

**DEVELOPMENT OF HUMAN RESOURCES MANAGEMENT  
PRACTICES IN LIGHT OF TQM STRATEGY IMPLEMENTATION  
IN JORDANIAN TELECOMMUNICATIONS COMPANIES**

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**ABSTRACT:**

The aim of the study was to investigate human resources management practices and implement a comprehensive quality strategy in Jordanian telecommunication companies (Zain, Mobilcome, Umny) from the point of view of managers and employees through field visits to the researcher of Jordanian telecom companies. The researcher found that there is limited attention to human resources and the impact of implementing comprehensive quality strategies on the ground. Prompting the researcher to research the impact of human resources management practices in the implementation of the comprehensive quality management strategy in the Jordanian telecoms companies.

**Keywords:** Total Quality Management, Jordanian Telecommunications and Human Resources.

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## 1.1. Introduction

The total quality management strategy is deemed one of managerial used to meet challenges faced by organizations, because it is based on organizations performance development by creating an organizational culture that makes every employee knows that quality in inputs, processes and outputs is the main objective of the organization.

Organizations started in implementing total quality management strategy as a system or managerial philosophy based on a set of management principles that focus on customer satisfaction and continuous improvement to overcome these challenges, and to meet the growing demand for products and services of high quality where continuous improvement in all activities practiced and the focus on customer from various departments and the focus on flexibility, doing things correctly from the first time is one of the principal means used by organizations management in facing these challenges (Garvin, 2014, p: 23).

Also, human resources is one of the most important assets owned by organizations and an important element of its resources, and the most valuable resource, the most influential in productivity at all, and that its availability can achieve the organization objectives, so those organizations should take into their account upon using its human the interest and costs that can be achieved when it is obtained

Human resource management is one of the most important management functions due to its focus on human element, which is considered one of the important activities that can be organized to help in obtaining competitive advantage that cannot be imitated by competitors, because it deals with human being who cannot be imitated him in his needs, desires and expectations, Organization without human elements is the only group of fixed assets, which cannot alone be produced unless in the presence of the human element, which lead the rest elements and make the necessary organizational changes and the changes needed to raise the efficiency and the organization performance (Hammoud Athysanus, 2013, p. 13)

These changes have created new concepts related to products quality offered to customer which push some organizations to develop their products and services through adoption of new

management concepts through which it can achieve efficiency, effectiveness and excellence in performance., It is known that human resources are the main pillar in production process,in which organization should start if it wants to change that ensures its development and continuity. Many organizations started adopting new management concepts related to human resources management and total quality management strategy to meet changes and challenges they face, since it is based on a set of pillars that are based on performance continuous development of by creating an organizational culture among their employees, that is based on concentrating on product quality management, and by using all available resources to organizations and to provide good product..

## **1.2. Study Problem**

Human resources are the most important resources in organizations in general. Modern thought invest in this important resource. Since top management is ultimately responsible for this resource so it was a must to develop it. Any organization that seeks to total quality cannot proceed in this direction without giving effective role for human resources, and without developing a comprehensive strategy for their participation and preparing them for total quality concept and its importance. Total quality is also considered in today's world one of the most important factors that determine the success of many business organizations in an environment characterized by complex and severe competition. Which made researchers and scientists directing their attention and efforts towards the implementation of total quality management strategy?

For such purpose many researches and studies handled the Total Quality Management topic and its implementation impact on various managerial functions, such as performance, organizational excellence, and other functions. However, the researcher observed that interest in studying this concept and investigating its implementation impact on of human resource management practices development is still very limited and facing some problems in implementation on the ground. This forms a motivation to investigate the impact of total quality management strategy implementation in the development of human resource management practices in Jordanian telecommunications companies (Zain, Orange Jordan, Umniah). It can achieve the purpose of this study by answering the following questions:

**The first question:** What is the level of TQM strategy implementation in Jordanian telecommunications companies?

**Second question:** What is the level of human resource management practices in Jordanian telecom companies?

**Third question:** Is there an impact of the application of total quality management strategy implementation in human resource management practices development in Jordanian telecom companies?

**Study Objectives:** This study aims to investigate the impact of application of total quality management strategy in human resource management practices development in Jordanian telecommunications companies.

