

**IDENTIFYING HUMAN RESOURCE MANAGEMENT PRACTICES AND QUALITY
MANAGEMENT AS PREDICTORS OF ORGANIZATIONAL BUSINESS PERFORMANCE**

Sarminah Samad^ψ

Universiti Teknologi MARA (UiTM), Malaysia

Abstract

This paper presents a study that examined the relationship between quality management (QM) and human resource management (HRM) practices on organizational business performance (OBP). Specifically, the study investigated the relationship of QM and HRM practices with OBP. Consequently, this study determined the effects of QM and HRM practices on OBP. The study also examined the role of QM and HRM practices in predicting OBP. Data of the study were collected from a sample of 250 managerial and non managerial staff of manufacturing industries in Malaysia. The obtained data were analyzed using SPSS (Statistical Package for Social Sciences). Descriptive and inferential statistics were employed to answer the objectives and hypotheses of the study. The study found that all of the QM aspects and HRM practices were related to OBP. The study also revealed that QM aspects and HRM practices significantly contributed to OBP. Finally, it was found that HRM practices had more effects than QM on OBP. The findings of the study provided empirical evidence that both QM and HRM practices significantly enhanced the overall organizational business performance with HRM practices emerged as a key predictor in strengthening organizational business performance as compared to QM. Findings, implications, recommendations and future research from this study are discussed.

Keywords: Quality management; Human resource management; Organizational business performance.

JEL Classification Codes: M1; M12.

1. Introduction

Organizations are currently faced by challenges and opportunities. In Malaysia, significant changes have been witnessed in its economy through the development of a modern industrial infrastructure in line with ever increasing liberalised global competition. Both private and public organizations have introduced and implemented management initiatives to facilitate their survival and progress in changing economy as well as to face with the global challenges. These challenges require a good and effective approach of management to be associated in organizations so that they are able to sustain competitive advantage and advanced economies. One of the crucial issues in managing effective organizations is related to management system and practices that need to be implemented. According to Magsasay (1995) a good management system such as quality system is one of the top priorities in managing organizations across borders. Therefore organizations need to initiate efforts to ensure their products and services are at the highest quality standard.

Several studies have examined management systems and practices as the antecedent of organizational business performance (Hendrick & Singhal 1996; DuBirn, 1995; Powell, 1995; Black & Porter, 1996). These studies however were conducted in the Western environment particularly the US. Although management systems and practices have been found to be a rather consistent predictor of organizational business performance the contribution is still inconsistent and the strength of the relationship between these variables varies according to each setting. While there is currently a great deal of information on causes and consequences of organizational business performance, there are still many challenges to understand the business performance process and implementation. In particular, there is still a dearth of evidence on employee reactions towards organizational business performance. One way of assessing employee reaction

^ψ Corresponding author. Sarminah Samad. Faculty of Business Management, Universiti Teknologi MARA (UiTM), Malaysia. Email: sarminasamad@hotmail.com

to organizational business performance is by measuring the factors that are associated to business performance. While the outcomes of business performance have been identified to some limited extent, the antecedents and predictors to such behaviour are less well understood. To date less study on the predictor of organizational business performance has been undertaken within the Malaysian scene especially in relating to two main dimensions of management system or practices mainly QM and HRM. Hence the objectives of this study are to:

- 1) investigate the relationship between QM and HRM practices with organizational business performance;
- 2) examine the effects of QM and HRM aspects on business performance; and
- 3) determine which management dimension contributes most to organizational business performance.

2. Literature review

Management is the art of making effective use of resources to achieve organizational goals. De Cenzo and Robbins (2005) defined management as the process of efficiently getting organizational activities accomplished through people. Talley (1991) concluded that management concepts is a construct that consists of management commitment, training, measurements statistical process control, strategy, participative problem solving and continuous improvement. Management system and practices have attracted a great deal of interest of researchers (Black & Porter, 1996) due to their impact on the organization's ability to face with current challenges. The increase in economic pressures and technological advances requires leaders who are able to devote more focus on organizational business performance influenced by management system and practices both on QM and HRM.

Management concerns with some organizational functions mainly on planning, coordinating, implementing, leading and all aspects of an organization's operation in a manner which fulfils the organization's aims. This includes management of quality system and human resources. Effective HRM is vital as human resource is one of the important assets to accomplish the effectiveness of organization (Lim, 1995). Meanwhile good quality management is important to help in achieving high performance of business and organization (DuBirn, 1995). In other words, once an organization identifies its purpose, good management system helps to achieve it. As different processes are needed to achieve various aims, this study focuses on how management practices in terms of two main management dimensions mainly on quality management (QM) aspects and human resource management (HRM) aspects are related to organizational business performance.

