

A Study on Human Resource Management (HRM) Practices Due to the Implementation of Total Quality Management (TQM) in Thanjavur District

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ABSTRACT - The study of this article is to investigate changes happening at periods the human resource (HR) performs and human resource management (HRM) practices due to the implementation of total quality management (TQM) in Thanjavur district. Descriptive analysis, one sample t-test and conceptual equation model were utilized for the information analysis. It completely was found that corporations introduce technique improvement initiatives at intervals the hour department by upgrading the part of great importance perform, and by redesigning HRM practices of performance management, ability development and career developing with, rewards and recognition, accomplishment and selection, hour developing with, and satisfaction and well-being to bring those in line with TQM requirements.

Keywords: Human resource management, Total Quality Management, worker implementation

I. INTRODUCTION

Total quality management may be a philosophy of management that makes an attempt to maximize the profit of a company through the continual improvement of the standard of its merchandise, services, people, processes and environments. Total quality management has evolved from many alternative management practices and improvement processes. It touches the whole organization instead of simply making an attempt to examine the standard of merchandise and services once they're complete, Total Quality Management a philosophy of doing the task from the start. Implementation of Total quality management method needs Associate in attention structure culture and climate that are oft times non-existent and processes concerned are now and then discouraging it'd take up to ten years to understand the results of total quality management.

STATEMENT OF PROBLEM

Ranges of necessary factors have altered the scope and nature of human resources management in recent years. There's larger involvement of line manager's inn personnel management and a general decentralization and devolution of operate. More and more line managers are needed to undertake duties antecedently completed by personnel specialists. This end in half from corporations seeking to chop prices through reducing the sizes of their personnel departments, and partly in consequence of the read that line managers need to be ready to complete this work. Recognition of the importance of the event of a firm's

human resources as a way for protected competitive advantage is another development.

RESEARCH OBJECTIVES

The most objectives of the study are summarized as follows:

- ✓ Investigation the impact of the amount of implementation of TQM principles on the effectiveness of HRM practices.
- ✓ Distinctive implementation of TQM principles.
- ✓ Sleuthing the effectiveness of HRM practices.
- ✓ Investigation the extent to that TQM implementation and HRM effectiveness in varies in step with respondents' demographic characteristics.

RESEARCH PROBLEM AND SIGNIFICANCE

The study downside stems from an absence of data concerning the impact of TQM principles on the effectiveness of HRM apply. This text seeks to answer the subsequent questions:

- Is there any important impact within the level of implementation of TQM on the amount of HRM practices?
- What's the amount of implementation of TQM and HRM principles?
- There important variations within the level of implementation of TQM and HRM principles in to respondents' demographic characteristics?

- There important variations within the level of implementation of TQM and HRM principles?
- The importance of this study stems from the importance of the HR, because it stands mutually of the most pillars of country's economy.
- The study is predicted to feature up to the meager analysis inquiring relationship between TQM and HRM. Most previous analysis centered on implementation of TQM whereas this study, hoping that study outcomes would assist managers to acknowledge the potential of TQM and to develop a quality-based HRM practices.

II. REVIEW OF THE LITERATURE

(Becker et al 2001:4) Recent decades have witnessed dramatic shifts within the role time unit. Traditionally; managers saw the human resource operate as primarily body and skilled. time unit employees centered on administering advantages and alternative payroll and operational functions and did not consider themselves as enjoying a parting the firm's overall strategy. Efforts to live HR's influence on the firm's performance mirrored this mind-set. Within the Nineteen Nineties, a brand new stress on strategy and therefore the importance of time unit systems emerged. There may be a heap of literature on the ideas of total quality management that revolves around client service satisfaction, continuous improvement, team work, and commitment. This idea has become additional in style over the years with organizations encouraging additional understanding and educating their stakeholders on its importance. very little has been studied to link Total Quality Management and Human Resource.

