



## **THE IMPACT OF TOTAL QUALITY MANAGEMENT (TQM) IN HUMAN RESOURCE MANAGEMENT (HRM): A CASE STUDY OF PETROLEUM DEVELOPMENT OMAN**

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### **ABSTRACT**

*Total quality can improve the performance of all employees through the development of the spirit of cooperative work to increase administrative efficiency, through this project, I explained to Total Quality Management course at raising the level of workers in the PDO and how to take all preventive measures to avoid errors before they occur and stimulate excellence and show creativity, training and rewards. The main objective of this study was to monitor depicting employees of Petroleum Development Oman TQM and analysis of the reactions to the extent of their implementation of quality standards and ways to improve performance and efficiency.*

**Keywords:** TQM, HRM, Quality Standards performance and efficiency

### **Introduction**

Everyone knows that the world is in a quantum leap in several different areas in terms of economic activity and what is going to solve the technical and social fields as well as economic, and given the importance of the impact of all these changes on performance in international organizations and local and because the competition has become more than ever before in human

history; It was to be the face of organizations for the winds of change that is sweeping the world today.

This would be using new concepts and new and different approaches, philosophies and ways to improve the overall performance and the abandonment of the old concepts and methods to reach high scores in quality and sophistication and excellence and continuous and sustained level of success.

This does not come only in the overall quality that appeals to everyone in the customer satisfaction and customer participates everyone to work as a team and management, and also indicates quality to continuous improvement and the correct leadership of accuracy and full clarity and the application of this approach as a way of scientific and embraced, and find out the correct meaning and how to achieve through the understanding of everyone in organized work best.

Given the close correlation between the overall quality of the human element, which is the basis for the planning of each progress and prosperity; no one can be separated between Total Quality Management and the Human Resources Management, has tended philosophy of total quality management to the human element, which it is everything in business establishments, without the human element of good there is good work and this element includes all levels of management and other administrative levels and other levels and organizational structure of the institution as a whole, and finally the overall quality of the upgrading and improvement and continuous activities that raise the corporate level and raise management efficiency by the improved performance which include.

## **Literature Review**

In the present competitive environment, survival of the organizations depend their ability to improve continuously as per the expectations of the customers. Quality is critical in achieving competitiveness in domestic and global market; it is a prerequisite to have satisfied customers Sun, (2000). Customer expectations for quality products and services have promoted organizations to adopt the principles of Total Quality Management (TQM). Proponents of Human Resource Management (HRM) claim that TQM can be implemented in any organization and it can result into improved products, financial performance and services, reduced costs and more satisfied customers and employees.

**HRM effects on TQM**

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TQM is a general philosophy of management that attempts to maximize the competitiveness of an organization through the continual improvement of the quality of its products, services, people, processes and environments.

**(Slack, 2007,65)**

According to (Slack, 2007,65) TQM is defined as a comprehensive introduction to Quality Management that emphasizes the importance of all departments and individuals in the organization and their respective roles in influencing and improving quality.

**(Rawlins, 2008, 8, Crosby)**

Whereas it is defined by (Crosby) as the systematic way to ensure the conduct of activities planned in advance, as it is the best approach which helps to prevent and avoid problems by stimulating and encouraging administrative and organizational behavior at the optimal Performance and the use of human and material resources efficiently and effectively.

**(Besterfield, 2004, 24)**

Total Quality Management is defines by (Besterfield, 2004, 24) as a philosophy and a set of principles, which are the main pillars for continuous improvement of the organization or facility, as well as the harness of quantitative methods and human resources in order to improve all the processes in the organization and overcome the current and future needs of customers.

**(Goetsch and Davis, 2010, 6)**

By linking its definition and the way to achieve it, the US Department of Defense (DOD) defines the Total Quality Management as a set of guiding philosophical principles for continuous improvement of performance of the organization through the use of statistical methods and human resources to improve the services provided, and to meet customers' needs at the present time and the future. In the Total quality management, management methods and improvement effort and technical means integrate together in a systematic model to achieve continuous improvement,

**(Jaafreh and Al abdallat, (2013)**

This study was aimed at knowing the impact of quality management practices on organizational performance in Jordan's banking sector. The findings of which showed that there is an impact for quality management (Higher management, focus on customers, strategic planning and relationships with staff) on the organizational performance of Jordan's commercial banks. R2 for these four factors was (0.847) which means that any of these factors explains explain 84.7%) of the variation in organizational performance and the impact suppliers and operations management on organizational performance was not shown.

