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RESEARCH ARTICLE		**Contribution of the Total Quality Management Approach to Enhancing Human Resource Management Functions**
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Doi Serial		https://doi.org/10.56334/sei/8.10.59
Keywords		Human resource management; total quality management; continuous improvement

Abstract

This paper defines human resource management and traces its development from its traditional form to its present state before examining how the total quality management (TQM) approach has influenced HRM functions. TQM has increased attention to the management of human resources within organisations by focusing on improving the methods used to administer various HRM functions, employing management science tools and relying on the shared capacities of management and employees through continuous improvement to achieve service quality and meet customer requirements and expectations. In turn, it motivates employees, encourages initiative, and fosters awareness among human resources of the importance of team spirit, thereby elevating and developing the organisation's various HRM functions. To frame the topic, the following research question is posed: How has TQM affected the development of HRM functions in the organisation?.

Introduction

Given the importance of human resources and organisations' reliance on them to achieve their objectives, organisations have sought to acknowledge their role and significance by establishing a dedicated function known as human resource management (HRM). The role of human resources within the organisation has thus shifted to active participation in decision-making regarding HR policy and contributing to the formulation of the organisation's overall strategy, owing to the substantial importance of human resources as one of the organisation's assets in carrying out assigned tasks. In parallel, the philosophy of total quality management (TQM) has brought about significant changes to the organisation's various functions, the principles underpinning them, and its ultimate aim of meeting consumer needs and ensuring their satisfaction. This aim is realised through teamwork, the development of work methods, and attentiveness to the consumer via feedback, alongside the conviction among the organisation's human resources under the premise of continuous improvement to address all consumer preferences by assuming responsibility for seizing every opportunity for improvement and providing the necessary resources.

Definition of Human Resource Management

Human resource management (HRM) is one of the fundamental, core functions of all types of organisations. Its focus is on all the human resources working within the organisation and all employment-related matters concerning them. This function undertakes a set of activities and practices related to human resources, encompassing a broad range of functions and tasks that collectively address important dimensions, including assessing the organisation's needs for human resources and supplying them with the required specifications at the required time, in line with the requirements of implementing its future strategy and objectives, as well as training and developing the organisation's human resources. HRM may be defined as follows:

"Human resource management constitutes a basic function and department within organisations. It seeks to achieve the optimal utilisation of the human resources working within it through a strategy that comprises a set of multiple policies and practices, such that this utilisation is aligned with the organisation's strategy and mission and contributes to their achievement" (Aqili, 2005).

This definition demonstrates the importance of the HRM function and the fundamental position it occupies within the organisation's overall policy.

There are several definitions of HRM, including the following (Al-Zahir, 2009):

French: The process of selecting, utilising, developing, and compensating the organisation's human resources.

Sikula: The utilisation of the organisation's workforce, which includes staffing, performance appraisal, development, compensation and salaries, the provision of social and health services to employees, and personnel research.

Glueck: The organisational function is concerned with supplying the necessary human resources, including planning workforce needs and recruiting, employing, and separating employees.

Sherman and Chruden: Human resource management comprises basic processes that must be carried out and rules that must be followed; the principal task of the personnel manager is to assist managers in the organisation and provide them with the opinions and advice they need to manage their subordinates more effectively.

Grant, J., and Smit, G.: It is the responsibility of all managers in the organisation to describe what human resource specialists in personnel management do.

From the preceding definitions, it is clear that human resource management is among the most important functions within modern organisations, and its chief concern is the efficient utilisation of the human element at the organisational level from initial recruitment to departure from the organisation. Several factors have led management to focus on human resources, without which the organisation cannot achieve its objectives. The most important of these factors are as follows (Balout):

• The need for human resources capable of linking organisations to their environments to benefit from their various capacities and to reduce the risks and problems that environments, especially external ones, may impose on organisations.

• keeping pace with, and responding to, legislative and legal, social, economic, political, and informational developments.

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• The need to align individuals' goals with organisational goals by understanding and assimilating employees' personal and job-related needs, studying their behaviour and actions, and directing behaviour and correcting actions in ways that serve both organisational interests and individual objectives.

• Ensuring the continuity and development of organisations across various fields through the presence of human resources committed to organisational goals and working to achieve them.