Mohanty, (2003) is "a pragmatic long-run systems approach initiated and driven by the highest management to create a complete amendment culture and interlink and integrate everybody, each operate, each method and each activity of the organization through involvement, participation and cross-functional management to fulfill the dynamic wants of the client and to make a loyal however at constant time a distributed client base".

Sadler (2003) From a distinct viewpoint, TQM is 'a total management approach to quality improvement that involves each worker, additionally as internal and external operational practices and customer-supplier relations. The Oakland's (1990) TQM defines TQM as a pyramid representing 5 distinct parts as a management commitment, client provider chain, quality systems, tools & cooperation. The management commitment part of the model identifies the role of senior management team in leading and introducing the amendment.

Sun Hongyi (2000) study shows that the management has to hold a brand new management philosophy and new perspective towards workers and workers ought to be given the mandatory authority, information, skills and reward.

Simon S.K. Lam (1995) reports on what changes workers see TQM programmes having on their jobs and whether or not they understand a rise in job satisfaction thanks to TQM. The study reports that, to make sure the commitment of workers to TQM, human resources management wants should be integrated into the TQM method. The exhausting aspect (human resources policies, together with the organization of labor, pay, operating conditions, reward systems and therefore the coaching and development of the employees) should be in the middle of equal attention to the soft aspect (commitment to quality and job satisfaction) of the method for the success or failure of TQM.

III. METHODOLOGY

To hold out this analysis, a quantitative and a descriptive analytical approach is employed to discover the impact of TQM dimensions on the HRM practices. A structured form has been developed and distributed to the study sample.

RESEARCH DESIGN

The planned analysis was a case study. A case study analysis style is wherever knowledge is collected from one or a couple of study units solely. It permits for in-depth exploration of problems in a very development. The Case study centered on assessing application the overall quality human resource apply at Thanjavur and therefore the role of human resource management in implementing Total Quality Management.

DATA COLLECTION METHOD

Knowledge assortment technique data assortment was primary and secondary information. The man of science used tutorial publications comparable to text books, magazines, newspapers, journals and therefore the net for the secondary knowledge. The manager chargeable for time unit was interviewed so as to get additional in-depth info with regard Total Quality time unit apply. Questionnaires were even being went to collect additional info from workers whose class included; accountants, administration professionals, sales space managers, supply officers, selling managers and heads of department.

SAMPLE TECHNIQUE

The analysis covers time unit in Thanjavur district, that consists of twenty six organizations out of that sixteen are organization. Employees' sample consists of executives, line managers, section heads, and operational workers. An equal size sample of (35) respondents from every organization was elect via employing a systematic sampling technique. Two hundred and twenty 5 questionnaires were distributed, out of that, (126) were came, and utilized in analysis.

SCALE OF MEASUREMENT AND STATISTICS

The measuring scale adopted during this analysis is because it follows: the common of indicates low level, a mean of

indicates medium level and therefore the average of indicate a high level. The collected knowledge are analyzed by mistreatment numerous applied mathematics techniques such as: Cronbach’s Alpha and, Descriptive Statistics like Mean and customary Deviations, a technique (ANOVA Analysis. The applied mathematics Package for science (SPSS) was used.

IV. DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS INTRODUCTION

This chapter presents the results of the analysis of the info collected throughout the study. a complete of 126 completed and useable questionnaires were obtained from

the respondents. DESCRIPTIVE ANALYSIS FOR HUMAN RESOURCE MANAGEMENT IN TOTAL QUALITY MANAGEMENT IN THANJAVUR DISTRICT

Descriptive statistics are wont to describe the essential options of the info in a very study. They supply easy summaries concerning the sample and therefore the measures. Along with easy graphics analysis, they kind the premise of nearly each measure of knowledge in a very analysis study we tend to could have a lot of measures.

