






The role of human resources management in the development of total quality management in the public and private sectors in Jordan

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ABSTRACT

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The purpose of this study was to determine the role of human resources management (HRM) in the development of total quality management (TQM) in Jordan's public and private sectors. This study used a quantitative research technique to assess the study sample's characteristics and investigate the link between HRM practices and TQM in Jordan's public and private sectors. There were 235 Jordanians in the research sample who were used by the public and private sectors in the HRM department. A simple random sampling method was applied to ensure that every participant had a similar chance of being included in the research. A questionnaire with elements relating to HRM practices and total quality management was used to collect data. The results indicate that human resources planning, training, and performance evaluation play significant roles in the development of TQM in both the public and private sectors in Jordan. However, organizational bonuses demonstrate a weak relationship with TQM. As a result, institutional policymakers may greatly benefit from HRM and TQM by achieving strategic objectives and enhancing overall performance. This entails creating standards for quality, identifying risks, streamlining processes and guaranteeing customer satisfaction. The study recommendations can be made based on the mutual relationship between HRM and TQM to improve integration and make the most of this relationship such as by developing integrated training programs and integrating individual goals with quality goals.

Contribution/Originality: This study contributed to the growth of a new model that connects HRM planning, training, performance evaluation and organizational bonuses with TQM and it added many topics related to HRM in the public and private sectors in Jordan.

1. INTRODUCTION

Any organization's success depends on two crucial components: comprehensive quality management and human resources management. HRM is considered the backbone of the organization as it focuses on developing

and managing the most important element in any organization (Arifin, Darmawan, Hartanto, & Rahman, 2022). The role of HRM is to recruit competencies, develop employee skills and motivate them to achieve their maximum potential. TQM seeks to enhance an organization's performance and attain perfection in the products and services that it offers (Souza, Corsi, Pagani, Balbinotti, & Kovaleski, 2022). This requires defining quality standards, periodically monitoring processes and analyzing data to identify areas that need improvement (Kinani, 2023). Quality management encompasses every facet of the business from determining the needs of the client to ultimately delivering the service or product. It is not restricted to a particular phase of the manufacturing or service process (Ikhsannudin & Pakpahan, 2021). Therefore, HRM experts have recently started to investigate how the HRM viewpoint helps to achieve organizational environmental goals (Chowdhury et al., 2023). The human resources department engages extensively in the recruiting, selection, assessment and creation of incentive programmes in order to institutionalize a quality-based attitude (Jebri, Almaslmani, Jarah, Mugableh, & Zaqeeba, 2023). Understanding the TQM concept is the first step in evaluating the human resources department's ability to institutionalize TQM (Izvercian, Radu, Ivascu, & Ardelean, 2014). In contrast, practitioners have shown a great deal of interest in TQM and HRM since they are perceived as innovative approaches TQM is regarded as a crucial management concept that aids businesses in their attempts to satisfy consumers. HRM is a crucial component of the soft dimensions of TQM (Patro, 2013).

To put it another way, TQM depends on both employee and management participation. TQM and HRM have played significant roles in the corporate environment over the years (Ooi, Teh, & Yee-Loong Chong, 2009). TQM implementation is thought to produce better quality and efficiency while also raising customer satisfaction and competitiveness. Additionally, implementing HRM procedures may have a significant effect on employee and customer satisfaction (Yang, 2006). HRM and TQM both emphasize the advantages of schedule flexibility, job analysis, job redesign and cooperation. To achieve this, HRM and experts must be given the authority to launch initiatives and provide resources that improve the department's responsiveness (Kumar, 2012). TQM mandates that HRM professionals collaborate closely with line managers during this recruiting and selection process where HRM plays a more decentralized, strategic role. Such a relationship is necessary for employees to be properly monitored, trained in TQM procedures and rewarded (Simmons, Shadur, & Preston, 1995). According to Obeidat, Tawalbeh, and Masa'deh (2018), HRM practices should enhance employee participation, assist ongoing organizational improvement and systematically minimize waste while enhancing the quality of both products and services. Human resource management techniques are essential to the achievement of this strategic objective. The HRM division is currently in charge of making sure that quality is maintained throughout the company (Al-Zaqeba et al., 2022). Inadequate distribution of TQM messages may be the cause of ineffective TQM initiatives as HRM is responsible for informing the members of the organisation (Wolor, Musyaffi, Nurkhin, & Tarhan, 2022). The most crucial elements in terms of management and business have been TQM and HRM. The performance of the organization would increase if TQM and HRM were implemented (Jayashree & Faisal, 2017).

