

ISM Modeling of Strategic Human Resource Management Practices for Successful Implementation of TQM in an Organization

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Abstract

Implementation of TQM in an organization requires organization-wide efforts. These efforts are supported by strategic human resources management practices (SHRMPs) through the establishment of a culture of continuous improvement and teamwork in an organization. In this paper, 09 key SHRM practices identified from a systematic literature review are modeled using the Interpretive Structural Modeling technique. ISM model presents the graphical picture of the preferential order of these practices along with the identification of driving and dependence potential essential to the implementation of TQM in an organization. The ISM modeling of SHRMPs reveals that Leadership Commitment (LC), Employee Recognition and Reward (ERR), and Measurement and Feedback System (MFS) are the foundational practices that affect other practices like Employee Involvement and Empowerment (EIE), Team Building (TB), and Continuous Improvement Culture (CIC). From the ISM model, it can also be concluded that Hiring Practices (HP) have minimal impact on the implementation of TQM in an organization. Finally, this study concludes that strategically adopted human resource management practices contribute to the successful implementation of TQM in an organization.

Keywords

Strategic Human Resource Management, Interpretive Structural Modeling (ISM), Total Quality Management (TQM), Continuous Improvement Culture.

1. Introduction

Today's cutthroat competitive market requires the adoption of a business excellence philosophy like TQM that should be capable of handling the Quality (Q), Cost (C), and delivery (D) as per the customer requirement. In the process of implementation of TQM in an organization Strategic Human Resource Management (SHRM) plays a pivotal role. SHRM involves certain practices that are essential for building the culture that eases the adoption of TQM in an organization easily. Strategic HRM is an approach that defines how the organization's goals will be achieved through people using HR strategies and integrated HR policies and practices. It involves aligning human resource practices with the overall strategic goals of an organization (Fransisical and Komarudin, 2023). The implementation of TQM in

an organization requires a holistic approach that begins with imparting the required knowledge and skills to the employees (Fransiscal and Komarudin, 2023). There exists a correlation between employees' performance and the training and development programs necessary for the success of TQM (Istivani Helal, 2022). HRM practices like Employee empowerment encourage, motivate, and raise awareness about individual potential and help in adopting the culture of continuous improvement (Arifin et al. 2022). According to Wagimin et al., (2019) for successful implementation of TQM, the management must have an organizational commitment focused on achieving TQM goals by satisfying the internal and external customers. The Previous studies on the impact of HRM practices on TQM present an incomplete picture in terms of prioritization of SHRM practices responsible for the successful implementation of TQM in an organization.

This paper attempts to model the practices of strategic human resources management using interpretive structural modeling (ISM) that will lead to the success of TQM in an organization.

1.1 Objective

To model selected SHRM practices for successful implementation of TQM in an organization using the Interpretive Structural Modeling (ISM) approach.

2. Literature Review

The existing literature about human resource management and total quality management presents the role, and impact of HRM and TQM practices on organizational business excellence. Human resource management can be regarded as a strong internal resource and integrated efforts of TQM-HRM practices are required to improve the organizational performance (Al-Dhaafri and Alosani, 2020). Tahiri et al. (2020) in a study on improving the performance of an SME find that organizational productivity is directly affected by the performance of employees so it must hire qualified and trained employees who do the job effectively and efficiently along with the adoption of a performance appraisal system. According to Reza (2020), a human resource strategy supports the implementation of TQM in an organization, and it is a must for the organization to decide suitable HRM practices that are crucial to its business. Human resource management practices like recruitment and selection, job design, training and development, teamwork, leadership, performance appraisal, compensation, Empowerment, motivating employee, employee relations, and employee security & health are a few that promotes the culture suitable for the implementation of TQM (Reza, 2020). In a study conducted in the Indonesian construction industry, Widyanty (2020) considered the safety of employees as the prime HRM practice that not only boosts employee productivity but also provides a competitive advantage further the organizational excellence is supported by other practices like recruitment and selection, performance management, compensation, and training and development. Zaidi and Ahmad, (2020) in their work cited human resource focus as one of the prime dimensions of TQM which directly influences the operational performance of the organization through strategic planning.