Table no -1 Descriptive analysis for human resource management in total quality management in Thanjavur district

human resource management in total quality management in Thanjavur district	Mean	Std. Deviation
PERFORMANCE APPRAISALS		
Performance appraisals are conducted on regular and timely basis in my department	3.0238	1.64664
The objectives against which evaluated are clear	3.5238	.88285
Receive regular feedback regarding performance	3.4048	.86883
Receive the necessary support and guidance on career development	3.9048	1.22917
RECRUITMENT AND SELECTION		
The recruitment & selection process is transparent and fair	3.5873	.86967
There is diversity in the recruitment process	3.5714	.83358
New employees receive necessary guidance and support during induction	3.0635	1.65286
believe the company employs highly qualified and competent candidates	3.9365	4.66947
TRAINING AND DEVELOPMENT		
believe the company employs highly qualified and competent candidates	3.9365	4.66947
receive guidance in identification of my training and development needs	3.0635	1.65286
The company adequately supports me by often providing training and development opportunities	3.5556	.89938
have the necessary skills and knowledge to perform my job well	3.0397	1.64633
Available training opportunities are often communicated	3.5159	.88303
Post training evaluations are done to monitor impact	3.3810	.89315
EMPLOYEE PARTICIPATION		
There is a safe environment to discuss ideas and air out our views b	3.8889	1.24079
manager is receptive to suggestions for change	3.534	.87608
enjoy working for this company	3.6032	.83980
understand our overall company strategy, ambition and values	3.5873	.84162

(Data collection from the respondents)

The respondents were asked to rank the human resource management activities in relation to performance management. The results are shown in table from the findings to strongly agree/agree extent; Performance appraisals are conducted on regular and timely basis in my department (mean of 3.28), the objectives against which I'm evaluated are clear (mean of 3.5238). On a moderate extent; I receive regular feedback regarding my performance (mean of 3.4048), I receive the necessary support and guidance on my career development (mean of 3.9048). There is low variation amongst the respondents' opinion as indicated by the low values of the standard deviation. In general the

most important measures of performance management are regular and timely performance appraisals and setting clear objectives against which evaluations are done.

Training means changes in specific knowledge, skills, attitudes or behaviors. To be effective training should involve a learning experience, be a planned organizational activity and be designed in response to identified needs. Ideally, training should be designed to meet the goals of the organization while simultaneously meeting the goals of the individual employees. The respondents were asked to rank training activities in the organization. The findings in show

that the respondents only rated two factors as strongly agree/agree a mean ranking of below. These two factors were; The Company adequately supports me by often providing training and development opportunities (mean 3.5556) and have the necessary skills and knowledge to perform my job well (mean of 3.0397) and Available training opportunities are often communicated(3.5159),Post training evaluations are done to monitor impact3.3810), believe the company employs highly qualified and competent candidates(3.9365), receive guidance in identification of my training and development needs(3.0635). There was a low degree of variation among respondents, as indicated by the values of the standard deviation.

The respondents were to indicate rank the activities carried out during recruitment and selection process. The findings indicate that to strongly agree/agree extent; new employees receive necessary guidance and support during induction (mean of 3.0635), the company employs highly qualified and competent candidates (mean of 3.9365). To a moderate extent: There is diversity in the recruitment process (mean of 3.5714) and recruitment & selection process is transparent and fair (mean of 3.5873). There is need to

improve of recruitment and selection process since it was rated least.

Work-force participation adds significantly to companies' quality performance, this is normally achieved when upper management undergoes the training needed to understand and support the objectives of the participation concepts. The findings in above show that to strongly agree/agree extent; respondents enjoy working for this company (mean of 3.6032) and respondents understood overall company strategy, ambition and values (mean of 3.5873). To a moderate extent; my manager is receptive to suggestions for change (mean of 3.534), there is a safe environment to discuss ideas and air out our views (mean of 3.8889).

ONE SAMPLE TEST FOR HR FUNCTION AND TOTAL QUALITY MANAGEMENT IN THANJAVUR DISTRICT

HYPOTHESES

Null Hypothesis H₀: There is no significant difference between the HR function and total quality management.

Alternative Hypothesis H₁: There is a significant difference between the HR function and total quality management.