**Abu Ziyadha (2012)**

This study was aimed at knowing the relationship nature between Time Management & Total Quality; their impact job performance in the Palestinian commercial banks.

The findings showed that there is a significant effect relationship between the combined TQM aspects including : (conviction and support of higher management, focus on client, the participation , motivation and training of staff, focus on improving banking operations, Information system and data collection, strategic planning and continues upgrading of banking services ) and job performance .

It also showed that there is a significant effect relationship between of the effective time management and combined TQM and job performance . The findings , through (Beta) also indicated that effective time management combined with TQM have a significant impact on job performance of the Palestinian commercial banks.

**Da'san (2010)**

The study was aimed at determining the impact of total quality management in improving the financial performance in the Jordanian commercial banks.

The findings showed that there is a great deal of realization by among staff on the importance of Total Quality Management aspects which includes (commitment of higher management, the

Continues upgrading of banking operations and required data, and involvement of staff in decision making) in upgrading the financial performance of thebanks.

It turned out that TQM combined aspects had a significant Statistics relationship in improving the financial performance of the banks.

### **Al Moosri (2009)**

This study aimed at determining the technical factors of the Technological Innovation represented in (product design , improving the existing product and improving productivity process ) as well as looking into some organizational factors in the Technological Innovation such as support given by higher management and the strategy of the company towards innovation in the General Electric Industries company.

The findings showed that through percentages creativity factors technological and creative industries affecting the creative process have a significant impact, where improving the current product has received the largest percentage (77.7%), which means that the company is seeking to improve the current product despite the existence of products which match in quality current products due to the entry of new competitors into the market.

Companies which do not have leading ability in the product technology withdraw from Market, abandoning product to competitors, and take necessary actions to improve its products and encounter the tough competition, especially from the Chinese products which are prevailing in the market due to absence of customs fees.

As for the Productivity design and process improvement which gained (61%), we found that company has focused on this aspect where there is a special section of quality control which deals with testing of products and equipment. Moreover, the company also classifies all data related to gained production besides, rate of damages and its plan to improve productivity.

### **(Ehigie and Mcandrew (2012)**

This study aimed at knowing how clear the concept of total quality management is, and how can we adopt it in business organizations.

In this study the researcher has used historical descriptive methodology the researcher come up with a number of findings most important of which are; the adoption of TQM concept in business organizations as it represents practical practices in the field of management and not just a timely concept. The study also proved that TQM is an effective organizational technique towards achieving a successful change in any organization.

## Objectives of the Study

1. The research aims to study the importance of applying the concepts and methodology of total quality management through human resources management in the organization.
2. Application systems and concepts of total quality management in human resources management based on the human element and know:
  1. Perceive the concept of human resource administration to the businesses in the enterprise.
  2. Know linkage of total quality management of human resources in the enterprise.

## Discussion on findings of the study

### Total Quality Standards

1. The proportion of the company's management interest in the process of information delivery boil staff to ensure adjust the overall quality standards of 81%, a positive ratio
2. Approval of the company's management of modern training methods in accordance with the overall quality standards in order to raise the proportion of employees, a 87% efficiency ratio is also positive
3. The proportion of the company's management was keen on the quality of implementation of its business in accordance with the overall quality of a high proportion of 86% standards, Al indication that the company's management is keen on the quality of the implementation of the assigned guardian business, according to a comprehensive quality standards
4. The proportion of the formation of work teams in the company to complete the work in accordance with the plan of corrective actions and prevention standards overall quality of 95%, the results have been reached it high.
5. that the percentage of work from time to time by the company itself assess the quality compatible with the overall quality standards (internal evaluation) 86% and the proportion of good heh
6. The proportion achieving the wishes and satisfy their ambitions by subjecting all the material and human capabilities to implement the terms of the partnership in accordance with the overall quality of the principles of 76%, and this is an indication that the realization of the wishes and satisfy the customer's ambitions index by subjecting all the

material and human capabilities to implement the terms of the partnership in accordance with the comprehensive permission-quality principles it is acceptable ratio.