Strategic planning involves the development and implementation of strategies to improve relations with customers i.e. both internal and external. In a study focused on gaining a sustainable competitive advantage in Bangladeshi garment factories, Farhana et al. (2020) cited that human resources are the main prime mover for gaining industrial growth and sustainable advantage. Tawalbeh and Jaradat (2020) through multi multi-regression analysis model revealed that recruitment and selection have the strongest effect with competitive advantage, followed by compensation and reward, then performance appraisal, and finally training and development. Arora and Gupta (2020) in their work on the practices of TQM for the engagement of employees measured the impact of dimensions of TQM on HRM policies using multi-regression analysis and subsequently for each dimension of HRM policy on employee engagement. The authors advocated that a feeling of ownership improves the engagement of employees and thus helps in implementing the TQM practices. Sharma and Rahim (2021) considered TQM and HRM as workplace management theories in which activities are focused on improving customer satisfaction and quality through continuous improvement. The authors considered certain dimensions like commitment to quality, customer requirements, training and education, employee empowerment, teamwork, team rewards, and extensive sharing as the main practices of HRM that support the implementation of TQM in an organization. Kittikunchotiwut (2021) in an empirical study conducted on the manufacturing sector of Thailand, identified the influence of strategic human resource management activities on organizational engagement and performance and concluded that practices like training, participation of the staff in planning and decision-making, and career growth opportunities help in improving the employee engagement and performance of the organization. TQM-powered HRM can also be viewed as the source of employee empowerment since TQM promotes continuous improvement in products, people, and organizational environment (Arifin et al.,

2022) thus it can be said that TQM directly affects the performance of the employees and motivation among the workers plays a pivotal role success of training and development programs designed for the employees of the organization further the compensatory benefits and performance appraisals are the two key elements act as catalyst for improving the employee productivity (Helal, 2022; Wolor et. al., 2022). Andrić et al. (2022) investigated the impact of HRM practices on TQM implementation in the tourism sector and the authors concluded that HRM practices like teamwork, staffing, training and development, and performance and appraisal are crucial to TQM implementation.

Appropriate human resource management (HRM) practices lead to the development of its assets i.e. humans (Fransisca and Komarudin, 2023). Nanjundeswaraswamy et. al. (2023) reveals that HRM practices like functional leadership, positive organizational scholarship, employee involvement, empowerment, and employee training are the critical success factors responsible for the success of HRM as well as TQM. The authors also reported that TQM cannot be implemented individually and it requires a structured and systematic implementation of HRM practices. The three dimensions of SHRM i.e. Ability, Motivation, and Opportunity have different effects on organizational performance (Chourasia et.al., 2023). The authors further reported that ability-enhancing HR practices like capability building, development, hiring, and innovation culture are significantly associated with firm performance, whereas HR practices that enhance ‘motivation’ and ‘opportunity’ like performance evaluation and appraisal, performance-related pay, appreciation & recognition, compensation, incentive and, etc. are not significantly related to performance. The above literature review provides an inconclusive picture of the criticality of the SHRM practices i.e. which organizational practice should be given more importance. In this paper, the selected SHRM practices will be modeled using the interpretive structural modeling approach that provides a graphical picture ranking of SHRM practices.

3. Research Methodology

Figure 1 depicts the adopted research methodology for modeling the SHRM practices. The SHRM practices were identified from the literature as presented in Table 1. For the development of the ISM model, the data collected from the experts is shown in Table 2 in the form of relationships expressed in Table 3. The questionnaire was designed to explore the contextual relationship in terms of paired comparison among the SHRM practices leading towards successful implementation of TQM.