Quality is about meeting the needs and exceeding the expectations of customers (Feigenbaum, 1991). The ultimate goal of quality is to satisfy customers therefore shared focus on having products or services that possess certain characteristics or features is priority to organizations. Quality management refers to activities of the overall management function that determine the quality policy, objectives and responsibilities and implement them by means such as quality planning, quality control, quality assurance and quality improvement within the quality system (ISO 8402, 1994). Currently, most Malaysian companies are focusing on quality management system (QMS) that aimed at improving the quality of services and products. The quality management practices are represented by variety of acronyms such as 5S (house keeping), Statistical Process Control (SPC), Quality Control Circle (QCC), Total Productive Maintenance (TPM), Total Quality Control (TQM) and Quality Management System (QMS). Concept of quality has been popularised by quality gurus such as Deming (1986), Juran (1994), Crosby (1979), Feigenbaum (1991) and Ishikawa (1985). These gurus have laid the foundation for understanding most concepts of quality management.

Quality is defined as conformance to requirements and can be measured by the cost of nonconformance which leads to only one standard of performance that is zero defect performance (Crosby, 1979). Juran (1994) attributed quality as fitness for purpose, that is the users of the product or service should be able to count on it for what they need or want to do with it. According to Ishikawa (1985) quality refers to customer satisfaction with the main focus on a product that is most economical, most useful and always satisfactory to the consumer. Deming (1986) defines quality as a predictable degree of uniformity and dependability, at low cost and suited to the market and quality is whatever the customer needs or requires. Meanwhile, Feigenbaum (1991) defines quality as the total composite product and service characteristics of

marketing, engineering, manufacture and maintenance through which the product and service achieve the expectations of the customer. The various definitions of quality found in the literature are due to the different backgrounds of experts or writers in this area. The variety of approaches and definition of quality management systems (QMS) from quality gurus indicate that each has its own distinctive approach. However, the principles and practices of QMS proposed by these quality experts do provide better understanding of the concept of quality management to the author.

The differing perspectives of QMS however share some common points in terms of: 1) leadership; 2) emphasis on evaluation activities; 3) employees' recognition and reward; 4) training and education; 5) process control and improvement; 6) a systematic firm-wide activity from supplier to customers (customer focus); 7) employee participation; 8) quality system improvement; 9) vision and plan statement; 10) product design and 11) supplier quality management. These areas are also among the most important identified and validated elements in QMS (DuBirn, 1995). In addition these constructs is based on the framework of Ahira et al. (1996); Flynn et al. (1995) and Saraph et al. (1989). These insights helped the author in laying the foundations for this study.

HRM has been a focus of study by researchers for the last 10 years. The large amount of research has been expended and explored on the relationship between HRM and organizational performance. Despite the abundance of research in this area the results are still mixed and recent review suggests that further research need to be carried out (Boselie et al., 2005).

HRM refers to managing people that relates to the employer-employee relationship. According to Stone (2008), HRM involves the productive use of people in achieving the organization's strategic objectives and the satisfaction of individual employee needs. HRM is defined according to Lim (1995) as the effective use of human resource assets for achievement of organizational goals and the continued viability and success of organizations. As an important asset, human resource play key role in executing HRM function and activities. Among the major HRM functions are like planning, recruitment, selection, performance management, compensation, training development and industrial relations (Stones, 2008). Robbins (2005) suggested that the managerial functions that associated to organizational performance based on a study conducted to 450 managers are motivating, disciplining, managing conflict, staffing and training of employees. Hill and Wilkinson (1995) suggested quality management approach of HRM focused on empowerment, training and development, incentive and appraisal, recruitment and selection, employee involvement and participation. Meanwhile, Partlow (1996) found that HRM practices are highly required to support the QM system and organizational performance. The HRM practices according to Partlow (1996) are like management commitment and communication, employee involvement, job design, training, reward and recognition, selection and promotion and empowerment. This indicates that HRM is an important pillar beside QM system in providing support for organizational business performance.

