RESEARCH ARTICLE

Strategic Planning and Recruitment of Human Capital within the Framework of Total Quality Management: An Analytical Study of Human Resource Development in Modern Organizations

Benamor Fatna	Dr.
	Faculty of Human and Social Sciences, Mohamed Khider University – Biskra
	Algeria
	E-mail : fatna.benamor@univ-biskra.dz
Malika Boussaid	Dr.
	Faculty of Social and Human Sciences, University of Ghardaia,
	Algeria
	E-mail: boussaid.malika@univ-ghardaia.edu.dz
Aichaoui Haya	Dr.
	Faculty of Social and Human Sciences University of Ghardaia
	Algeria
	Email: aichaoui.hayat@univ-ghardaia.edu.dz
Nadjet Chabbouh	Dr.
	Faculty of Human and Social Sciences Mohamed Lamine Debaghine University – Sétif 2
	Algeria
	Email: n.chabbouh@univ-sétif2.dz

Abstract

This study examines the strategic orientation of contemporary organizations toward the planning and recruitment of human capital within the framework of Total Quality Management (TQM). Human resources are increasingly recognized as the most valuable organizational asset and a key driver of sustainable competitive advantage. Accordingly, human resource management is no longer confined to administrative functions but has evolved into a strategic system concerned with attracting, selecting, developing, motivating, and retaining competent individuals throughout their professional life cycle—from recruitment and placement to career development and retirement. The research emphasizes that effective human resource planning and recruitment constitute foundational pillars for implementing total quality principles, as they ensure the availability of qualified personnel capable of meeting organizational objectives and responding to environmental challenges. Within this context, organizations adopt well-designed policies aligned with their human, financial, and material capacities, as well as their size and organizational structure. These policies aim to optimize workforce utilization, enhance performance quality, and foster a culture of continuous improvement. Furthermore, the study highlights the role of TQM as an integrative managerial framework through which human resource management channels its efforts to achieve excellence,

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efficiency, and long-term effectiveness. By investing in employees' skills, knowledge, and creativity, organizations transform human resources into intellectual capital capable of generating innovation and organizational value. Special attention is given to the higher education sector, which increasingly relies on quality-oriented human resource strategies to address global challenges, enhance institutional performance, and improve educational outcomes. The findings underscore that the integration of human resource planning and recruitment with total quality management contributes significantly to organizational effectiveness, employee satisfaction, and the achievement of strategic goals in a rapidly changing environment.

Introduction:

The definitions of the term human resources management have varied according to the diversity of opinions and trends, influenced by intellectual and practical differences. Negro views it as "the art of attracting employees, selecting and appointing them, developing their capabilities, enhancing their skills, and preparing appropriate organizational conditions in terms of quantity and quality to extract the best performance."

According to Abdel Aziz Badr Al-Nadawi, "human resources management is that aspect of the administrative process that includes a number of functions, activities, and applications practiced in order to manage the existing human element in an effective and positive manner, in a way that achieves the interest of the organization, the interest of employees, and the interest of society as a whole. Human resources functions and activities are directly linked to the various strategies of the organization."

Human resources management is also defined as the activity related to planning, organizing, directing, and controlling the functions concerned with managing, developing, and maintaining the workforce and benefiting from it to achieve individual, organizational, and public objectives.

The American Society for Personnel Management defined it as the art of acquiring a competent workforce, developing it, and retaining it in order to achieve the organization's objectives with the highest level of performance efficiency. It is also defined as selecting and choosing new employees and developing the competencies of those present in the organization with the aim of optimal utilization of the workforce and obtaining qualitative and quantitative results at the required level.

Main and Sub-functions:

According to the educational package prepared by Professor Dr. Mohammed Jabbar Hadi, University of Tikrit, Iraq, in the educational package on human resources management, human resources management functions can be divided into four main sections as follows: recruitment, development, motivation, and retention of human resources.

The recruitment function refers to the process through which people with the required skills, capabilities, knowledge, and experience are obtained and matched with all organizational jobs according to their specializations. In other words, recruitment translates human resource plans into actual procedures through the following steps:

a. How many people does the organization need?
b. When will the organization obtain these people?