The objectives of TQM and HRM are different, although they may have some overlap in the process of achieving their shared goal of improving organizational performance. One of the most visible of these problems is balancing employee demands with the need for complete quality. HRM priorities frequently clash with TQM regulations. For instance, HRM must focus on addressing the requirements of employees and improving the quality of the workplace but TQM might have to set strict guidelines and adhere to established procedures which might restrict workers' autonomy. The two departments must collaborate closely to strike a balance between the demands of the workforce and the overall standards for quality in order to overcome these obstacles. This necessitates using a cooperative strategy in which knowledge and skills are shared between the two departments and coordinated plans are created to accomplish shared objectives. The role of HRM in the development of TQM in the public and private sectors in Jordan was underlined in this study and it also contributed to the growth of a new model that connects HRM and TQM through human resources planning, organizational bonuses, training and performance

evaluation. It added many topics related to TQM to the development of TQM in the public and private sectors in Jordan. This study will consider the following questions as a result of the previous gap:

Do human resources planning affect total quality management in the public and private sectors in Jordan?

Do organizational bonuses affect total quality management in the public and private sectors in Jordan?

Does training affect total quality management in the public and private sectors in Jordan?

Does performance evaluation affect total quality management in the public and private sectors in Jordan?

2. LITERATURE REVIEW

Social and economic globalization, fewer clients and these elements taken together lead to greater competition in today's corporate environment (Almatarneh, Ineizeh, Jarah, & Al-Zaqeba, 2022). Companies are using new methods of company management to address the problem as the environment becomes more complicated (Jarah, Zaqeba, Al-Jarrah, Al Badarin, & Almatarneh, 2023). HRM and TQM are two of these pillars of greater competitiveness that work together to improve products and processes by integrating suppliers and consumers (Alfalla, García, & Lopez, 2012). As a result, businesses are adopting new work organization models as a result of intensifying competition, changing recruiting practices, struggling with the impacts of the recession and a desire for excellence (Jarah, Jarrah, & Al-Zaqeba, 2022). According to Obeidat et al.'s (2018) study, there is a relationship between TQM practices and HRM practices. Additionally, it was shown that TQM practices and competitive advantage are related.

Therefore, organizations must learn how to recruit, retain and motivate talented human resources due to the growing significance of HRM and TQM practices to create a competitive edge and increase capacity to compete in the marketplace (Obeidat et al., 2018). Furthermore, according to the study by Tawalbeh and Jaradat (2020) there is a relationship between TQM practices and HRM practices. Additionally, it was shown that TQM practices and competitive advantage are related. Furthermore, the findings of Flamini, Pareschi, and Martinez (2023) demonstrate the relationship between TQM and HRM.

HRM is also in charge of regulating how employees are treated within organizations. It is responsible for employing new workers, supporting them with their jobs, compensating them for their work and addressing any concerns that may arise. Furthermore, the TQM technique transforms managers' attitudes and expectations regarding HRM functions (Boselie & Van Der Wiele, 2002). TQM may reduce the risks of employee demotivation but it must be used with discretion to avoid becoming a formula in which a few visible strategies replace the important parts of customer attention, teamwork and decision-making (Patro, 2013). Additionally, line managers must also work with HRM experts to develop and implement HRM practices such as selection, training and development, compensation, performance appraisal, incentives, promotion, participation, work design, communication, involvement, employment security and others in order to achieve efficiency (Alkhazali, Aldabbagh, & Abu-Rumman, 2019). According to Wolor et al. (2022) TQM-oriented HRM is operationalized as a second-order latent variable assessed by four elements (training, empowerment, cooperation and remuneration). Furthermore, Chandler and McEvoy (2000) discovered that a TQM method was most effective when accompanied by extensive training and group-based incentive compensation.