Table no – 2 One sample test for HR Function and total quality management in Thanjavur district

One-Sample Test						
	Test Value = 126					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Performance appraisals are conducted on regular and timely basis in my department	20.613	125	.000	3.02381	2.7335	3.3141
The objectives against which evaluated are clear	44.803	125	.000	3.52381	3.3681	3.6795
Receive regular feedback regarding performance	43.989	125	.000	3.40476	3.2516	3.5579
Receive the necessary support and guidance on career development	35.659	125	.000	3.90476	3.6880	4.1215
The recruitment & selection process is transparent and fair	46.302	125	.000	3.58730	3.4340	3.7406
There is diversity in the recruitment process	48.093	125	.000	3.57143	3.4245	3.7184
New employees receive necessary guidance and support during induction	20.805	125	.000	3.06349	2.7721	3.3549
Believe the company employs highly qualified and competent candidates	9.463	125	.000	3.93651	3.1132	4.7598
receive guidance in identification of my training and development needs	20.805	125	.000	3.06349	2.7721	3.3549
The company adequately supports me by often providing training and development opportunities	44.376	125	.000	3.55556	3.3970	3.7141
Have the necessary skills and knowledge to perform my job well	20.725	125	.000	3.03968	2.7494	3.3300
Available training opportunities are often communicated	44.693	125	.000	3.51587	3.3602	3.6716
Post training evaluations are done to monitor impact	42.491	125	.000	3.38095	3.2235	3.5384
There is a safe environment to discuss ideas and air out our views	35.181	125	.000	3.88889	3.6701	4.1077
My manager is receptive to suggestions for change	48.161	125	.000	3.60317	3.4551	3.7512
Enjoy working for this company	47.845	125	.000	3.58730	3.4389	3.7357
Understand our overall company strategy, ambition and values						

Since the p value 0.00 is less than 0.05 (p<0.05), there is a significant difference between the difference between the

HR function and total quality management by the organization. It is concluded that the HR department

maintain the total quality management for sustain the market through quality management at least more than 126 respondents responses to the quality basis in all organization.

Conceptual Model Fit For Human Resource Management (Hrm) Practices Due To The Implementation Of Total Quality Management (Tqm) In Thanjavur District By Using Structural Equation Model

Structural equation modeling, or SEM, is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM. SEM is a largely confirmatory, rather than exploratory, technique. That is, a researcher are more likely to use SEM to determine whether a certain model is valid., rather than using SEM to find a suitable model--although SEM analyses often involve a certain exploratory element. In SEM, interest usually focuses on latent constructs - abstract psychological variables like "intelligence" or "attitude toward the brand"--rather than on the manifest variables used to measure these constructs. Measurement is recognized as difficult and error-prone. By explicitly modeling measurement error, SEM users seek to derive unbiased estimates for the relations between latent constructs. To this end, SEM allows multiple measures to be associated with a single latent construct. A structural equation model implies a structure of the covariance matrix of the measures. Hence an alternative name for this field, "analysis of covariance

structures. Once the model's parameters have been estimated, the resulting model-implied covariance matrix can then be compared to an empirical or data-based covariance matrix. If the two matrices are consistent with one another, then the structural equation model can be considered a plausible explanation for relations between the measures.

1. **Observed, endogenous variables**
 - Total Quality Management
 - Performance Management
2. **Observed, exogenous variables**
 - Recruitment and selection
 - Employee Participation
 - Training and Development
3. **Unobserved, exogenous variables**
 - E2- Performance Management
 - E1-Total Quality Management

Table – 3 Summary of the variables used for the analysis

Number of variables in your model:	7
Number of observed variables:	5
Number of unobserved variables:	2
Number of exogenous variables:	5
Number of endogenous variables:	2

Source: Primary Data

Generated from the employees

Table – 4 Regression weights for Structural Equation Model for human resource management (hrm) practices due to the implementation of total quality management (TQM) in Thanjavur district by using structural equation model