Objectives of Human Resource Management

Human resource management pursues several objectives aimed at developing individuals in ways that meet their aspirations while satisfying organisational needs. These objectives may be summarised as follows (Al-Sayed, 2010):

(a) Social objectives: These objectives involve assisting individuals in finding the best, most productive, and most profitable jobs, thereby making them satisfied and enthusiastic about their work, boosting morale, and encouraging willing and passionate engagement, all with the broader aim of promoting individuals' general welfare in society.

(b) Employee objectives:

• Promotion of employees' advancement and career progression by stimulating working conditions that motivate precise and effective performance, which in turn increases employee income.

• Adopting objective policies that limit the depletion of human energy and avoid the inhumane treatment of employees.

(c) Organisational objectives:

• Competent individuals who possess all the requisite qualifications are attracted through selection and appointment on the basis of objective criteria.

• Maximising the benefit derived from human effort by training and developing employees through structured programmes to build expertise and knowledge aligned with the organisation's evolving systems.

• Increasing employees' willingness to exert effort and show dedication and aligning organisational goals with employees' goals to foster cooperation; this is achieved through equitable distribution of wages and rewards and by providing full benefits upon retirement or in cases of illness.

Most researchers agree that the objectives of human resource management (HRM) are also the objectives of the organisation. Some classify HRM objectives into two types (Balout): participation and effectiveness. Participation refers to selecting human resources capable of achieving the organisation's objectives, whereby the HRM team engages individuals in the labor market to choose, from the available workforce, those who best fit the aims of the function.

Effectiveness is the second type of objective, and its purpose is to ensure that human resources accomplish what is required of them successfully and with perseverance. Effectiveness is closely linked to several factors, foremost among them motivating individuals, developing their capabilities, and providing them with the skills and resources that enable them to attain the desired level of performance.

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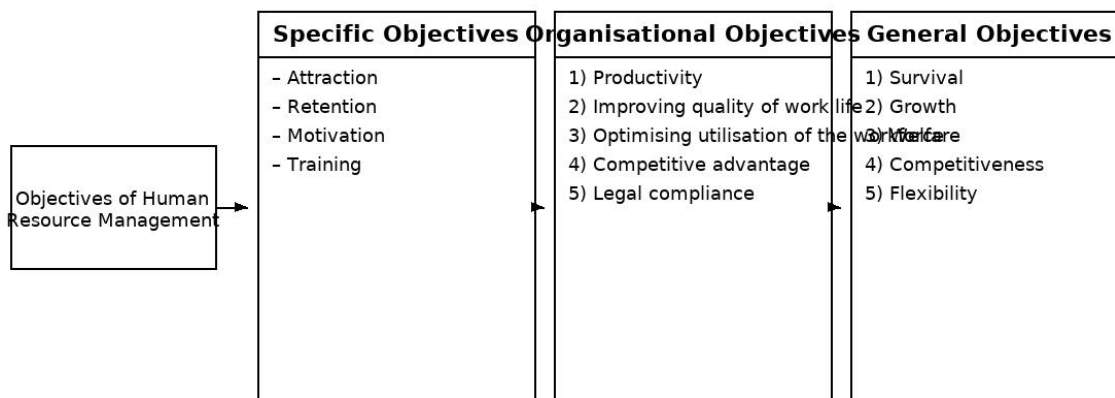
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These two objectives, participation and effectiveness, are complementary. Each is a necessary condition, and when both are present, organisations obtain the best results. The organisation seeks to attract the best participants from the labour market while simultaneously focusing on selecting the effective few from among those participants.

Individuals, for their part, benefit from joining organisations and taking up positions within them. Upon joining, they receive the necessary training and subsequently acquire the experience required to succeed in their tasks. It is reasonable to expect that, after gaining such experience, individuals become effective in their roles. Effectiveness, in turn, helps achieve the objectives of participation. Individuals who excel in their positions and receive fair evaluations from their supervisors often prefer to remain. The more organisations work to ensure the success and development of individuals' activities and tasks, the more those individuals work to achieve organisational objectives (Balout). Consequently, organisations that succeed in achieving participation objectives find it easier to achieve effectiveness.

Notably, effective organisations focus on managing both participation and effectiveness objectives together and rarely allow themselves to give complete precedence to one over the other.