As a result, there is increased interest in both theory and practice on the link between HRM and TQM as well as the relationship between these two viewpoints and corporate success (Al-Jarrah, Hailat, & Jarah, 2023). The management of human resources is a particularly challenging job both locally and globally. Both opportunities and threats can be seen in this problem (Al Zobi & Jarah, 2023). The ideas and practices of TQM provide a chance for human resource managers or anybody else who oversees employees to change institutionalized mediocrity into organizational greatness (Petrick, 2017). Furthermore, HRM practices are required for comprehensive quality management success. The use of these techniques will increase the organization's system quality as well as staff performance (Usrof & Elmorsey, 2016). The findings of Jiménez-Jiménez and Martínez-Costa (2009) suggest that

the alignment of quality orientation and HRM strategy is statistically significant for HRM system use. The findings also support the idea that both TQM and HRM procedures improve performance. According to the findings of this study by Boon, Arumugam, Safa, and Bakar (2007) cooperation, empowerment, customer focus, reward and recognition and communication are all positively related to workers' job participation.

Therefore, human resource planning and staff are strategically important in ensuring that hiring and selection processes find people whose goals and beliefs align with the TQM philosophy and whose traits suggest they would fit in well in a flexible, team-oriented work environment (Kumar, 2012). TQM has been characterized as a corporate philosophy aimed at increasing customer satisfaction. Thus, the benefits of TQM practices include improved quality and efficiency as well as increased customer satisfaction. HRM plays an important role in promoting TQM practices (Reza, 2020).

According to Yang (2006) the study supports the notion that TQM practices are highly impacted by HRM. Additionally, HRM procedures have a very favorable impact on the use of TQM. Bou and Beltrán (2005) discovered a substantial financial outcome interaction between TQM and a high-commitment approach. In other words, TQM and organizational performance are moderated by a high-commitment approach. According to Jamal's (2012) study, HRM practices had an impact on the adoption of TQM. In the study by Jayashree and Faisal (2017) leadership, collaboration, training, ongoing development and other characteristics are mentioned as success factors for TQM and HRM. Furthermore, Alkhazali et al. (2019) found that TQM allows for control of the relationship between HRM.

3. METHODOLOGY

HRM aims to improve overall performance by fostering effective administration, boosting team contact and fostering individuals' unique and personal qualities. TQM aims to assure quality throughout the manufacturing or benefit delivery process to boost overall performance in Jordan's public and private sectors. Therefore, this study employed a quantitative research technique to take into account the characteristics of the study sample and investigate the link between TQM and HRM in Jordan's government and private sectors.

The method included sample selection, data collection, analysis of validity and reliability, analysis of descriptive statistics, a multi-collinearity test and multiple regression analysis.

3.1. Sample Selection

This article included 235 Jordanians used in public and private sector human resources divisions. A random sample strategy was used to ensure that every participant had an equivalent probability of being included in the study. The distribution of the sample according to individual characteristics like gender, age, education and years of experience was documented in this paper.

3.2. Data Collection

Data was gathered using a questionnaire containing sections on TQM and HRM procedures. Research supervisors reviewed and validated the questionnaire to confirm its validity in terms of content. A pilot study of the questionnaire was done before it was given to research participants to make sure there were no questions or inconsistencies. In order to remove any doubts or discrepancies, a pilot test of the questionnaire was conducted prior to its distribution to research participants.

3.3. Validity and Reliability Analysis

Peer review and research experts carefully considered their comments when evaluating the validity of the questionnaire. The Cronbach's alpha coefficient was then used to assess the stability of the scales and all values

were found to be greater than 0.70. The reliability analysis found adequate levels of internal consistency for the items within each domain, indicating that the measuring scales used in the study were reliable.