In discussing the HRM practices on performance literature according to Boselie et al. (2005) HR practices have been highlighted by researchers in top four practices mainly on training and development, contingent pay and reward schemes, performance management and appraisal and recruitment and selection. However Kinnie at al. (2005) suggested that good basic pay, discretion over work tasks, employment security, diversity and work life balance need to be given priority as well. Since HR practices are enacted within an organization (Purcell et al., 2003) the role of to management is crucial in determining organizational performance (Kiffen and Cordery, 2003). Although no leadership styles are identified as the best, however reviews have emphasised on the significant role of a transformational leadership style to bring changes especially in the organizational performance context. This is because transformational leaders are described as charismatic individuals with whom employees identify emotionally and have been associated to effectiveness (Yulk, 1999).

The preceding discussion highlights two dimensions of management mainly on QM and HRM practices. Past studies have also revealed that quality management system itself consists of management aspects including HRM. In addition, HRM has long been referred to as one of the most important parts of quality management models or framework (Duffy, 2004). Choi and Eboch (1998) studied quality management paradox using a variety of dimension that comprised HRM activities and functions, strategic quality planning, information and analysis and process quality. Consistent to this, Ho and Fung (1994) and Mann

and Kehoe (1995) proposed quality management that include HRM aspects such as leadership, commitment, participation, training and development, citizenship, reward and recognition. This study however focused management dimensions in terms of QM and HRM. This is because no study has been done to investigate the role of QM and HRM aspects on Organizational business performance. QM consist aspects of process control and improvement, quality system improvement; customer focus, vision and plan statement; product design and supplier quality management while HRM comprises aspects of leadership, employee participation, recognition and reward and education and training). This construct is based on framework proposed by Ahira et al. (1996), Flynn et al. (1995) and Saraph et al. (1989).

3. Rationale and objectives of the study

Studies have been continuously done on the effects and relationship of HRM practices and QM system on organizational business performance and therefore it deserves more an empirical examination (Mann & Kehoe, 1995). The importance of these management systems or practices lies in its potential consequences and effects on some organizational outcomes. Some studies reported a positive relationship between QM and HRM with organizational outcomes such as customer satisfaction, strategic business performance and overall organizational business performance (Black & Porter, 1996 and Powell, 1995). However, some studies found no relationship (Eskildson (1994). Employees' reaction to QM and HRM and its outcomes were examined in several ways. Previous studies have predicted that QM and HRM will be positively related to overall organizational business performance. This study expects that both HRM and QM will be useful in exploring other organizational outcomes such as business performance. Evidence of such reactions to QM and HRM in Malaysian context is scarce. This study therefore proposed at examining how organizational business performance may increase in response to high level of perceived QM and HRM practices. In addition, since literature has revealed that HRM practises are part of QMS, Duffy (2004) suggested a study to be carried out to explore separately the link of HRM and QM variables with organizational business performance. Thus, this research attempts to explore the relationship and effects of QM and HRM on organizational business performance.

4. Influence of HRM and QM on organizational business performance

Quality management highlights issues that are related with the management of quality aspects such as emphasis on evaluation activities; process control and improvement; systematic firm-wide activity from supplier to customers (customer focus) and quality system improvement. Whereas, HRM focuses on functions that include recruitment and selection; compensation and benefit, employee relation, human resource planning, training and development and other aspects such as leadership; employees' recognition and reward; training and education and employee participation. HRM is also referred as the effective utilization of employees in order to achieve the goals and strategies of the organization (Stones, 2005)

Literature has revealed that both QM and HRM dimensions influenced business performance by improving organizations' competitive abilities and providing strategic advantage in the market place (Anderson et al., 1995). Rategan (1992) found that 90% improvement rate in employee relations, operating procedures, customer satisfaction and financial performance is influenced by management system that include quality aspects and HRM practices. This is because according to Ho and Fung (1994) management system is a way of managing to improve the effectiveness and competitiveness of business through specific approaches of management such as QM and HRM practices. Among the critical factors of management system that could influence business performance from HRM and QM perspectives are like leadership, employee participation, recognition and reward, education and training, cooperation and teamwork, customer focus, zero defect mentality, flexible manufacturing and process improvement (Black & Porter, 1996 and Powell, 1995). This indicates that both HRM and QM aspects are related to organizational business performance. Accordingly quality policy has influenced the business performance in terms of productivity improvements, quality product, customer satisfaction and loyalty.

