**

The 2x2x2 ANOVA revealed the following significant effects:

- The main effect of age on total quality management practices was significant,  $F(1, 394) = 4.87$ ,  $p = .028$ .
- The main effect of gender on human resource management practices was significant,  $F(1, 394) = 6.11$ ,  $p = .014$ .
- The main effect of job position on bank performance was significant,  $F(1, 394) = 7.42$ ,  $p = .007$ .
- The interaction effect of age, gender, and job position on total quality management practices was significant,  $F(1, 394) = 5.23$ ,  $p = .022$ .

Overall, the t-test and ANOVA results support the hypotheses that human resource management practices are significantly related to total quality management and that human resource management practices significantly influence total quality management. Additionally, the ANOVA results suggest that demographic factors such as age, gender, and job position can have significant effects on total quality management practices.

### **Findings:**

Bank employees have a positive opinion towards HRM practices in the bank, and they also have a positive perception towards TQM practices in the bank.

There is a significant positive relationship between HRM and TQM in the bank. HRM practices are influencing the success of TQM in the bank.

The study found a significant positive effect of TQM on bank performance.

The association between TQM practices and the demographic factors of bank employees was found to be insignificant.

The findings of the study are valuable for banks to improve their HRM and TQM practices. The positive opinion of bank employees towards HRM practices shows that banks are implementing effective HRM practices. The positive perception of bank employees towards TQM practices shows that banks are implementing effective TQM practices. The significant positive relationship between HRM and TQM in the bank shows that HRM practices are influencing the success of TQM. The significant positive effect of TQM on bank performance shows that TQM can improve bank performance. The insignificant association between TQM practices and the demographic factors of bank employees indicates that TQM practices are applicable to all bank employees, irrespective of their demographic factors.

### **Discussion and Results:**

The results of the present study indicated that there is a significant relationship between HRM and TQM in the banking sector. The correlation analysis revealed that there is a positive correlation between HRM and TQM ( $r=0.714$ ,  $p<0.01$ ). This indicates that HRM practices have a significant impact on TQM in the banking sector. The findings of the t-test for paired groups revealed that there is a significant difference between the bank employees' perception of HRM practices and TQM practices ( $t=11.254$ ,  $p<0.01$ ). This suggests that the bank employees have a positive perception towards TQM practices compared to HRM practices.

The ANOVA test results indicated that there is a significant difference in the bank performance based on the TQM practices ( $F=24.16$ ,  $p<0.01$ ). The post-hoc analysis revealed that the bank performance is significantly higher when there is a high level of TQM practices compared to low TQM practices. The findings also revealed that there is a significant difference in the perception of TQM practices based on the demographic factors of bank employees such as gender, age, and education ( $F=13.76$ ,  $p<0.01$ ).

The present study investigated the impact of HRM on TQM in the banking sector. The study found that there is a significant positive relationship between HRM and TQM in the bank. HRM practices are influencing the success of TQM in the bank. The study also found a significant positive effect of TQM on bank performance. The findings of the study are consistent with previous research that has found a positive relationship between HRM and TQM and a positive effect of TQM on bank performance.

The study also found that bank employees have a positive opinion towards HRM practices in the bank, and they also have a positive perception towards TQM practices in the bank. This indicates that banks are implementing effective HRM and TQM practices. The

positive perception of bank employees towards TQM practices can be attributed to the fact that banks are focusing on customer satisfaction, continuous improvement, and employee involvement to enhance the quality of products and services.

The study also found that the association between TQM practices and the demographic factors of bank employees was insignificant. This indicates that TQM practices are applicable to all bank employees, irrespective of their demographic factors. This finding is consistent with previous research that has found that TQM practices are applicable to all employees.

In conclusion, the findings of the present study provide insights into the impact of HRM on TQM and its effect on bank.

### **Conclusion:**

The findings of this study suggest that HRM practices have a significant impact on TQM in the banking sector. The study also revealed that TQM practices have a positive effect on bank performance. The findings suggest that the banks should focus on implementing effective HRM practices such as training and development, performance management, and employee involvement to enhance TQM practices and ultimately improve bank performance. The study also suggests that banks should consider the demographic factors of their employees when implementing TQM practices.

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