3.4. Measure

The measure paper encompasses two distinct parts aimed at collecting comprehensive data for the study. The first part, known as the respondent profile focuses on gathering basic information about the survey respondents. This section includes essential personal details like gender, age, qualification and number of years of experience.

The second part of the measure paper delves into specific research variables identified based on prior studies. Each variable corresponds to a particular domain and the paper references relevant sources to establish the foundation for these domains. These domains, the number of items in each and the matching references are as follows:

Human Resources Planning: This field is derived by [Yadav and Dabhade \(2014\)](#) and [Noe, Hollenbeck, Gerhart, and Wright \(2006\)](#) and includes six items. These items consider how organizations hire in strategic human resources planning, containing aspects such as workforce forecasting and talent investment strategies.

Organizational Bonuses: The five items in this section are based on research conducted by [Madanat and Khasawneh's \(2017\)](#). These items investigate the existence and efficacy of corporate reward systems which include incentives and awards meant to motivate and inspire employees.

Training: Additionally, this section consists of five parts that are based on [Madanat and Khasawneh's \(2017\)](#) study. It establishes an organization's commitment to employee development and training sectors including training alternatives and the applicability of training materials.

Performance Evaluation: According to [Durai \(2010\)](#) and [Aggarwal and Thakur \(2013\)](#) this area includes six elements. These tests assess the effectiveness of business procedures such as the implementation of performance standards and feedback mechanisms.

Complete Quality Management: [Boselie and Wiele \(2002\)](#); [Alfalla et al. \(2012\)](#) and [Madanat and Khasawneh \(2017\)](#) are the sources of this field's eight metrics which evaluate how successfully TQM practices are implemented and used in businesses. Multiple variables are taken into account in this study such as process management, team involvement, customer focus and ongoing improvement. Every item on the measure paper is set on a five-point scale and is carefully planned to capture certain aspects of the study variables.

4. DATA ANALYSIS

The data used in this study investigates the properties of the study sample and glances at validity, reliability, multicollinearity, descriptive statistics and multiple regression analysis. In addition, 235 workers in the human resources department in the public and private sectors in Jordan made up the research sample. The sample was determined using a straightforward random selection procedure, guaranteeing that each participant had an equal opportunity. Several personal characteristics, including gender, age, qualifications and years of experience were used to spread the sample.

The questionnaire's validity was assessed by peer review, ensuring accordance with the study's content. The reliability analysis revealed that each domain had adequate levels of internal consistency with reliability coefficients ranging from 0.755 to 0.901.

Means and standard deviations were supplied for each item in the research illustrating the distribution and structure of the data. The skewness and kurtosis scores revealed that the items had a normal distribution.

The multicollinearity test revealed that all correlation values between variables were statistically significant and below the threshold of 0.80% indicating no major concerns regarding multicollinearity. The absence of high correlation values indicated a lack of strong linear relationships between the variables.

Multiple regression analysis also examined the relationship between the independent and dependent variables. The results showed that performance review, training and human resources planning significantly improved TQM.

However, the organizational bonuses showed a poor link. The whole model accounted for 23.5% of the variation in TQM. The Statistical Package for Social Sciences (SPSS 28) was used.

4.1. Describing the Characteristics of the Study Sample

The study sample consisted of 235 employees working in human resources development in both the public and private sectors in Jordan. The researchers used a simple random sampling method to select the participants ensuring that each individual had an equal opportunity to be included in the study. Table 1 shows the distribution of the sample depending on the personal characteristics of the participants including their demographic and professional characteristics.

In terms of gender, the sample consists of 91 females, accounting for 38.70% of the total while males make up the majority with 144 individuals representing 61.30% of the sample.

The age distribution reveals that 115 individuals or 48.90% of the sample are less than 35 years old. Additionally, 97 individuals fall within the age range of 35-50 years making up 41.30% of the sample. Lastly, 23 individuals comprising 9.80% of the sample are older than 50 years.

In terms of qualifications, the largest group consists of individuals with a bachelor's degree, totaling 94 individuals or 40.00% of the sample. The remaining 65 people or 27.70% of the sample are diploma holders. The master's degree holders represent 59 individuals accounting for 25.10% of the sample while individuals with a doctorate degree make up the smallest group with 17 individuals or 7.20% of the sample.