7. The percentage of the company to identify clear goals for certified quality based on the principles of quality and with the participation of all employees of a good 87%.

8. The percentage of the philosophy of the company and clear the quality of management, based on doing things in a new way, not the work of old things better and is getting a good 88%.

9. The company was keen on the diversity of courses and staff needs to learn practical abilities according to the proportion of high-quality logs by 92%.

### **Administrative Performance**

1. The percentage of the company's management to identify a problem with the staff and customers to resolve them immediately a good 78%, and this shows that the majority of the sample agree that the company you select a management problem, and whatever kind and then work to resolve them immediately.
2. The percentage of the company to provide incentives for encouraging initiative and creativity and innovation deal acceptable rate of 73%, which shows that the sample agree to some extent provide incentives for workers.
3. The percentage of all the company's employees work in the definition of total quality management; a bit rate of 79% average, indicating that the company is making an effort in the definition of employees to work in Total Quality Management.
4. amounted to adopt the company's proportion of the principle of decentralization in decision-making that serves the performance of 73% rate of good development, indicating that the majority of respondents were of the view that the company's definition of TQM was the majority.
5. The percentage of methods of communication between the company management and members of the community effectively and distinct rate of 67% good; this is a signal that the majority of respondents believe that the company take methods to increase the effectiveness of communication between members of the community.
6. The percentage of non-recurrence of the difficulties addressed by the company's happened a good 76%, this is evidence that the majority of respondents has confirmed that the company is dealing with the difficulties effectively.

7. The percentage of celebrations achievements realized by the staff and the other between a good percentage of 80%, and this is evidence that the majority interest in the company sees the completion of workers up to a fair amount.
8. The percentage interest in the company's rules and regulations of security and safety 75% the proportion of good, that the majority of respondents see interest in the company to update the security and safety on an ongoing basis.

### **Technical performance**

1. amounted administration to the company's keenness on the presence of the international information network on an ongoing basis in the learning resource centers and computer labs 81 percent good rate, this indicates that there is interest in the company in the development of knowledge among the staff.
2. reached the company's eagerness to exchange visits with similar companies in order to take advantage of modern programs 82% good rate, this is evidence of the exchange of information between the company and similar companies for the development of human resources.
3. The percentage of the company's management to provide complete care for talented personnel in the field of information systems 79% positive proportion, that a majority of respondents see the company's interest in the talented field of information systems.

### **Conclusions**

Through questionnaires that were distributed to some employees PDO and studies the company that you have made, I realized that things are pretty good in a very precise and here lies the role of the company for its follow-up on the implementation of administration to the overall quality and do not forget the company's interest in the human element and overcome all difficulties to him, in order to provide a means of comfort and participation in decision-making.

Through theoretical and practical studies on the PDO for a quality company shows the following:

1. The quality of the company and provide financial and in-kind support such as buildings, equipment and human support staff and administrators, committees and specialists to implement quality systems department.



2. The PDO adopt a quality policy through its organizational structure; has established the administrative section of the application of quality systems and follow-up and dedicated his scientific trained manpower and funds for what it takes to do his job to the fullest.

### **Suggestions**

Depending on the search results can offer suggestions are applicable to human resources management company Petroleum Development Oman; summed up as follows:

1. Suitable environment for the creation of quality in order to increase the strength and pride of tighter and go assertive; work environment that embraces life and ensure his continuation in contrast if you lose this environment shriveled seed quality and died.
2. Provide theoretical and operational standards of quality for all the departments concerned and the development of policies, strategies and plans in cooperation with the specialized committees.
3. Create an atmosphere of competition between all employees and motivate them and encourage them to continue through the quality and focus on the goals and exchange of experiences.
4. Encourage management control and self-censorship and accounting based on rules and standards to ensure quality performance and enhance confidence and credibility in the business to take responsibility.
5. The formation of committees to ensure the application of the required quality standards according to the plan put forward by the Quality Council.
6. Provide needs and supplies required, which play a major role in overcoming the difficulties in the application of these criteria, where many of those in charge of quality departments thought that the high cost and slow results.
7. Deepen the real meaning of belonging and loyalty; which amounts to conduct and control the actions and words and makes it compatible with integrated High sense of quality and its objectives and requirements.

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