Figure 1

Objectives of Human Resource Management

Specific Objectives	Organisational Objectives	General Objectives
– Attraction	1) Productivity	1) Survival
– Retention	2) Improving quality of work life	2) Growth
– Motivation	3) Optimising utilisation of the workforce	3) Welfare
– Training	4) Competitive advantage	4) Competitiveness
	5) Legal compliance	5) Flexibility

Source: Hassan Ibrahim Balout, previously cited reference, p. 22.

The figure presents a classification of human resource management objectives into specific objectives, which refer to the functions performed by HRM; organisational objectives, which vary from one organisation to another and feed into the general objectives; and general objectives, which all organisations seek to achieve and which are characterised by their broad scope.

Stages in the evolution of human resource management:

Human resource management has developed through multiple stages as a result of technological advances and the need for repeated training cycles, which have led to a profound shift in thinking about the various HRM functions and to numerous changes experienced by employees throughout their careers. These historical developments can be summarised in the following stages:

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Scientific Management Stage (Late nineteenth century)

This stage is grounded in the principles of F. Taylor (1856–1915). It is based on forecasting and efficiency, viewing individuals as factors of production whose costs must be reduced. The individual's position in the organisation depends on the horizontal and vertical division of labour. This perspective plays a fundamental role in achieving organisational efficiency, relying on a rational model for structuring objectives that includes the division of labour, strict supervision, and improving methods of selection, training, and motivation. These principles became a reference for the rationalisation and control of workshops (Langert, 2002).

Human Relations Movement Stage (Post-1920)

This stage is grounded in the principles of the Human Relations Movement, derived from scientific studies conducted by E. Mayo (1880–1949) at Hawthorne factories from 1927–1932, which aimed to identify workplace environmental factors that increase production. In contrast to scientific management, which focuses on the essence of the task, this theory examines the conditions surrounding work. Accordingly, individuals in an organisation are considered resources that are distinct from other resources, and efficiency cannot be addressed independently of human resources. It is therefore necessary to consider employees' needs and achieve alignment, at the organisational level, between the organisation's technical requirements and the psychological needs of its human resources. This led to the development of simple administrative personnel management and its enrichment with functions of communication, development, training, and social relations. Sound human relations and high employee morale depend on informal communication and interactions, employees' satisfaction with their work, and the quality of the relationship between management and employees (Al-Ta'i, 2006).

Personnel Management School stage (post-1960)

During this stage, human resource management began to operate according to modern methods, as the scientific and human relations movements were no longer sufficient to meet all the requirements related to optimal performance and to satisfy the needs of both the work and the workers. The focus shifted to assigning a central place to the human resources within the organisation. In addition to the need for fairness and efficiency, effectiveness was emphasised: the worker must recognise their contribution to the organisation's work and development, and HRM should enable the utilisation of each employee's creative power. Therefore, employees play an important role in an organisation's growth within its environment. Thus, personnel management, which is concerned primarily with providing services and health and social care, acts as an intermediary between top management and employees, directing attention to recruiting employees and developing their skills and productivity to reach an optimal organisational output level. It also became the implementing arm of top management's directives in managing human resources, organising their performance, and attending to them in ways that enhance and improve the production process (Al-Hayali, 2009) by fostering employees' capacity for innovation, self-control, initiative, and decision-making.

Human resource management school stage (post-1980)

This stage was marked by significant developments that strongly affected human resource management (HRM) and its applications: the computer industry revolution, the communications revolution, and global challenges in the field of HRM. These developments placed HRM before significant challenges that required a focus on new concepts in HRM, including (Al-Nadawi, 2009):

- Participation in formulating dedicated strategies for human resources.

- Emphasis on the use of human resource management information systems.

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• Emphasis on training and development of human resources.

This stage entailed the need to understand individuals' behaviour within the organisation. HRM is not solely about efficiency, fairness, and effectiveness; it must also reconcile employees' goals with organisational goals, achieving this through cooperation, which has become essential. This school introduced new concepts that had not previously been proposed, contributing to the success of its ideas, such as the core competency of personnel management, what must be done, the knowledge to be acquired, and the optimal conduct to activate their roles; effective management, which requires a metric to assess its level that is not necessarily quantitative but simple and rational, such as the management-by-objectives approach (McGregor); and knowledge management, which has become the primary driver of organisational performance. It also focused on providing services and health and social care and on acting as an intermediary between top management and employees by directing attention to recruiting employees and developing their skills and productivity to reach an optimal level of organisational output (Armstrong, 2006).