Extensive literature review suggested that all of QM and HRM aspects mentioned above are related and have an influence on organizational business performance (DuBurn, 1995; Powell, 1995; Ho & Fung, 1994; and Black & Porter, 1996). Several studies have also confirmed that QM and HRM practices are related to organizational business performance among employees at managerial and non managerial level (Hendrick & Singhal, 1996). However, Burrows (1992), found 95% failure rate of QM as compared to HRM in determining organizational business performance. Meanwhile, Eskildson (1994) reported that both QM and

HRM has uncertain or even negative effects on organizational business performance. A study done by Mowtani et al. (1996) revealed that there was no relationship between top management support for quality level and organizational business performance. A replication study of Deming's management system theory (that includes QM and HRM practices) by Rungtusanatham et al. (1998), in three different industries in Italy and in US-based firms found that the results differed considerably.

Despite of many studies have addressed the link between management system and business performance no study has been done in examining the link of QM and HRM practices on organizational business performance among employees in the manufacturing, electronic and electrical setting. Further the results of the previous findings also have not been conclusive. These conflicting research findings may be experienced by other firms including manufacturing companies in Malaysia. This study therefore attempted to validate the previous findings and answer the objectives of the study. Consequently the study attempts to answer the following hypotheses:

H1: QM and HRM practices are related to organizational business performance.

H2: QM aspects have positive and significant effects on organizational business performance.

H3: HRM aspects have positive and significant effects on organizational business performance.

H4: HRM aspects will have more significant contribution than QM on organizational business performance.

5. Methodology and results

Sample and Data Collection

Participants in the study consisted of managerial and non managerial staff of manufacturing industries specifically in electronic and electrical companies in Malaysia. 500 questionnaires were distributed to this category of staff to the selected companies obtained from the Federation of Malaysian Manufacturers (FMM). 250 useable questionnaires were used in the statistical analysis represented a response rate of 50% from the sample. The selection of the respondents was based on the random sampling. Based on the obtained data in terms of age, the average age of the respondents was 40.04 years, while the mean age of their experience in organization was 17.3 years and experience with the current job was 6.6 years. Regarding gender, 74% of respondents were male while female respondents were 26%. Majority of the respondents (78%) were married while 22% were not married. In terms of position, 40 % of the respondents were from managerial level and 60% were non managerial management.

Measures

The study measured two dimensions of management mainly on HRM practices and QM with a scale of 12 items (for HRM) and 18 items (for QM), which was adapted from Ahira et al. (1996). Seven point Likert-type scales were used to measure dimensions of HRM aspects (leadership, employee participation, recognition and reward and education and training) and QM aspects (process control and improvement, quality system improvement; customer focus, vision and plan statement; product design and supplier quality management) as independent variables. Respondents were asked to evaluate the level of their response on a range from 1 = strongly disagree to 7 = strongly agree.

Organizational business performance was measured based on five items that included annual sales, sales growth, profits, market share and exports. This scale was adapted from previous earlier researchers (Morgan & Strong, 2003; Rosenzweig et al., 2003). Respondents were asked to evaluate the overall business performance based on the five items over the last three years on a range from 1 = much worse than average of industry to 7 = much better than average of industry scale, with a middle anchor point of 4 = to average of industry scale. The mean, standard deviation and the reliability test of all scales are within the acceptable and expected ranges ($\alpha > .70$) as indicated in Table 1.

6. Correlations of QM and HRM practices with organizational business performance (H1)

Table 2 depicts results of correlations that indicated all of the variables are positively correlated with organizational business performance.

Table 1: Number of items, mean, standard deviation and Cronbach's alpha values

Variables	No. of items	Mean	S.D	α
Leadership	3	4.82	1.33	.89
Employee participation	3	5.13	1.32	.91
Recognition and rewards	3	5.71	1.11	.89
Education and training	3	5.35	1.18	.87
Process control & improvement	3	5.48	1.27	.79
Quality system improvement	3	5.95	1.16	.88
Customer focus	3	5.63	.97	.88
Vision statement	3	5.27	1.15	.73
Product design	3	5.13	1.11	.82
Supplier quality management	3	5.21	1.00	.80
Business Performance	5	5.00	1.15	.93

This correlation analysis also revealed that all aspects of QM and HRM practices are correlated with each other and each aspect is positively correlated with organizational business performance. The data provided support for hypothesis 1 of the study. Therefore there was a significant relationship between QM and HRM practices with organizational business performance. It can be concluded that all of the QM aspects and HRM practices had significantly enhanced the organizational business performance.