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    c.   What skills and experiences are necessary for the job?
    d.   How will the organization disseminate its messages about vacant positions?
    e.   How effective are recruitment efforts?

To achieve these steps, the recruitment function includes human resource planning, job analysis and design, recruitment, selection, and appointment, through which human resources management applies total quality management applications based on the quality strategy.

First: Recruitment Functions

• Human Resource Planning Function:

Human resource planning is considered one of the strategic functions of human resources management, as it represents the key link between the organization's strategy and human resources functions. If the organization's strategy is oriented toward growth, the objective of human resource planning is to provide the appropriate quantity and quality of human resources, with emphasis on recruitment and selection. If the organization is oriented toward survival and maturity, the objective of planning is to preserve, develop, and enhance these resources in order to continue with the same efficiency and effectiveness. In the case of adopting a decline strategy, the objective of this function is to reduce the number of current human resources in the organization.

Human resource planning is defined as the process of forecasting the supply and demand for human resources and developing action plans to balance supply with demand in a consistent manner based on job analysis.

• Job Analysis and Design Function:

When an organization produces a particular good or service, it performs a number of tasks. When these tasks are combined, they constitute jobs. Job analysis is thus defined as the process of collecting and organizing detailed information about the various jobs in the organization. In other words, it is an attempt to study and understand specific jobs so that managers understand their nature, job descriptions (duties, tasks, responsibilities, and specifications), and the characteristics of job holders (skills, capabilities, knowledge, and experience necessary to perform those jobs).

• Recruitment Function:

Recruitment is the process of searching for and obtaining potential candidates for vacant positions from within or outside the organization, in the required quantity and quality, and at the appropriate time. It is considered one of the main functions of the recruitment process. After identifying job descriptions and job specifications, recruitment begins, supported by information from human resource planning. Human resource managers seek to attract the largest possible number of applicants while providing sufficient information about the job and its requirements to prevent unqualified individuals from applying.

• Selection and Appointment Function:

Selection is the process of choosing the best candidates for the job by selecting the individual who meets the requirements and qualifications of the position from among all those gathered during recruitment. The selection process begins when applications are received and relies on accurate information from job analysis. The initial focus is on reducing the number of applications (screening), followed by selecting the most suitable candidates whose qualifications match the vacant positions.

Second: Development Functions

Although human resources management focuses on recruitment to attract and appoint the best candidates, no employee enters the organization able to perform their job perfectly from the outset. The new employee must first adapt to the surrounding environment. Orientation facilitates this adaptation. After adaptation, more intensive and precise training begins. Human resources management plays an important role in reflecting the organization's

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objectives to new employees so that their productivity becomes high in a short time. Therefore, development functions include orientation, training and development, and career path development.

1. Human Resource Orientation:

Orientation is the process of helping new employees adapt to their new organization and job responsibilities. Coffee Steven states: "If you give a man a fish, you feed him for a day; if you give him a fishing rod, you feed him for a lifetime; but the orientation specialist says: when you teach a man how to make a fishing rod, you give him a new life, not   just   food."
The main assumption of orientation is preparing the individual to understand work effectively in a new environment in the shortest possible time, by familiarizing them with working hours, rewards, schedules, office locations, managers, and sources of assistance.

2. Human Resource Training:

Training consists of planned efforts by the organization to increase employees' knowledge and job-related skills. Training begins from the wording of recruitment advertisements and continues through respectful treatment and a clean work environment. The training process includes five main stages: estimating needs, setting objectives, selecting the appropriate training method, implementing it, and evaluating training programs to determine whether objectives were achieved. Training represents an investment in human resources that may result in increased productivity. At the individual level, training enhances knowledge and skills, increases motivation, and reduces anxiety, stress, and conflict within the organization.

3. Human Resource Development Function:

Development is the process of providing employees with skills and knowledge used now or in the future. While training focuses on current jobs, development focuses on future roles. As job responsibilities evolve, new skills and knowledge are required. Consequently, organizations seeking balanced growth must establish clear strategies for developing their human resources.

4. Career Path Development:

Career path development is the process of achieving alignment between individuals and the jobs they occupy. It involves planning employees' career progression from lower-level positions to higher ones, focusing on both individual and organizational perspectives to ensure compatibility and satisfaction.