Strategic Human Resource Management School (post-2000)

This school emerged at the beginning of the current century, building on preceding human resource management (HRM) ideas. Scientific developments had a considerable effect on HRM activities. Proponents of this approach contend that viewing individuals merely as a human resource does not lead to the full utilisation of their intellectual capacities: a resource is drawn upon to meet needs and is controlled by the organisation, which diminishes the value of the human element capable of growth, improved thinking, and self-management. Hence, the perspective on the human element must be improved by regarding it as a partner able to support the organisation in achieving its goals through developable intellectual capacities. Organisations that motivate individuals to maximise the use of their capabilities and knowledge by adopting new approaches to developing knowledge workers must therefore devote greater attention to specialised knowledge, skills, and abilities, that is, the competencies that help individuals grow in their specialisms and provide opportunities for them to use their latent potential through continual motivation. In this way, the focus shifts from managing individuals' potential capacities to managing competencies, a comprehensive and ongoing process that strengthens human potential.

The importance of the strategic HR model lies particularly in its analysis of the external and internal environments, on the basis of which the organisation's overall strategy is formed and which HRM is a core component. Knowledge processes and their organisational priorities have expanded owing to attention to renewal (recruitment), development (training), and motivation (rewards) for human capital, ensuring the configuration of the fine components of work in a way that promotes the level of knowledge assets and individuals' overall performance (W.S.HESTRLY, 2007).

Accordingly, it may be concluded that all HRM activities aim to align knowledge and competency management with the organisation's strategic orientations by mobilising organisational actors, raising their awareness, training them, encouraging them, motivating them to use their knowledge and share it with others, and then evaluating the results to correct what is inappropriate. As B.henrirt indicates, the strategic axes of HRM are autonomy, implication, cohesion, and competence.

Human Resource Management Functions under the Total Quality Management (TQM) Approach

Various environmental challenges have contributed to the development of the functions practised by HRM, both in terms of the content of these functions and in terms of applications added to traditional practices.

(a) Human resource planning

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This is the process whereby the available workforce over a specified period is compared with needs, and any shortage or surplus of employees is identified, with the necessary measures and appropriate procedures taken to achieve the required balance (Al-Sayed, 2010).

The planning process is highly important and includes the following steps (Al-Sayed, 2010):

• Identifying areas of shortage and surplus in the workforce helps in taking necessary measures such as laying off some employees, transfers, promotions, and training.

• Helping to determine the fields of training and promotion activities and contributing effectively to increasing the number of competent employees by identifying needs quantitatively and qualitatively in advance. Planning is also a fundamental factor in the success of other personnel plans and policies, such as selection and appointment, training, and development.

The adoption of scientific methods in human resource planning has become necessary, and the philosophy of Total Quality Management advocates this, since indicators such as rising labour turnover rates, absenteeism, and heightened supervision and control of employees call for the application of TQM. TQM calls for changing human resource policy after changing the perceptions of HR specialists and executive managers towards relationships on the basis of a collaborative arrangement grounded in participation and the alignment and exchange of individual and organisational goals (Al-Anzi& Ali Saleh, 2001). It also entails adopting methods that prevent increases in human resources beyond the organisation's capacity while conversely, engaging in sound planning to determine the skills required for each position.

(b) Recruitment (Attraction) function

"Recruitment involves obtaining the human resources required to ensure the continuity of searching for suitably qualified individuals to work within the organisation, who are expected to apply to the organisation as a result of current vacancies or anticipated future vacancies" (DeNisi& Griffin).

It is also defined as "the process of identifying potential candidates for current or anticipated vacancies in the organisation; that is, an activity that connects those seeking employment" (Mohammad, 2001).

The importance of recruitment is as follows (Al-'Anzi& 'Ali Saleh, 2001):

• Effective recruitment opens all available labor sources to the organisation; the larger the pool of applicants is, the wider the options for selecting the most competent and suitable candidates.