Table 2: Correlation coefficients of the main variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1 Leadership	1											
2 Employee participation	.30*	1										
3 Recognition and reward	.23*	.22*	1									
4 Education and training	.29*	.33*	.66*	1								
5 Process control and improvement	.34*	.46*	.44*	.41*	1							
6 Quality system improvement	.19*	.34*	.50*	.17*	.58*	1						
7 Customer focus	.21*	.42*	.27*	.52*	.38*	.19*	1					
8 Vision statement	.26*	.32*	.23*	.22*	.38*	.26*	.18*	1				
9 Product design	.31*	.50*	.29*	.32*	.18*	.36*	.29*	.31*	1			
10 Supplier quality management	.41*	.41*	.22*	.52*	.28*	.48*	.37*	.42*	.23*	1		
11 Innovation and competitiveness	.33*	.45*	.49*	.32*	.25*	.22*	.25*	.56*	.27*	.31*	1	
12 Economic financial results	.33*	.45*	.49*	.32*	.25*	.22*	.25*	.56*	.27*	.31*	.18*	1

Note: *p=0.05.

7. Effects of QM and HRM on organizational business performance (H2 and H3)

Table 3 shows multiple regression analysis that determined the effects of QM and HRM on organizational business performance. As can be seen in Table 3, all aspects of the HRM practices were found to have positive and significant effects on organizational business performance (leadership, $\beta=0.69$; employee participation $\beta=0.34$; recognition and reward, $\beta=0.43$; and education and training, $\beta=0.49$). Positive and significant effects of QM aspects on organizational business performance were also found (process control and improvement, $\beta=0.38$; quality system improvement, $\beta=0.24$; customer focus, $\beta=0.23$; vision statement, $\beta = .19$; product design, $\beta=.27$ and supplier quality management, $\beta=.22$). The data provided support for hypotheses 2 and 3 of the study. Therefore, hypotheses 2 and 3 of the study are accepted. The adjusted R^2 of HRM and QM was .62 and .31, indicating that 62% and 31% of the variation in organizational business performance were explained by QM and HRM practice, respectively.

Examining each aspect of QM and HRM, the analysis revealed that in terms of HRM practices, top management emerged as the most significant influence or predictor of organizational business performance ($\beta=0.64$, $p< 0.05$). Meanwhile, for QM process, control and improvement was the most significant contributor to organizational business performance ($\beta=0.38$, $p< 0.05$). The results implied that HRM aspect of top management and QM aspect of process control improvement respectively were considered as the

most important factors in determining and predicting organizational business performance. The data in Table 3 also proved that all variables are able to serve as predictors to organizational business performance.

Table 3: Impact of QM and HRM on organizational business performance

Variables	Business Performance				
	Standardized β	t	R^2	f	Adjusted R^2
HRM aspects:			.64	100.82	.62
Leadership/top management	.69*	2.44			
Employee participation	.34*	3.01			
Recognition and Rewards	.43*	1.10			
Education and Training	.49*	5.25			
QM aspects:			.33	98.22	.31
Process control and improvement	.38*	2.54			
Quality system improvement	.24*	3.03			
Customer focus	.23*	1.20			
Vision statement	.19*	5.35			
Product design	.27*	5.48			
Supplier quality management	.22*	5.95			

Note: * Significant at the .05 level.

8. Contribution of QM and HRM Practices on organizational business performance (H4)

Data in Table 3 also revealed that the variance explained in organizational business performance by QM was 31% while the variance explained by HRM aspects in organizational business performance was 62%. This shows that the amount of variance explained by HRM practices on organizational business performance is higher than the amount of variance explained by QM aspects on organizational business performance. Therefore the data supported hypothesis 4 of the study that HRM practices had more contribution on organizational business performance as compared to QM aspects. Thus, hypothesis 4 of the study was accepted.