Motivation Functions

1. Human Resource Performance Appraisal:

Performance appraisal involves systematically recording observations about employees' performance over a specified period to evaluate past performance. It includes setting performance standards, evaluating actual performance, and providing feedback through retraining to improve performance.

2. Job Evaluation:

Job evaluation is a systematic comparison to determine the value of a job relative to others in the organization in order to establish fair compensation based on job value, skill level, difficulty, and responsibility.

3. Human Resource Compensation:

Compensation includes all monetary and non-monetary payments provided to employees in return for their work. It reflects the organization's philosophy, financial capacity, and principles of fairness. Compensation includes wages and salaries, incentives, bonuses, and benefits, collectively referred to as the Total Compensation Package.

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Human Resource Retention Functions

a. Health and Safety:

Health refers to freedom from physical and mental illness, while occupational safety aims to protect employees from work-related injuries and hazards. Health and safety programs enhance employee security, morale, and retention.

b. Employee Relations:

Employee relations refer to the relationship between management and employees aimed at establishing sound foundations for cooperation, participation in decision-making, responsibility sharing, problem-solving, and conflict management to achieve organizational and social objectives.

Difference Between Human Resources and Human Capital:

Human resources are considered the core of modern management thought and the source of competitive advantage. They represent mental and cognitive power, a source of information, ideas, and innovation, and an active element capable of positive participation.

Ali Al-Salami emphasizes that individuals naturally seek participation and responsibility, and that proper selection, preparation, training, and assignment enable indirect management without constant supervision.

Jeffrey Pfeffer confirms that organizational success depends on human energy as a strategic competitive advantage, emphasizing investment in human resources.

Human capital is defined as the accumulated practical knowledge of organizational members, which the organization must preserve and develop. Jean-Marie Peretti notes that calling individuals "human resources" does not mean they are resources, but that they possess resources such as skills and talents.

The following table illustrates the difference between human resources and human capital:

Human Resource	Human Capital
Resource	Capital
Skills management	Management by skills
Groups	Individuals
Training managed by the organization	Training managed by individuals
Customer satisfaction	Individual satisfaction
Market preservation	Needs assessment
Ignoring talents	Discovering talents
Short-term relationships	Providing individuals
Operational level	Strategic level

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Human Resource	Human Capital
Control-based management	Delegation and autonomy
Current performance	Long-term performance

Benjamin Chaminade: *HR and Competencies in a Quality Approach*, AFNOR, Paris,

Peter Drucker, the leader of the Management by Objectives (MBO) school, also considers human resources to be the only true resource, and that every organization has one real resource, namely the individual. They are the latent resources in any organization and the source of all success if they are well managed, and the source of all failure if they are poorly managed; therefore, focus must be placed on the individual rather than on material resources.

Human resources are understood as the totality of individuals and groups that exist within an organization at a given time. Individuals differ among themselves in terms of their education, experience, behavior, attitudes, and aspirations; they also differ in their functions, administrative levels, and professional and career paths. The organization uses human resources to achieve its objectives and to design and implement its strategies (Hamdawi Waseela, 2004, p. 25).

Some researchers consider the human resources function to be one of the organization's functions and a supportive advisory function that has begun to occupy a major and important position in the modern industrial system, despite its relatively recent emergence.

It has been defined as the function responsible for the optimal use of human resources at all levels of the organization in order to help achieve the organization's objectives. However, this definition did not specify the activities of this function; it merely mentioned its nature and its goal, namely the optimal utilization of human resources to assist in achieving organizational goals.

J. C. Pierre considers the human resources function to be a support function, like the financial function, whose ultimate goal is to facilitate the activities of the organization's other functions by improving the contribution of individuals to the transformation process.

He defines it as the function that encompasses all human activities and interactions, material flows, energies, and information directed toward:

2. acquiring, using, developing, and motivating human resources (human capital) in order to achieve the transformation process within the organization;

– solving problems related to the interrelated relationships between individuals and between individuals and the work environment (technology, environment, culture, objectives), and managing them in order to achieve the best integration of individuals within their institutions. Its role is also manifested in the organization's human system (Nouri Mounir, 2010, p. 32).