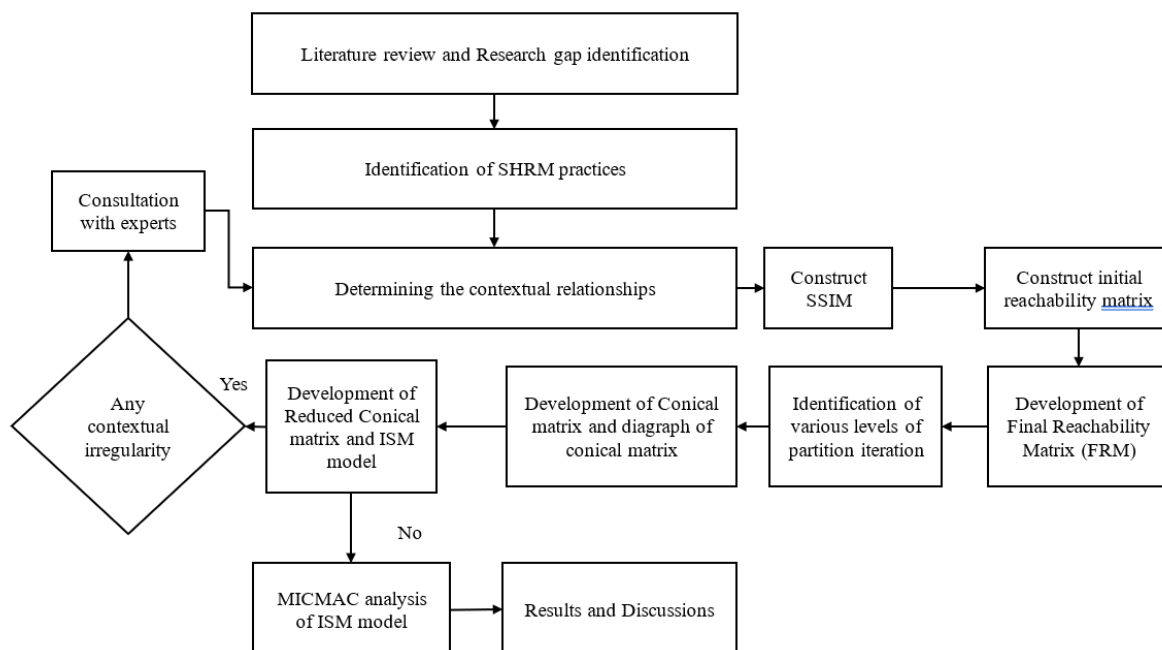


Figure 1. Research methodology

Table 1. Selected SHRM practices

S. No.	HRM practices	Factors Cited by Authors
1.	Employee Training and Development (ETD)	(Al-Dhaafri and Alosani, 2020; Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Tahiri et al. 2020; Reza 2020; Widyanty 2020; Tawalbeh and Jaradat 2020; Arora and Gupta 2020; Sharma and Rahim 2021; Kittikunchotiwut 2021; Arifin et al., 2022; Helal 2022; Wolor et. al. 2022; Andrić et al. 2022; Nanjundeswaraswamy et. al. 2023; Chourasia et.al., 2023)
2.	Employee Involvement and Empowerment (EIE)	(Al-Dhaafri and Alosani, 2020; Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Tahiri et al. 2020; Reza 2020; Widyanty 2020; Arora and Gupta 2020; Sharma and Rahim 2021; Kittikunchotiwut 2021; Helal 2022; Nanjundeswaraswamy et. al. 2023; Chourasia et.al., 2023)
3.	Team Building (TB)	(Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Reza 2020; Widyanty 2020; Arora and Gupta 2020; Sharma and Rahim 2021; Helal 2022; Wolor et. al. 2022; Andrić et al. 2022; Nanjundeswaraswamy et. al. 2023; Chourasia et.al., 2023)
4.	Leadership and Commitment (LC)	(Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Reza 2020; Widyanty 2020; Arora and Gupta 2020) (Sharma and Rahim 2021; Helal 2022; Nanjundeswaraswamy et. al. 2023; Chourasia et.al., 2023)
5.	Employee Recognition and Rewards (ERR)	(Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Tahiri et al. 2020; Reza 2020; Widyanty 2020; Tawalbeh and Jaradat 2020; Arora and Gupta 2020; Sharma and Rahim 2021; Kittikunchotiwut 2021; Helal 2022; Wolor et. al. 2022; Andrić et al. 2022; Nanjundeswaraswamy et. al. 2023; Chourasia et.al., 2023)
6.	Hiring Practices (HP)	(Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Widyanty 2020; Kittikunchotiwut 2021; Arifin et al., 2022; Helal 2022; Andrić et al. 2022; Chourasia et.al., 2023)
7.	Quality Circles (QC)	(Istivani Helal, 2022; Arifin et al. 2022; Wagimin et al. 2019; Widyanty 2020; Sharma and Rahim 2021)
8.	Continuous Improvement Culture (CIC)	(Istivani Helal, 2022) (Arifin et al. 2022) (Wagimin et al. 2019) (Widyanty 2020) (Chourasia et.al., 2023)
9.	Measurement and Feedback Systems (MFS)	(Istivani Helal, 2022) (Arifin et al. 2022) (Wagimin et al. 2019) (Tahiri et al. 2020) (Widyanty 2020) (Zaidi and Ahmad 2020)