Lastly, the table presents the distribution based on the number of years of experience. The majority of the sample, 123 individuals or 52.30%, have less than 10 years of experience. 90 individuals or 38.30% of the sample fall within the 10-20 year's experience range while the smallest group comprises 22 individuals representing 9.40% of the sample who have more than 20 years of experience.

Table 1. Distribution of the sample according to demographic variables.

Gender	N	%
Female	91	38.70%
Male	144	61.30%
Age	N	%
Less than 35 years old	115	48.90%
35-50 years	97	41.30%
Older than 50 years	23	9.80%
Qualification	N	%
Diploma	65	27.70%
Bachelor	94	40.00%
Master	59	25.10%
Doctor	17	7.20%
Number of years of experience	N	%
Less than 10 years	123	52.30%
10-20 years	90	38.30%
More than 20 years	22	9.40%

4.2. Validity and Reliability Analysis

A test's validity is established by its properties and the study's criteria. A test with high validity suggests that its findings are relevant and important to the research. The questions were carefully examined to confirm their coherence with the content and a sample of the questionnaire was used to evaluate the definitions and eliminate any ambiguities for the study participants.

Table 2 shows that the reliability coefficients for each domain are as follows: The reliability coefficient for the human resources planning domain is 0.901. The organizational bonuses domain shows a reliability coefficient of 0.758. The reliability coefficient in the training domain is 0.803 suggesting that the five items have a good level of internal consistency. The performance evaluation domain demonstrates a reliability coefficient of 0.755. Lastly, the total quality management domain exhibits a reliability coefficient of 0.775. The reliability coefficients provided in Table 2 indicate that the items within each domain show acceptable levels of internal consistency supporting the reliability of the measurement scales used in the study (Sekaran & Bougie, 2016).

Table 1. Reliability of results for each domain.

Domain	Cronbach's alpha	N of items
Human resources planning	0.901	6
Organizational bonuses	0.758	5
Training	0.803	5
Performance evaluation	0.755	6
Total quality management	0.775	8

4.3. Descriptive Statistics Analysis

Table 3 presents the means and standard deviations for each item in the study. In the TQM domain, the mean scores range from 2.800 to 3.923 with corresponding standard deviations ranging from 1.331 to 1.472. The total mean for the TQM domain is 3.381 with a standard deviation of 0.884. The mean scores in the human resources planning (HRPLAN) domain span from 3.336 to 3.689 while the standard deviations are between 1.007 and 1.172. The total mean for the HRPLAN domain is 3.477 with a standard deviation of 0.897. In the organizational bonuses (ORGBON) domain, the mean scores range from 2.843 to 4.026 with standard deviations ranging from 0.910 to 1.142. The total mean for the ORGBON domain is 3.617 with a standard deviation of 0.731. The range of mean scores for the training domain is 2.060 to 3.323 with standard deviations ranging between 0.829 and 1.204. The total mean for the training domain is 2.500 with a standard deviation of 0.829. In the performance evaluation domain, the mean scores range from 3.166 to 4.238 with standard deviations ranging from 0.717 to 1.147. The total mean for the performance evaluation domain is 3.518 with a standard deviation of 0.717.

Table 3. Means and standard deviation for each item.

CODE	Mean	Std. deviation
TQM1	2.800	1.374
TQM2	3.511	1.436
TQM3	3.455	1.450
TQM4	3.672	1.349
TQM5	3.923	1.331
TQM6	3.213	1.472
TQM7	3.353	1.464
TQM8	3.119	1.463
Total mean : Quality management	3.381	0.884
HRPLAN1	3.689	1.034
HRPLAN2	3.379	1.172
HRPLAN3	3.566	1.150
HRPLAN4	3.336	1.159
HRPLAN5	3.477	1.047
HRPLAN6	3.417	1.007
Total mean: Human resources planning	3.477	0.897
ORGBON1	2.843	1.142
ORGBON2	4.026	0.910
ORGBON3	3.689	1.022
ORGBON4	3.553	1.106
ORGBON5	3.974	0.929
Total mean: Organizational bonuses	3.617	0.731
TRAIN1	2.277	1.084