Dr. Ismail Hijazi and Dr. Maalim Souad affirm that the human resources function is defined as "the organizational unit charged with managing individuals, social relations, and implementing human resources policies, in cooperation with line managers."

Characteristics of the human resources function (same reference mentioned above):
• Strategic
• Divided
• Creative
• Individual and collective management
• Management of quantitative and qualitative elements

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- Short- and long-term thinking
- Formal and informal management
- Preserver of cultural values

Areas of intervention of the human resources function:

– Personnel management
– Human resources management
– Organizational management
– Change management

From what has been discussed above, it can be concluded that human resources are a mixture of individual human and material inputs that the organization seeks to exploit in order to maintain its position among other organizations, ensure its continuity, and achieve the highest possible level of service productivity or sales (goods). This requires intellectual and financial material efforts to implement pre-planned strategies by the responsible bodies through supporting the talents and capabilities of the human resource, relying on training, motivation, qualification, control, and guidance. These efforts constitute the human resources function within management administration, which in turn requires the application of quality management strategies, leading to total quality management.

The Concept of Total Quality Management:

Definitions of total quality have multiplied due to its importance in modern administrative thought. Among the most important are the following:

– Researcher Edward Fleming defined it as: "An organized management method aimed at achieving continuous recognition and participation of the organization's employees in order to improve the product or service and activities that achieve customer satisfaction, employee happiness, and societal requirements" (Medhat Abu Al-Nasr, 2007, p. 123).

The second definition by researcher Joseph Juran states that it is "a managerial process carried out by the organization cooperatively to accomplish work by benefiting from the specific capabilities of both management and employees to improve quality and continuously increase productivity, through teamwork and guided by accurate information to eliminate all forms of waste within the organization. Any organization can achieve its goals if each person performs their job in the most efficient manner."

Based on these two definitions, which represent major currents of total quality management, TQM can be defined as a scientific approach or methodology that seeks to bring the organization to the highest level and maximum degree of development in terms of employee performance in carrying out assigned tasks, with the aim of providing a service or product that meets global standards and satisfies customer needs and expectations, through continuous improvement, training, teamwork, participation in decision-making, and consideration of customer opinions.

According to Prof. Dr. Nour Eddine Harouch (2016) in his book *Human Resources Management*, p. 205, and the *Journal of Specialized Scientific Training and Development*, Issue 1, July 2007, p. 5, Cairo, Egypt, there are several definitions that summarize the meaning and essence of total quality management, including:

– Quality is performing the work correctly the first time.
– Ensuring that the service beneficiary obtains their requirements.
– Employee pride and satisfaction in their work, product, and the service provided.
– Improving managers' leadership style through their performance and management practices.
– Excellent services continuously from beginning to end and at any time.
– Product quality and continuity of service after acquisition and maintenance in case of any defect after use.
– Quality as the anticipated estimation of customer satisfaction.
– Quality is providing product maintenance and correcting errors to keep pace with customer desires and requirements continuously.

Total quality management follows five stages:

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1. Preparation stage (the zero stage)

2. Planning stage (first stage)

3. Assessment and evaluation stage (second stage), which relies on four steps:
   – Self-evaluation
   – Organizational assessment
   – Comprehensive survey
   – Feedback

4. Application and implementation stage (third stage)

5. Experience exchange stage between organizations

Those who examine the school of total quality management find that it includes three main schools that all emerged starting from the mid-twentieth century:

1. Management by objectives

2. Organizational development management

Pioneers of Total Quality Management:

There are five pioneers in the school of total quality management:
– W. Edwards Deming
– Joseph Juran
– Philip Crosby
– Joseph R. Joblanski
– Kaoru Ishikawa

However, the American consultant William Deming is considered the spiritual father of total quality management. He relied on 14 principles that contributed to the development of the concept of quality in the United States using statistical mapping techniques and a strategy for reducing errors during work. He worked to entrench and institutionalize the concept of quality management by activating these principles, namely:

1. Affirming top management's responsibility for defining the objective of improving products and services.
2. Adapting the organization to the philosophy of overcoming failure threats associated with waste of raw materials and low employee performance levels.
3. Using statistical methods to contain employee performance failures by adopting inspection and auditing approaches.
4. Limiting price-based views of projects.
5. Continuous improvement in service delivery and product manufacturing.
6. Creating compatibility between training and modern methods.
7. Coordination between supervisors and workers directly in production units and departments within a framework of harmony between supervision and management.
8. Encouraging employees to confront critical situations and problems and report them to management without hesitation.
9. Practical bridging between units, departments, and supervisory management as a unified work team, adopting interdependence and integration.
10. Avoiding numerical targets that cannot be achieved.
11. Focusing on teamwork formation and avoiding procedures that yield purely individual results.
12. Activating the communication process.
13. Designing training programs that enhance individuals' creative levels.

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14. Implementing encouragement and motivation policies for employees to keep pace with new changes in all aspects of work. (Khudair Kazem Hamoud, 2009: *Total Quality Management*, 4th ed., Amman: Dar Al-Masira for Publishing, Distribution and Printing, p. 93).

Joseph Juran: n engineer, jurist, and statistician in the industrial field in the United States. Some consider him the foremost teacher of quality in the world. He delivered numerous lectures and authored many works on total quality management over three decades. He founded his own institution in the 1980s. He believed that quality is confined to a basic task: developing production and service programs to meet customer needs, with a focus on planning within the organization. He argued that achieving quality is possible only if the employee is capable of productivity and service provision according to forecasts and a forward-looking perspective. Human resources management is the responsibility of every individual within the organizational team, and there is a need to provide an appropriate organizational climate that encourages initiative and raises individuals' creativity levels (Sawsan Shaker Majid; Mohammed Awad Al-Ziyadat, 2007: *Total Quality Management: Applications in Industry and Education*, Amman: Dar Safa for Publishing and Distribution, p. 59).

Philip Crosby: One of the giants of total quality management in the United States. He held several positions, from production inspection officer to vice president in charge of quality affairs, with 14 years of experience. He accumulated extensive knowledge and field experience in total quality and authored many books in this field, identifying the key fundamentals that express his vision of total quality management, including:

– Support and encouragement of quality by top management policies
– Strengthening good relations with suppliers and customers
– Organizational belief in continuous improvement
– Direct and continuous communication with the executive line represented by employees
– Activating the role of the communication and public relations department, internally and externally
– Integration of operations and activities to achieve the required quality
– Evaluating the productive return of quality through the costs allocated to cover planned activities and processes
– Preventive control and responsibility for achieving quality
– Adopting continuous training and qualification policies
– Zero-defect management
– Determining the required level of quality
(Sawsan Shaker Majid, previous reference, p. 67).

According to these theorists in the field of total quality management, they clearly criticized the organizational structure characterized by top-down communication, as it hinders TQM objectives that require continuous and ongoing communication among the active parties in the organization—leaders, subordinates, situations, and solutions. Consequently, many organizations began changing their organizational structures toward a horizontal, matrix-style approach based on unit interdependence and participatory decision-making. This reflects the principle of Japanese organizations, which adopted this structure and management system by assigning responsibility to workers for their own work and requiring them to find solutions to critical situations and continuous improvement through forming work teams that design quality programs and methods, since workers are often more knowledgeable than their managers about the nature of their work, within what is known as quality circles.

Quality circles are defined as small groups of workers performing the same work within a context of interconnection and similarity, coordinating periodically among themselves to discuss, identify, analyze, and solve problems that hinder the required quality by following these rules:

– Each worker is responsible for their work and fully committed to efficient and proficient performance.
– The worker is the primary expert in discovering and solving work-related problems.
– Commitment to training workers to ensure quality and good performance levels.
(Ammar Bouhoush, 2006: *Modern Management Theories in the Twenty-First Century*, Beirut: Dar Al-Gharb Al-Islami, pp. 112–113).

According to Ammar Bouhoush in the same reference, the characteristics of quality circles are:
▪ Membership in circles is voluntary.

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▪ Top management bears all expenses.
▪ Workers meet after working hours.
▪ Appointment of a supervisor at the head of each circle.
▪ Discussion topics are related to production and work problems.
▪ The number of circle members does not exceed 4–12 in the same field.
▪ Training circle members in problem analysis and quality control.
▪ Meetings held once a week.