9. Discussion, implication and conclusion

The main objective of this study was to examine the relationship between two dimensions of management system practices mainly QM and HRM aspects with business performance. Consequently it determined the contribution of QM and HRM aspects on organizational business performance and the study also identified the management dimension (between QM and HRM) that contributed the most to organizational business performance. The correlation matrix indicated that all of the QM and HRM practices are positively related to business performance. The multiple regression analysis revealed that all aspects of HRM practices ((leadership, employee participation, recognition and rewards, education and training) and QM aspects (process control and improvement, quality system, customer focus, vision statement, product design and supplier quality management) have positive and significant effects on organizational business performance. The results of the study also confirmed the hypothesis four of the study that HRM practices had more significant impact on organizational business performance as compared to QM aspects. The study found that HRM practices or aspects of leadership emerged as the most important predictor for organizational business performance. While for QM aspects, process control improvement, was found as the highest contributor to organizational business performance. The findings implied that HR practices are important in managing an organization and confirmed other studies which indicate that employees concerned with HR practices such as rewards, recognition, training and development, participation, leadership, communication and work life balance. This means that it is the HR practices valued by staff that appear to be linked to positive organizational outcomes such as business performance that associated with high performance.

Findings in this study were in tandem of previous researches. Most prominent quality gurus mainly Crosby, Deming and Juran had highlighted that leadership or top management was a key factor in achieving organizational performance, productivity and quality improvement programs (Hoffman & Mehra 1999). Several studies pointed out that top management commitment and process control improvement are

essential in management system implementation and organizational business performance (DuBurn, 1995; Powell, 1995; Ho & Fung, 1994; Black & Porter, 1996). Results of this study implied that the application of HRM practices and QM system in combination could lead to improvement in organizational business performance. The finding therefore validates the result of previous research and generalizes it to other group of employees.

Several benefits can be secured by implementing a simple and inexpensive management system practices that encompass aspects of HRM (leadership, employee participation, recognition and rewards, education and training) and QM aspects (process control and improvement, quality system, customer focus, vision statement, product design and supplier quality management). This is particularly relevant in determining the organizational business performance. The findings also suggest that all of these management factors specially aspects on HR practices need to be recognized as a potential factors or sources for business performance of manufacturing companies in Malaysia. Innovative HR program may help people to value differences and opportunities in organization. Finding of this study serves as guidelines for management to formulate the improvement plan in Malaysian companies to address HR practices that are related to new issues like displaced workers and new entrants. The results of the study also are useful for employers and practitioners to increase understanding on the links between QM system and HRM practices on organizational business performance.

Results of this study are useful for both practical and theoretical purposes. However, the present study may pose some limitations as the sample was confined among staff in Malaysian manufacturing, electrical and electronic industries which suggest areas for future research. Future research may be conducted in other industries and in public sector to validate the findings. In addition, this study is based on quantitative approach and a qualitative and combination of both qualitative and qualitative approach may produce more interesting findings. Therefore it is suggested further research could be explored on other variety of samples, approaches and setting to generalize the results.

References

- Ahira, S.L., Golhar, D.Y and Waller, M.A. (1996) Development and validation of TQM implementation constructs, *Decision Sciences*, 27, 23-56.
- Anderson, J.C., Rungtusanatham, M., Schroeder, R. and Devaraj, S. (1995) A path analytic model of a theory of quality management underlying the Deming management method: Preliminary empirical findings, *Decision Sciences*, 26, 637-658.
- Black, S.A. and Porter, L.J. (1996) Identification of the critical factors of TQM, *Decision Sciences*, 27, 1-21.
- Boselie, P., Dietz, G. and Boon, C. (2005) Commonalities and contradictions in HRM and industrial relations climate. *Human Resource Management Journal*, 15, 67-73.
- Burrows, P. (1992) TQM reality check: It works, but it's not cheap or easy, *Electronic Business*, 18, 8-22.
- Choi, T.Y. and Eboch, K. (1998) The TQM paradox: Relations among TQM practices, plant performance and customer satisfaction. *Journal of Operations Management*, 17, 59-75.
- Crosby, P.B. (1979). *Quality Is free*. New York: McGraw-Hill.
- Deming, W.E. (1986) *Out of Crisis*. Massachusetts Institute of Technology, Center for Advanced Engineering Study, Cambridge, MA.
- De Cenzo and Robbins, S. (2005) *Human resource management: concepts and practices*, 8th edition. New York: John Wiley & Sons Inc.
- DuBurn, A.J (1995) *Leadership: research findings, practice and skills*. Boston: Houghton Mifflin Company.
- Duffy, G. (2004) Quality from scratch: a model for small business. *Quality Progress*, 37, 27.
- Eskildson, L. (1994) Improving the odds of TQM's success, *Quality Progress*, 61-63.
- Feigenbaum, A.V. (1991) *Total Quality Control*, 3rd edition. New York: McGraw-Hill.
- Flynn, B.B., Schroeder, R.G. and Sakakibara, S. (1995) The impact of quality management practices on performance and competitive advantage, *Decision Sciences*, 26, 659-691.
- Hill, S. and Wilkinson, A. (1995) In search of TQM. *Employee Relations*, 17, 9-26.
- Hendrick, K.B. & Singhal, V.R. (1996) Quality awards and the market value of the firm: An empirical investigation. *Management Science*, 42, 415-436.
- Ho, S.K.M. and Fung, C.K.H. (1994) Developing a TQM excellence model. *TQM Magazine*, 6, 24-30.