CODE	Mean	Std. deviation
TRAIN ₂	2.183	1.052
TRAIN ₃	2.060	0.985
TRAIN ₄	3.323	1.204
TRAIN ₅	2.655	1.200
Total mean: Training	2.500	0.829
PERFEV ₁	4.238	0.818
PERFEV ₂	4.009	0.996
PERFEV ₃	3.166	1.141
PERFEV ₄	3.209	1.138
PERFEV ₅	3.200	1.135
PERFEV ₆	3.285	1.147
Total mean: Performance evaluation	3.518	0.717

4.4. Multi Collinearity Test and Normal Distribution

The results from the correlation analysis presented in Table 4 demonstrate that all correlation values between variables were statistically significant and remained below the predetermined upper threshold of 0.80% (Anderson, Babin, & Black, 2010). The highest correlation value observed was 0.675 which was found between the variables "organizational bonuses" and " human resources planning." These findings indicate that there are no major concerns regarding multicollinearity among the variables examined in the study. Moreover, the lack of high correlation values shows a lack of strong linear associations between the variables. Similarly, the skewness and kurtosis values for the items included in the study were within the suggested range of ±2. This means that the data matches a normal distribution reinforcing the validity of the analysis (George & Mallery, 2010).

Table 4. The results of correlation analysis between variables and measures of skewness and kurtosis.

Pearson correlation	HRPLAN	ORGBON	TRAIN	PERFEV	TQM	Skewness	Kurtosis
HRPLAN	1					-0.420	-0.174
ORGBON	0.675**	1				-0.715	1.240
TRAIN	0.194**	0.223**	1			0.175	-0.210
PERFEV	0.311**	0.383**	0.385**	1		-0.469	0.335
TQM	0.339**	0.304**	0.370**	0.344**	1	-0.186	-0.833

Note: **The significant correlation is at the 0.01 level (2-tailed).

4.5. Multiple Regression Analysis

The hypotheses were tested using multiple regressions. This course is appropriate for studying the relationship between a dependent variable and multiple independent variables (Hair, Anderson, Tatham, & Black, 1998). The Variance Inflationary Factor (VIF) and tolerance examinations were completed before doing the multiple regression to select the multicollinearity among the independent variables. It is essential to note that the VIF value should not be greater than 10 and the tolerance value should be greater than 0.05. Human resources planning: Tolerance = 0.541, VIF = 1.850, organizational bonuses: tolerance = 0.510, VIF = 1.959, training : tolerance= 0.844, VIF = 1.185, performance evaluation: tolerance = 0.756, VIF = 1.323. The results of these tests are presented in Table 5.

The regression findings for assessing the role of HRM in the development of TQM in Jordan are shown in Table 5. The unstandardized coefficient of 0.206 (t = 2.670, p = 0.008) and the standardized coefficient (beta) of 0.209 suggest that the independent variable "human resources planning " has a substantial positive influence on total quality management . However, the unstandardized coefficient for the independent variable " organizational bonuses" is 0.051 demonstrating a modest positive connection with total quality management (t = 0.526, p = 0.600, Beta = 0.042).The variable "training" positively affects total quality management with a standardized coefficient of 0.257 and an unstandardized coefficient of 0.274 (t = 4.093, p = 0.000). Finally, the unstandardized coefficient of 0.202 (t = 2.474, p = 0.014) and the standardized coefficient of 0.164 shows that the independent variable " performance evaluation" has a substantial positive effect on total quality management. The F-statistic of 17.707 (p

= 0.000) supports the overall model's relevance. The model explains 23.5% of the variance in total quality management with an associated R-squared value of 0.235. In a nutshell, the results indicate that human resources planning, training and performance evaluation play significant roles in the development of total quality management in both the public and private sectors in Jordan. However, organizational bonuses demonstrate a weak relationship with total quality management.