Table 2. Experts' domain

S. No.	Expert Domain	No. of experts	Roles
1	Industry	5	Managers (03), Supervisors (02)
2	Academics	8	Academic researchers

4. ISM Modeling

Interpretive Structural Modeling (ISM) is a method used to analyze and represent the relationships among a set of concepts or variables. It is a technique for visualizing the logical relationships between elements in a system, and for understanding how the elements in the system influence one another. ISM is often used in organizational analysis, where it can be used to understand the relationships between different departments, functions, or processes within an organization. It can also be used in policy analysis, where it can be used to understand the relationships between different policy issues or stakeholders.

Following are the steps to create the ISM model.

I. Structural Self-Interaction Matrix (SSIM)

Create a Structural Self-Interaction Matrix (SSIM) for each factor. The SSIM is based on expert recommendations and helps quantify the relationships between a factor and itself, which can be essential for ISM analysis.

II. Reachability Matrix Analysis

Compile and analyze the reachability matrix, considering the SSIM and the concept of transitivity. The reachability matrix helps identify the direct and indirect relationships between factors. Ensure that the matrix adheres to the transitivity assumption.

III. Transitivity Analysis

Conduct a transitivity analysis to verify the consistency of the relationships within the reachability matrix. Ensure that the transitive relationships hold as per the ISM methodology.

IV. Factor Leveling

After the transitivity analysis, divide the factors into different levels based on the final reachability matrix. Factors at higher levels have a more significant influence on those at lower levels.

V. Digraph Creation

Create a digraph (directed graph) that represents the ISM model. In this graph, each factor is depicted as a node, and the relationships are shown as directed arrows. The hierarchy and influence patterns become visually apparent in the digraph.

4.1 Development of Structured Self-Interaction Matrix (SSIM)

Structured self-interaction is also known as the initial interaction matrix and it represents the interactions among the selected variables. The interaction among the selected SHRM practices is represented by symbols presented in Table 3.

Table 3. Symbols for defining the relationships among the variables

Symbols	Relationships among the variables
V	Variable i will influence variable j
A	Variable j will influence variable i
X	Variables i and j will influence each other
O	Variable i and j are unrelated

Expert opinions from TQM practitioners in industry and academic researchers were collected for the development of contextual relationships. The SSIM developed from these contextual relationships is presented in Table 4.

Table 4. Structured Self-Interaction Matrix (SSIM)

Variables	MFS	CIC	QC	HP	ERR	LC	TB	EIE
ETD	A	V	V	V	A	A	V	X
EIE	A	V	V	V	A	A	V	-
TB	A	X	X	V	A	A	-	
LC	X	V	V	V	X	-		
ERR	V	V	V	V	-			
HP	A	A	A	-				
QC	A	X	-					
CIC	A	-						
MFS	-							

4.2 Reachability Matrix

The reachability matrix developed from the SSIM is known as the initial reachability matrix and it shows which variable reaches or is reached by other variables. The final reachability matrix is prepared by incorporating the transitivity in the matrix. The transitivity refers to the situation that if A reaches B and B reaches C the A will also reach C. The initial and final reachability matrices are presented in Table 5 and Table 6 respectively.

Table 5. Initial Reachability Matrix

Variables	ETD	EIE	TB	LC	ERR	HP	QC	CIC	MFS	Driving Power
ETD	1	1	1	0	0	1	1	1	0	6
EIE	1	1	1	0	0	1	1	1	0	6
TB	0	0	1	0	0	1	1	1	0	4
LC	1	1	1	1	1	1	1	1	1	9
ERR	1	1	1	1	1	1	1	1	1	9
HP	0	0	0	0	0	1	0	0	0	1
QC	0	0	1	0	0	1	1	1	0	4
CIC	0	0	1	0	0	1	1	1	0	4
MFS	1	1	1	1	0	1	1	1	1	8
Dependence Power	5	5	8	3	2	9	8	8	3	