Regression weights for Structural Equation Model	Un standardized Estimate	S.E.	Standardized Estimate	C.R.	P
TQM <--- Recruitment and selection	.023	.015	.136	1.484	.138
TQM <--- Training and Development	.024	.033	.074	.706	.480
TQM <--- Employee Participation	-.113	.050	-.228	-2.252	.024
Performance Management <--- TQM	-.242	1.861	-.045	-.130	.897

Figure – 1 Unstandardized estimate for human resource management (HRM) practices due to the implementation of total quality management (TQM) in Thanjavur district

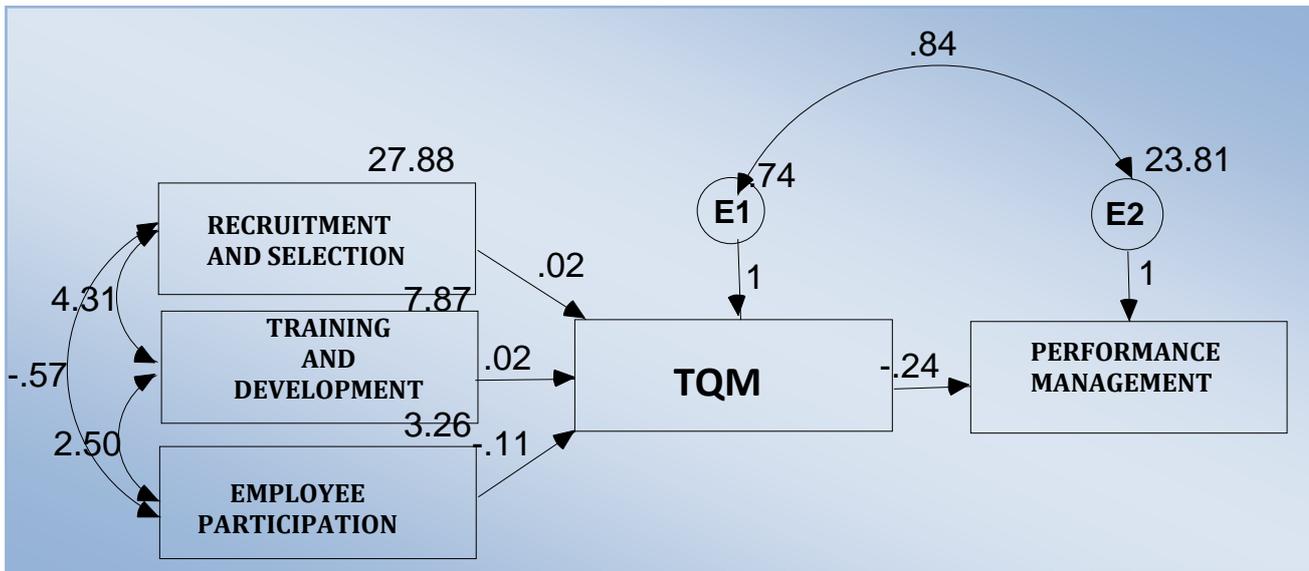
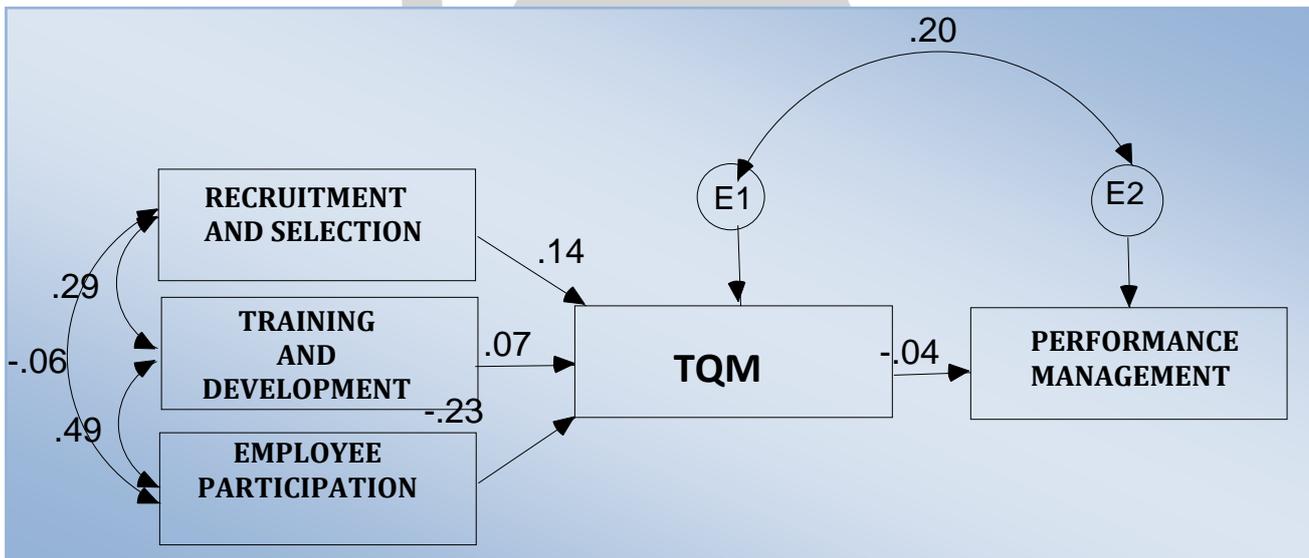