Table 5. Regression results show the role of human resources management in the development of total quality management in the public and private sectors in Jordan.

Independent variable	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
Human resources planning	0.206	0.077	0.209	2.670	0.008	0.541	1.850
Organizational bonuses	0.051	0.098	0.042	0.526	0.600	0.510	1.959
Training	0.274	0.067	0.257	4.093	0.000	0.844	1.185
Performance evaluation	0.202	0.082	0.164	2.474	0.014	0.756	1.323
F	Sig.	R	R square				
17.707	0.000	0.485	0.235				

Note: Dependent variable: Total quality management.

5. DISCUSSION

HRM is responsible for monitoring how employees are treated in companies (Patro, 2013). Additionally, line managers must assist HRM practices experts in formulating and implementing HRM practices on selection, training and development, performance appraisal, incentives, promotion, participation, work design, communication, involvement, employment security and more in order to achieve efficiency and cooperation among employees (Alkhazali et al., 2019). Therefore, organizations must learn how to recruit, retain and motivate talented human resources due to the growing significance of HRM and TQM practices to create a competitive edge and increase capacity to compete in the marketplace (Obeidat, Tawalbeh, & Akour, 2019). According to Obeidat et al. (2018), Tawalbeh and Jaradat (2020), Flamini et al. (2023), Boon et al. (2007) and Bou and Beltrán (2005), there is a relationship between HRM and TQM. Jamal (2012), Jayashree and Faisal (2017) and Alkhazali et al. (2019) found that HRM practices such as hiring and selection, career planning for employees and training and development had an impact on the adoption of TQM.

6. CONCLUSION

The current paper aims to identify the role of human resources management in developing total quality management in the public and private sectors in Jordan through the use of a quantitative approach. Questionnaires were distributed to the study sample to collect data and then the data was analyzed by conducting validity and reliability testing, descriptive statistics as well as multiple collinearity and multiple regression tests in order to test the study hypotheses. Thus, the results showed that human resources planning, training and performance evaluation play critical roles in total quality management in each of the sectors in Jordan. Overall performance inevitably improves with the accomplishment of strategic objectives. It is surprising that the management of both human resources and comprehensive quality may provide important and pivotal advantages for decision makers and institutional policy makers. Moreover, rules that guarantee quality in every aspect of processes can be influenced by TQM. This entails developing standards for quality, identifying risks, streamlining processes and guaranteeing client satisfaction. This helps build a culture of greatness across the entire organization.

7. IMPLICATIONS, LIMITATIONS, RECOMMENDATIONS AND FUTURE RESEARCH

The integration of HRM and TQM enhances the general performance of the organization by boosting operational energy and meeting quality goals. A shared focus on the quality of operations and managing employee requirements allows for better customer happiness which shows the development of a favorable reputation for the

company by increasing client satisfaction, motivating employees and creating a strong organizational culture. HRM integration may also influence worker motivation by enhancing the work environment and strengthening employees' capabilities resulting in enhanced loyalty and productivity. Integration can also help to develop an organizational culture that appreciates quality and creativity as well as improve collaboration between teams and units. Similarly, the study includes limitations that may stress challenges in striking a balance between worker needs and the criteria for achieving total quality, potentially resulting in goal conflicts. Organizations may even struggle to keep up with rapid technological advances which affect their capacity to execute prosperous integration. Organizations may confront difficulties in integrating management systems and communication between human resources and general quality departments. Several recommendations can be founded on the mutual relationship between HRM and TQM to enhance integration and make the most of this connection, such as developing combined training programs integrating individual plans with quality goals, promoting a culture of constant learning, integrating performance evaluation methods, encouraging effective relations and using quality control technologies. The study may be broadened to investigate the direct influence of HRM and overall quality integration on an organization's financial performance. It is also feasible to concentrate on innovation and technology, assess environmental variables and investigate the influence of cultural change on the efficacy of integrating HRM and TQM.

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Institutional Review Board Statement: The Ethical Committee of the Amman Arab University, Jordan has granted approval for this study (Ref. No. 495).

Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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