Table 6. Final Reachability Matrix

Variables	ETD	EIE	TB	LC	ERR	HP	QC	CIC	MFS	Driving Power
ETD	1	1	1	0	0	1	1	1	0	6
EIE	1	1	1	0	0	1	1	1	0	6
TB	0	0	1	0	0	1	1	1	0	4
LC	1	1	1	1	1	1	1	1	1	9
ERR	1	1	1	1	1	1	1	1	1	9
HP	0	0	0	0	0	1	0	0	0	1
QC	0	0	1	0	0	1	1	1	0	4
CIC	0	0	1	0	0	1	1	1	0	4
MFS	1	1	1	1	1*	1	1	1	1	9
Dependence Power	5	5	8	3	3	9	8	8	3	

4.3 Factor Leveling

In this iterative step, the levels of the factors are decided, the factors removed in the first iteration are placed at level 1 and a factor is removed from the iteration when its intersection set coincides with its reachability set. Table 7 to Table 10 shows the level partitioning of the SHRM practices.

Table 7. Level Partitioning for Level 1

Elements	Reachability Set R	Antecedent Set A	Intersection Set $R \cap A$	Level
1	1, 2, 3, 6, 7, 8,	1, 2, 4, 5, 9,	1, 2,	
2	1, 2, 3, 6, 7, 8,	1, 2, 4, 5, 9,	1, 2,	
3	3, 6, 7, 8,	1, 2, 3, 4, 5, 7, 8, 9,	3, 7, 8,	
4	1, 2, 3, 4, 5, 6, 7, 8, 9,	4, 5, 9,	4, 5, 9,	
5	1, 2, 3, 4, 5, 6, 7, 8, 9,	4, 5, 9,	4, 5, 9,	
6	6,	1, 2, 3, 4, 5, 6, 7, 8, 9,	6,	1
7	3, 6, 7, 8,	1, 2, 3, 4, 5, 7, 8, 9,	3, 7, 8,	
8	3, 6, 7, 8,	1, 2, 3, 4, 5, 7, 8, 9,	3, 7, 8,	
9	1, 2, 3, 4, 5, 6, 7, 8, 9,	4, 5, 9,	4, 5, 9,	

Table 8. Level Partitioning for Level 2

Elements	Reachability Set R	Antecedent Set A	Intersection Set $R \cap A$	Level
1	1, 2, 3, 7, 8,	1, 2, 4, 5, 9,	1, 2,	
2	1, 2, 3, 7, 8,	1, 2, 4, 5, 9,	1, 2,	
3	3, 7, 8,	1, 2, 3, 4, 5, 7, 8, 9,	3, 7, 8,	2
4	1, 2, 3, 4, 5, 7, 8, 9,	4, 5, 9,	4, 5, 9,	
5	1, 2, 3, 4, 5, 7, 8, 9,	4, 5, 9,	4, 5, 9,	
6		1, 2, 3, 4, 5, 7, 8, 9,		1
7	3, 7, 8,	1, 2, 3, 4, 5, 7, 8, 9,	3, 7, 8,	2
8	3, 7, 8,	1, 2, 3, 4, 5, 7, 8, 9,	3, 7, 8,	2
9	1, 2, 3, 4, 5, 7, 8, 9,	4, 5, 9,	4, 5, 9,	

Table 9. Level Partitioning for Level 3

Elements	Reachability Set R	Antecedent Set A	Intersection Set $R \cap A$	Level
1	1, 2,	1, 2, 4, 5, 9,	1, 2,	3
2	1, 2,	1, 2, 4, 5, 9,	1, 2,	3
3		1, 2, 4, 5, 9,		2
4	1, 2, 4, 5, 9,	4, 5, 9,	4, 5, 9,	
5	1, 2, 4, 5, 9,	4, 5, 9,	4, 5, 9,	
6		1, 2, 4, 5, 9,		1
7		1, 2, 4, 5, 9,		2
8		1, 2, 4, 5, 9,		2
9	1, 2, 4, 5, 9,	4, 5, 9,	4, 5, 9,	

Table 10. Level Partitioning for Level 4

Elements	Reachability Set R	Antecedent Set A	Intersection Set $R \cap A$	Level
1		4, 5, 9,		3
2		4, 5, 9,		3
3		4, 5, 9,		2
4	4, 5, 9,	4, 5, 9,	4, 5, 9,	4
5	4, 5, 9,	4, 5, 9,	4, 5, 9,	4
6		4, 5, 9,		1
7		4, 5, 9,		2
8		4, 5, 9,		2
9	4, 5, 9,	4, 5, 9,	4, 5, 9,	4

4.4 Development of conical matrix and digraph

The conical matrix is the row and column-wise arranged matrix as the levels of the factor. The matrix helps in the development of the initial directed graph i.e. Digraph for the selected SHRM practices (Table 11). The digraph is shown in Figure 2.