Figure – 2 Standardized estimate for human resource management (HRM) practices due to the implementation of total quality management (TQM) in Thanjavur district



When Recruitment and selection goes up by 1 TQM goes down by 0.023. When Recruitment and selection goes up by 1 standard deviation, TQM goes up by 0.136 standard deviations. The regression weight estimate, 0.023, has a standard error of about .015. The probability of getting a critical ratio as large as 1.484 in absolute value is greater than 0.001. In other words, the regression weight for Recruitment and selection in the prediction of TQM is not significantly different from zero at the 0.138 level (two-tailed). Here the coefficient of Recruitment and selection is 0.023 represents the partial effect of TQM on Recruitment and selection, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Recruitment and selection would increase by 0.023 for every unit increase in TQM and this coefficient value is significant at 5% level.

When Training and Development goes up by 1 TQM goes down by 0.024. When Training and Development goes up by 1 standard deviation, TQM goes up by 0.074 standard

deviations. The regression weight estimate, 0.024, has a standard error of about .033. The probability of getting a critical ratio as large as .706 in absolute value is greater than 0.001. In other words, the regression weight for Training and Development in the prediction of TQM is not significantly different from zero at the 0.480 level (two-tailed). Here the coefficient of Training and Development is 0.024 represents the partial effect of TQM on Training and Development, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Training and Development would increase by 0.024 for every unit increase in TQM and this coefficient value is significant at 5% level.

When Employee Participation goes up by 1 TQM goes down by 0.113. When Employee Participation goes up by 1 standard deviation, TQM goes up by 0.228 standard deviations. The regression weight estimate, 0.024, has a standard error of about .033. The probability of getting a critical ratio as large as -2.228 in absolute value is less than

0.001. In other words, the regression weight for Employee Participation in the prediction of TQM is no significantly different from zero at the 0.024 level (two-tailed). Here the coefficient of Employee Participation is -0.113 represents the partial effect of TQM on Employee Participation, holding the other variables as constant. The estimated negative sign implies that such effect is negative that Employee Participation would decrease by -.113 for every unit decrease in TQM and this coefficient value is significant at 5% level.

When TQM goes up by 1 Performance Management goes down by 0.242. When TQM goes up by 1 standard deviation, Performance Management goes up by -0.045 standard deviations. The regression weight estimate, 0.897, has a standard error of about .1861. The probability of getting a critical ratio as large as -0.130 in absolute value is less than 0.001. In other words, the regression weight for TQM in the prediction of Performance Management is no significantly different from zero at the 0.897 level (two-tailed). Here the coefficient of TQM is -0.242 represents the partial effect of Performance Management on TQM, holding the other variables as constant. The estimated negative sign implies that such effect is negative that TQM would decrease by -.242 for every unit decrease in Performance Management and this coefficient value is significant at 5% level.