• Through recruitment, the organisation can convey its message to candidates that it is the right place for them to work and to build and develop their careers.

• The success of the recruitment process is the first step in building an effective and productive workforce.

Under total quality management, the hiring process focuses on the extent to which the individual possesses intellectual skill, creativity, and sufficient flexibility to perform assigned tasks, as well as the capacity to satisfy customers' needs and solve problems and build work teams. Therefore, during hiring, the administration must ensure fairness and transparency in selection and appointment (Khuja 'Alama&Qaid, 2017).

(c) Selection and Appointment Function

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• **Selection.** Selection is one of the most important functions performed by human resource management. It is the administrative process by which candidates are divided into two groups: those accepted and appointed to vacant positions and those rejected. It is also the process of evaluating individuals' abilities and the likelihood of their success in the tasks required of them. A range of methods and procedures are currently used in selection, including preliminary interviews, employment applications, tests, and medical examinations (Al-Sayed, 2010).

• **Appointment.** Appointment is the final stage of selection and recruitment. It involves directing new employees to their position in the organisation and introducing them to their job, immediate supervisor, responsibilities, organisation goals, philosophy of top management, and policies, customs, procedures, and work systems (Al-Sayed, 2010).

The total quality management environment has added a new dimension to selection and appointment, encompassing all positions from the lowest to the highest levels and assessing candidates' eligibility with respect to new requirements. Individuals expected to work in a quality-oriented climate should possess additional attributes such as values, personality type, analytical aptitude, cognitive abilities for problem-solving, proficiency in quantitative tools, and the capacity to work within teams. For this reason, selection in organisations that adopt TQM relies on nontraditional procedures. The principal element distinguishing traditional selection from selection under TQM is the emphasis on a quality-oriented organisational culture as a desired outcome of the selection process. When properly applied, this becomes a starting point for the success of other HRM practices and thus supports TQM requirements (Al-'Anzi& 'Ali Saleh, 2001).

In brief, placing the right person in the correct position is fundamental to TQM. The fit between the person and the position is determined by ability, qualifications, experience, and inclinations; the outcome is the selection of an individual who combines both the capacity and the willingness to work.

(d) Training function

Training is defined as a set of processes that equip human resources with the required skills that can be applied directly in the workplace. The training process thus contributes to changing employees' current skills, knowledge, and behaviour to meet future job requirements (Al-Nadawi, 2009). Training is an important function for employees, the organisation, and society, and it aims to achieve the following:

• It contributes to developing the knowledge, skills, and abilities of employees within the organisation.

• It supports and develops human relations in the organisation.

• It supports and reinforces other human resource functions.

• This helps the organisation implement more efficient and more skilful administrative policies.

• It helps employees in the organisation perform their work efficiently and effectively.

The training process proceeds through three main stages (Al-Nadawi, 2009):

• Planning the training process: identifying training needs.

• Organising and monitoring the training process: determining the topics, methods, timing, and location of training.

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• Evaluating the training process: conducting a comprehensive evaluation of programme implementation and identifying strengths and weaknesses.

Under total quality management, the training process is viewed as an investment that benefits the organisation. The implementation of TQM requires continuous training to familiarise human resources with this new methodology, how to apply it, and how to increase quality. It is also undertaken to achieve the continuous improvement and development of employees' skills and abilities so that they can innovate, be creative, and adapt to developments in the external environment (Al-'Anzi& 'Ali Saleh, 2001).

To ensure the success of training programmes oriented towards total quality management, they must be aligned with other human resource management applications. It follows that TQM relies on training organisational members, and the success of the training process requires adherence to TQM principles.

(e) Employee Motivation Function

Motivation refers to the set of factors and methods an organisation uses to influence the behaviour of its employees, prompting them to devote greater attention to their work and to improve their performance in terms of both quantity and quality. This, in turn, increases output, reduces labour costs, increases employees' morale, and satisfies their needs. The importance of motivation may be summarised as follows (Al-Sayed, 2010):

• It increases the output and the speed at which it is produced.

• It improves the quality of output and enhances performance both quantitatively and qualitatively.

• It encourages innovations and inventions among high-performing workers, thereby raising production rates, improving them, or reducing their costs.