Table 11. Conical matrix

Variables	6	3	7	8	1	2	4	5	9	Driving Power	Level
6	1	0	0	0	0	0	0	0	0	1	1
3	1	1	1	1	0	0	0	0	0	4	2
7	1	1	1	1	0	0	0	0	0	4	2
8	1	1	1	1	0	0	0	0	0	4	2
1	1	1	1	1	1	1	0	0	0	6	3
2	1	1	1	1	1	1	0	0	0	6	3
4	1	1	1	1	1	1	1	1	1	9	4
5	1	1	1	1	1	1	1	1	1	9	4
9	1	1	1	1	1	1	1	1*	1	9	4
Dependence Power	9	8	8	8	5	5	3	3	3		
Level	1	2	2	2	3	3	4	4	4		

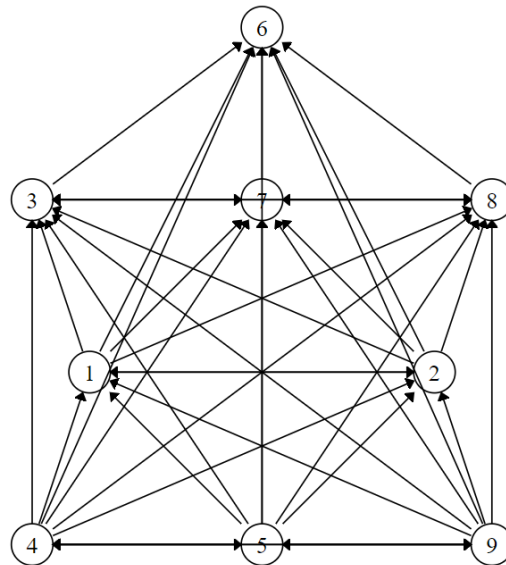


Figure 1. Digraph

The digraph shows the reachability of each variable arranged in the order of level. The Level 1 elements are placed at the bottom of the digraph and level 4 elements are placed at the top.

4.5 Reduced Conical Matrix

A reduced conical matrix is prepared by removing the transitivities in the model in a manner that it not affect the levels of the model. The matrix helps in the better visualization of the ISM model as it removes the unnecessary connecting lines (Table 12). The final ISM model is shown in Figure 3.

Table 12. Reduced conical matrix

Variables	6	3	7	8	1	2	4	5	9	Driving Power	Level
HP	1	0	0	0	0	0	0	0	0	1	1
TB	1	1	1	1	0	0	0	0	0	4	2
QC	1	1	1	1	0	0	0	0	0	4	2
CIC	1	1	1	1	0	0	0	0	0	4	2
ETD	0	1	1	1	1	1	0	0	0	6	3
EIE	0	1	1	1	1	1	0	0	0	6	3
LC	0	0	0	0	1	1	1	1	1	9	4
ERR	0	0	0	0	1	1	1	1	1	9	4
MFS	0	0	0	0	1	1	1	1*	1	9	4
Dependence Power	9	8	8	8	5	5	3	3	3		
Level	1	2	2	2	3	3	4	4	4		