Steps of Total Quality Management:

– Quality planning: precise determination of objectives and internal and external customer needs, and involving employees in the planning process.
– Quality control: adherence to standards and measures that demonstrate quality, evaluating actual performance, comparing it with what should be, and correcting it.
– Quality improvement: through training, encouragement, and motivation of creative ideas using programs and systems that continuously seek to improve quality.

Objectives of Total Quality Management:

▪ Quality of human resources through meeting needs, training, and empowerment.
▪ Quality of the internal environment and infrastructure by satisfying the internal customer, namely the working human resource.

▪ Quality of the external environment and infrastructure by resisting threats, seizing opportunities, and satisfying the external customer.

Principles of Total Quality Management:

▪ Zero-defect principle
▪ Continuous development and improvement principle
▪ Principle of justice and equality in what top management decides regarding human resources
▪ Principle of top management commitment to quality

Obstacles to Total Quality Management:

▪ Poor and ineffective communication style
▪ Poor planning and lack of balance between what is available and what is required
▪ Lack of trust between supervisor and subordinate
▪ Failure to respect organizational culture and lack of discipline among workers
▪ Failure to invest in time management strategies and adoption of wasteful practices
▪ Failure to apply encouragement and material and moral incentive policies and injustice▪ Failure to empower human resources to participate in decision-making under a "command and execute" policy

According to Deming:

• Fragmentation of the hierarchical ladder due to top management monopolizing decision-making
• Short-term profit orientation
• Individualistic work
• Hypothetical solutions detached from reality
• Quick, superficial patch solutions
• Incorrect diagnosis resulting from incorrect training
• Applying examples of problems to assume identical solutions
• Unscientific use of statistical methods due to poor training
• Failed starts leading to failed and misleading results

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• Rejection of methods underlying traditional management and use of military-style standards
• Poor use of technology and computers
• Lack of models
• Assuming conformity of specifications
• Need for resources and efforts
• Failure to accept the zero-defect principle
• Failure to apply total quality improvement theory

Deming also warned against the deadly diseases of quality, which are seven diseases according to Sawsan Shaker Majid (previous reference, p. 58):

1. Lack of consistency of purpose in planning the provided product and service
2. Reliance on short-term profits
3. Lack of performance evaluation
4. Inflexible management
5. Use of management by observation away from numbers and unknown statistics
6. Elimination of medical costs
7. Neglect of legal costs

Conclusion:

Based on the discussion of the concepts of human resources management and the application of total quality management, it can be concluded that they are two very important concepts for the success of an organization's strategy, whether in planning and recruiting human resources or in developing and enhancing their skills, capacities, and talents, in preparation for any operational circumstances that the organization and its human resources may face alike. The higher education sector has made significant progress in the path of reforms, development, change, and resistance to change by adopting approaches and methods that keep pace with the modernization of management through the introduction of technology and digitization, and by attempting to integrate its human resources into a hybrid-oriented environment to ensure alignment with global higher education, which imposes rules of renewal and continuous development. This is achieved through continuously improving human resources management services via recruitment functions, motivation functions, and functions for preserving human intellectual capital. These are challenges measured by global quality standards that activate policies of openness toward globalization and digital platforms, and the exchange of international expertise.

Ethical Considerations. This study was conducted in accordance with established ethical standards for academic research. The authors confirm that the research does not involve human participants, personal data, or sensitive information requiring ethical approval. All sources used in the study were properly cited, and academic integrity principles were strictly observed.

Author Contributions

All authors contributed equally to the conception, design, analysis, and writing of this manuscript. Dr. Benamor Fatna led the conceptual framework and theoretical analysis. Dr. Malika Boussaid and Dr. Aichaoui Hayat contributed to the literature review and discussion sections. Dr. Nadjet Chabbouh participated in the critical revision, academic editing, and final approval of the manuscript. All authors reviewed and approved the final version of the article.

Conflict of Interest. The authors declare that there is no conflict of interest regarding the publication of this article.

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Benamor Fatna; Malika Boussaid; Aichaoui Hayat; Nadjet Chabbouh