Table – 5

Model Fit Summary for human resource management (HRM) practices due to the implementation of total quality management (TQM) in Thanjavur district

Indices	Value	Suggested Value
Chi-square value	.555	
P value	0.758	>0.05 (Hair et al., 1998)
CMIN/DF	.555	< 5 (Marsh&Hocevar,1985)
GFI	0.998	>0.90 (Hu and Bentler, 1999)
AGFI	0.987	>0.90 (Hair et al. 2006)
CFI	1.000	>0.90 (Daire et al., 2008)
RMR	.268	<0.08 (Hair et al. 2006)
RMSEA	0.010	<0.08 (Hair et al. 2006)

Source: Output generated from Amos 20

From the above table it is found that the calculated P value is 0.584 which is greater than 0.05 which indicates the model is fit. And also CMIN value is .555 which is less than 5 which indicates the model is fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 1.000 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) value is

.268 and RMSEA (Root Mean Square Error of Approximation) value is 0.010 which is less than 0.10 which indicated it is perfectly fit.

V. FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

The purpose of this study was to ascertain why the tutorial employees enlisting and retention methods at the upper establishments in Thanjavur are regarded considered not applicable, that hampers the self-made operation of the upper establishments in Thanjavur.

FINDINGS

- The necessary support and guidance on my career development (mean of 3.9048. There is low variation amongst the respondents' opinion as indicated by the low values of the standard deviation. In general the most important measures of performance management are regular and timely performance appraisals and setting clear objectives against which evaluations are done.
- The Company adequately supports me by often providing training and development opportunities (mean 3.5556).
- The company employs highly qualified and competent candidates (mean of 3.9365).
- The findings in above show that to strongly agree/agree extent; respondents enjoy working for this company (mean of 3.6032) and respondents understood overall company strategy, ambition and values (mean of 3.5873).
- Since the p value 0.00 is less than 0.05 (p<0.05), there is a significant difference between the difference between the HR function and total quality management by the organization. It is concluded that the HR department maintain the total quality management
- Here the coefficient of Recruitment and selection is 0.023 represents the partial effect of TQM on Recruitment and selection, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Recruitment and selection would increase by 0.023 for every unit increase in TQM and this coefficient value is significant at 5% level.
- When Training and Development goes up by 1TQM goes down by 0.024. When Training and Development goes up by 1 standard deviation, TQM goes up by 0.074 standard deviations. The regression weight estimate, 0.024, has a standard error of about .033. The probability of getting a critical ratio as large as .706 in absolute value is greater than 0.001.
- The coefficient of TQM is -0.242 represents the partial effect of Performance Management on TQM, holding

the other variables as constant. The estimated negative sign implies that such effect is negative that TQM would decrease by -.242 for every unit decrease in Performance Management and this coefficient value is significant at 5% level.

SUGGESSTION

Since the p value 0.00 is less than 0.05 ($p < 0.05$), there is a significant difference between the difference between the HR function and total quality management by the organization. It is concluded that the HR department maintain the total quality management.

The study also recommends that the employees should be not involved in decision making about operational issues. The superiors should endeavor to seek out the views of employees and their teams as it greatly affects their productivity and performance. The relationship between employee voice and employee engagement should be emphasized upon at all levels in the organization.

CONCLUSION

In dept understanding of the workers wants is needed as a foundation for developing time unit practices and activities making time unit practices ought to be rigorously development within the section between adolescence, than prime up to stable stage of structure development. These practices will vary from business to business; as a result of the expectation of the workers can vary even from organization to organization. Bound philosophy and techniques additionally as practices ought to mix so as to assist decrease value and time interval. TQM principles ought to be implanted in employees' mind and run in each unit of a company.

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