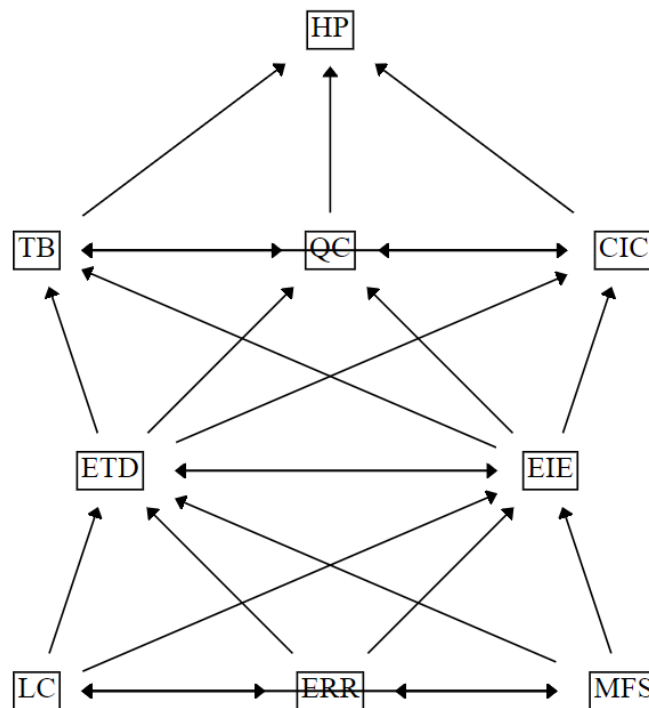


Figure 2. ISM model of SHRM practices

4.6 MICMAC Analysis

MICMAC refers to cross-impact matrix multiplication applied to classification (Matrice d'Impacts Croisés Multiplication Appliquée à un Classement). In this analysis, the variables are categorized into 4 categories based on the dependence and driving power of the variables. The dependence and driving powers obtained in the Final Reachability Matrix (FRM) are selected as input values. The variables are plotted on a 2-dimensional graph bounded by driving power on the y-axis and dependence power on the x-axis. The values on the x and y axis range from 1 to 12 i.e., equal to the number of variables. The 2D graph is divided into 4 quadrants numbered in the anti-clockwise direction. These 4 quadrants refer to the following 4 categories of variables.

- I. Autonomous variables (quadrant I)

The autonomous variables are those variables that have weak driving as well as weak dependence power. These kinds of variables are not connected with the other variables of the system so these will not either drive the other or depend on other variables.

II. Dependent variables (quadrant II)

These kinds of variables have high dependence power and weak driving power. These variables drive their input from other variables of the system.

III. Linkage variables (quadrant III)

Linkage variables have strong driving as well as strong dependence power. These variables act as a link between dependent and driving variables. Improvement in these variables brings significant changes in the system.

IV. Driving variables (quadrant IV)

Driving variables have strong driving power and weak dependence power. These variables are responsible for driving the other variables. The classification for variables as per MICMAC analysis is presented in Figure 4.