• It achieves employee satisfaction and meets essential and social needs by improving living conditions.

• It achieves social and economic objectives, notably increasing national production, thereby increasing individual income and ensuring a decent standard of living for all members of society.

• It fosters a spirit of cooperation among employees and realises the principle of fairness for the most diligent workers.

According to the philosophy of Total Quality Management, remuneration systems recognise that an organisation's human resources are better positioned to participate in the pursuit of quality improvements when their rewards are duly considered. Traditional systems should therefore move away from reliance on seniority and instead base rewards on merit. In this vein, TQM advocates revising remuneration systems so that they are consistent with quality-improvement efforts; numerous authors have affirmed that individuals or groups ought to be paid more when they perform better and that failure to do so leads to perceptions of unfair treatment. Organisations applying TQM thus tend to adopt skill-based pay or profit-sharing schemes (Al-'Anzi& 'Ali Saleh, 2001). The aim, then, is not to institute an entirely new remuneration system but to develop existing ones so that they align with TQM principles through acquiring new skills, fostering cohesion and interaction among the organisation's human resources, and linking the achievement of organisational objectives with that of HR objectives, a linkage to which the adopted remuneration system can contribute.

Results and discussion

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The role of human resource management in any organisation lies in achieving total quality management, and the two concepts cannot be separated when assessing organisational performance. The expansion of these departments within the organisation is based on the need to ensure customer satisfaction by providing high-quality products or services, as this is the primary driver of their establishment. The organisation's fate and its leading position in the market depend on the level of its customers' satisfaction, and all entities strive to achieve this. Organisational success depends on an organisation's ability to satisfy its customers, and all corporate practices aim to deliver a complete response to customer needs that is consistent with the values of total quality management. Among the duties of TQM are the continual measurement and improvement of organisational performance to provide good service to customers. TQM also employs strategies and effective internal communication to embed quality principles within corporate culture and activities, ensuring that all activities are directed towards customer satisfaction. Owing to developments in the business environment, organisations have adopted a new perspective on quality and market continuity, and HRM ensures that service quality is commensurate with market requirements.

Improving human resource staffing

HRM begins by appointing the right employees to the correct positions. When individuals are skilled and qualified, they can perform their jobs efficiently and effectively, which enhances the implementation of TQM.

Training and development

Employees should be trained periodically to enhance their skills and improve their individual performance. The values and practices that support TQM must also be reinforced so that they become part of the organisation's culture.

Periodic evaluation

The human resource management function should conduct periodic evaluations of employee performance and monitor the results. These procedures help identify the improvements that must be made to achieve continuous enhancement within total quality management.

Team building

Attention should be given to building work teams and improving communication and cooperation among employees. This contributes to better implementation of total quality management, ensuring that work is carried out more effectively and in a more institutionalised manner.

Increasing employee satisfaction and participation

Human resource management should provide greater support to employees and encourage their active participation in the qualityimprovement process. In doing so, levels of engagement and participation in total quality management can be increased. Ultimately, the human resource management system can serve as an important tool for ensuring the effective implementation of total quality management. Focus should be placed on improving staffing, training and development, periodic evaluation, and team building and increasing employee satisfaction and participation in the qualityimprovement process. By employing these steps, both human resource management and quality management can succeed, as employees acquire the necessary skills, adopt the appropriate culture, and engage in effective communication and collaboration.

Conclusion

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Modern management indicates that human resources are the most important assets of organisations today and that quality is the fundamental factor determining organisational success. Thus, human resource management (HRM) has a substantial effect on organisational performance, and implementing the principles of total quality management (TQM) is an appropriate investment for several reasons:

- **Employee readiness:** HRM keeps the organisation's talent continuously prepared to respond to suggestions and to pursue continuous improvement.

- HRM consistently strengthens employees' capabilities so that they can assume the responsibilities required by TQM.

- It encompasses communication, constructive criticism, and feedback on interactions and overall productivity, as well as strategic planning with individuals.

In sum, HRM and TQM are interconnected and together contribute to increasing the organisation's competitiveness and developing its talent. TQM enhances customer orientation, process management, and managerial growth, while HRM, in turn, trains employees to practise TQM more effectively.

Conflict of Interest

The author declares that there is no conflict of interest regarding the publication of this article.

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