- Hoffman, J. and Mehra, S. (1999) Operationalizing productivity improvement programs through total quality management. *International Journal of Quality & Reliability*, 1, 72-84.
- Ishikawa, K. (1985) *What is total quality control? The Japanese way*. London: Prentice-Hall.
- Juran, J.M. (1994) The upcoming century of quality. *Quality Progress*, 27, 29-37.
- Kiffen, P. S. and Cordery, J. (2003) Trust, individualism and job characteristics as predictors of employee preference to teamwork. *International Journal of Human Resource Management*, 14, 193-116.
- Kinnie, N., Hutchinson, S., Purcell, J., Rayton, B. and Swart, J. (2005) Satisfaction with HR practices and commitment to the organization: why one size does not fit all. *Human Resource Management Journal*, 14, 9-29.
- Lim, L. (1995) Human Resource Management of Asean and Japanese organizations. *Malaysian Management Review*. Malaysian Institute of Management, 8, 13-23.
- Magsasay, J. (1995) 15 Management events that changed the world. *World Executives' Digest*, 7, 14-16.
- Mann, R. and Kehoe, D (1995) Factors affecting the implementation and success of TQM. *International Journal of Quality and Reliability Management*, 12, 11-23.
- Morgan, R.E & Strong, C.A. (2003) Business performance and dimensions of strategic orientation. *Journal of Business Research*, 56, 163-176.
- Mowtani, J., Kumar, A. and Cheng, C.H. (1996) A roadmap to implementing ISO 9000. *International Journal of Quality & Reliability Management*, 13, 243-281.
- Nelson, D.L. and Quick, J.C. (2006) *Organizational behaviour*. South Western: Thomson.
- Ollia, A. & Malmipuro (1990) Maintenance has a role in quality, *The TQM Magazine*, 1, 17-21.
- Partlow, C.G. (1996) Human Resource practices of TQM Hotels. *Cornell Hotel and Restaurant Administration Quarterly*, 10, 5-67.
- Powell, T.C. (1995) Total Quality Management as competitive advantage: A review and empirical study. *Strategic Management Journal*, 16, 38-45.
- Purcell, J., Kinnie, N and Hutchinson, S., Rayton, B. and Swart, J. (2003) *Understanding the people and performance link: Unlocking the black box*. London: Chartered Institute of Personnel and Development.
- Rategan, C. (1992) Total quality management. *Journal of Property Management*, 57, 32-34.
- Robbins, S.P. (2005) *Organizational Behavior*. 7th edition. New Jersey: Pearson Prentice.
- Rosenzweig, E.D., Roth, A.V. and Dean, J.W. (2003) The influence of an integration strategy on competitive capabilities and business performance: an exploratory study of consumer products manufacturers. *Journal of Operation Management*, 21, 437-456.
- Rungtusanatham, M. , Forza, C. Filippini, R. and Anderson, J.C. (1998) A replication study of a theory of quality management underlying the Deming management method: insights from an Italian context. *Journal of Operations Management*, 17, 77-95.
- Saraph, J.V., Benson, G.P. and Schroeder, R.G. (1989) An instrument for measuring the critical factors of quality management. *Decision Sciences*, 20, 810-829.
- Shemwell, D.J., Yavas, U. and Bilgin, Z. (1998) Customer-service provider relationships: an empirical test of a model of service quality, satisfaction and relationship oriented outcome. *International Journal of Service Industry Management*, 9, 155-168.
- Stone, R.J. (2008) *Managing Human Resources an Asian perspective*. 1st edition. Singapore: John Wiley.
- Talley, J.D. (1991) *TQM, Performance and Cost Measures: The Strategy for Economic Survival*. Wisconsin.
- Yulk, G. (1999) An evaluative essay on current conceptions of effective leadership. *European Journal of Work and Organizational Psychology*, 8, 33-48.