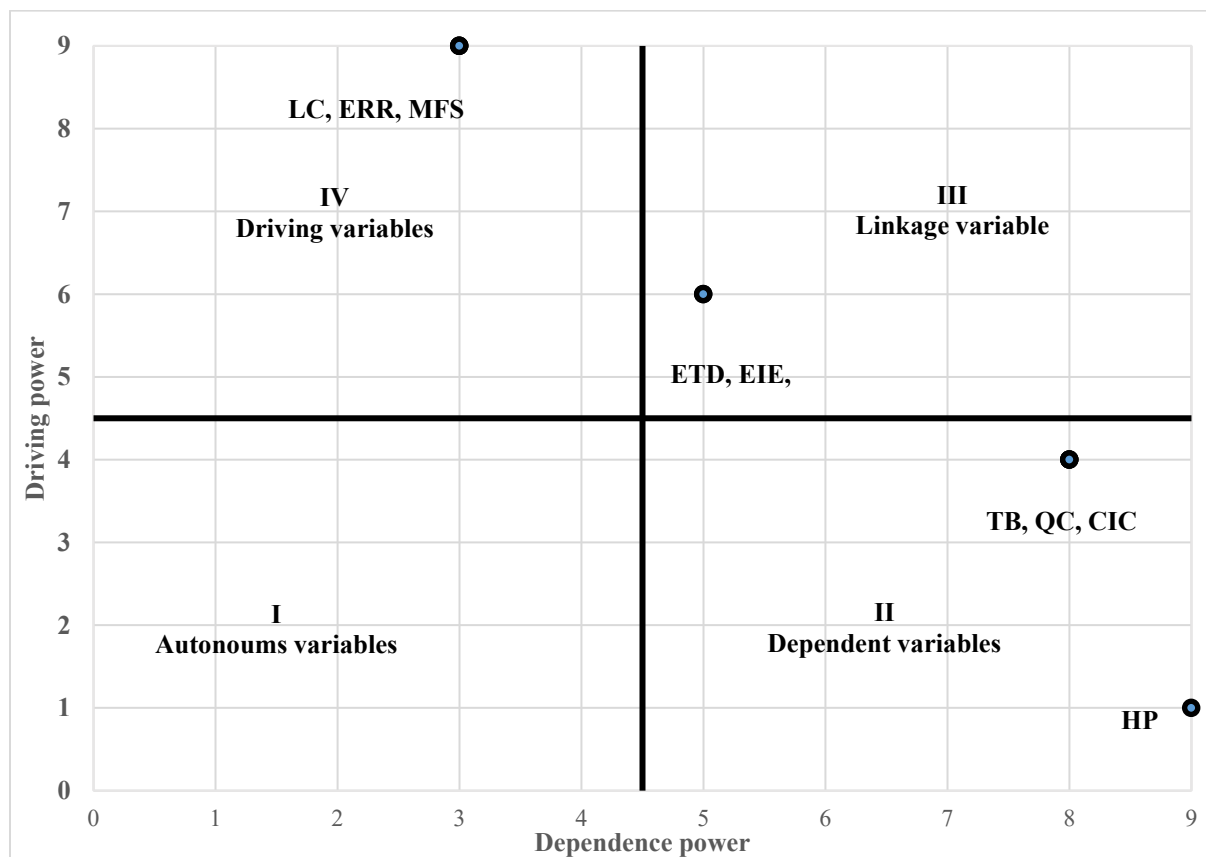


Figure 3. MICMAC analysis of SHRM practices

5. Results and Discussion

The ISM model of strategic human resource management practices reveals that SHRM practices like Leadership Commitment (LC), Employee Recognition and Reward (ERR), and Measurement and Feedback System (MFS) occupy Level 1. These level-1 practices in the MICMAC analysis are referred to as Driving variables. These practices have the highest driving and least dependent power among other practices. Leadership commitment plays a pivotal role in motivating and carrying out strategic human resources practices. The vision of the top management about its employees and work culture helps them craft a suitable environment for the establishment of TQM in an organization. The Leadership commitment towards establishing a fair employee recognition and reward (ERR) system strongly supported by a measurement and feedback system (MFS) will help in further improving the role of the HR department. The Second level of the ISM model is occupied by practices like employee training and development (ETD) and employee involvement and empowerment (EIE). Both these practices are crucial to the development of skills of an employee and thus can be regarded as a direct contribution to employee productivity as the practices of employee involvement and empowerment will help in imparting job satisfaction and a feeling of ownership among the

employees. In the MICMAC analysis both these factors are placed in quadrant -III which belongs to linkage variables. These types of variables are strong driving and dependence power and thus are responsible for holding together the other constructs of the model. Level 3 of the ISM is occupied by variables like Team Building (TB), Quality Circle (QC), and Continuous Improvement Culture (CIC). In the MICMAC analysis, these factors occupy quadrant -II which is dedicated to dependent variables. From the literature, it has been found that employee training and development (ETD) and employee involvement and empowerment (EIE) promote a culture of teamwork and continuous improvement. The formation of a quality circle provides an opportunity for the employee to work in groups for the resolution of problems that require cross-functional expertise. In this analysis, Hiring Practices (HP) occupied level IV in the ISM model, and MICMAC analysis this factor is placed in quadrant-II with a driving power of 1 and a dependence power of 6. In this work it is found that the hiring practices have a minimal impact on the implementation of TQM in an organization as compared to other factors, as per the discussions with the experts, it was observed that the hiring practices can ascertain only technical fit qualities of an individual, not the cultural fit qualities. Also, the organizational culture plays a moderating role in developing and empowering the employees.

6. Conclusion

Implementation of TQM in an organization requires company-wide efforts and strategic human resource management presents a structured approach to handling one of the most versatile resources i.e. human. This paper outlines the practices of SHRM essential for the implementation of TQM. The paper highlights that the vision of the top management towards employee participation, morale, empowerment, and satisfaction plays a pivotal role in the carrying out the practices in these areas and this will boost a team culture giving rise to a continuous improvement culture. The practices of building quality circles will help in creating awareness about quality and provide a platform for improving and sharing skills. In this paper, it is found the hiring practices adopted by an organization have minimum impact on the implementation of TQM.

7. Practical and Managerial Implications

This case study enlists broad practices that organizations and managers can choose and improvise to carry out the required SHRM practices for the implementation of TQM in the organization.

8. Limitations and future scope of the work

The ISM model presented in this paper is theoretically formulated and thus requires validation using tools like structural equation modeling.

9. Conflict of Interest

The authors report no significant conflict of interest in the development of the model.

10. Acknowledgment

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