### **1.3. The Importance of Studying**

Add new research to scientific research that has a relationship to developing human resource management practices and applying comprehensive quality strategies to help those interested in this field. Take advantage of the results of human resource management practices under the implementation of a comprehensive quality management strategy. He drew the attention of the workers in the communications sector to the importance of the topic of overall quality management and human resources management practices. To find out what the Jordanian telecom operators are doing and their interest in human resources and the overall quality of services provided.

### **1.4. Study Objectives**

This study aims to investigate the impact of application of total quality management strategy in human resource management practices development in Jordanian telecommunications companies also mainstreaming results on Jordanian telecoms companies and taking advantage of search results.

### **1.5. Hypotheses**

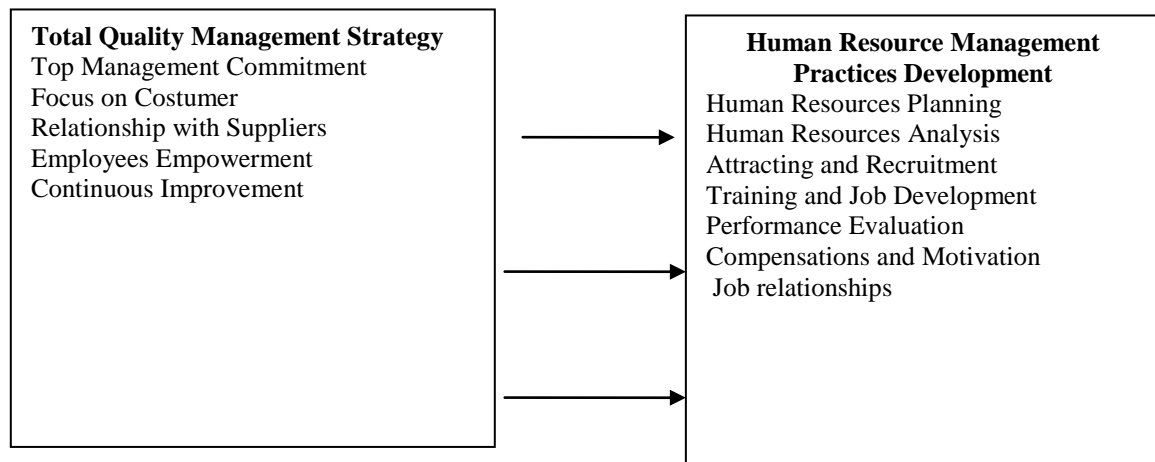
The study is based on the following main hypothesis:

There is no statistically significant impact at the level of significance of total quality management strategy implementation with its principles (top management commitment, focus on customers, relationship with suppliers, employee's empowerment, continuous improvement) in of human resource management practices development in Jordanian telecommunications companies

### 1.6. The study model

Independent variables

Dependent variable



**Fig 1.1: Study Model**

Prepared by the Researcher

As for sources adopted by main variables the following references:

1-Total Quality Management Strategy: It consists of five sub-variables adopted by (Nimer, 2008), (Rahman& Bullock, 2012), (Muniza, 2013), and (Priporas&Psychogios, 2015).

2- Human resources management practices Development: It consists of seven sub-variables adopted by (Ali, and Kazim, 2009), (Snap and Redman, 2010), (Dmitrovic&Zupan, 2011)

### 1.7. Companies Overview

Jordan Telecommunications Companies (Jordan Telecom) - Public Shareholding Companies provides telecommunication services in Jordan. The companies operate through Fixed-line Voice, Mobile Communications, and Data Services segments. It offers services, such as fixed telephone services; mobile services (voice + data); Internet and wholesale services; Internet leased lines services; fixed Internet services; Web-hosting and mail-hosting solutions; and Internet roaming through dial-up and wireless Internet (Wi-Fi) connectivity. The company's customers include residential and corporate customers. It serves approximately 4.6 million subscribers. The company is headquartered in Amman, Jordan. Where the Jordanian telecommunication companies consists from three companies Zain, Orange Jordan, Umniah.

### **1.8. Operational Definitions**

- **Total quality management strategy**

It is a set of managerial principles that focus on improving quality which represents the driving force in all technical areas and at all levels in Jordanian telecommunications companies, through the application of modern management methods to upgrade the performance of companies, and the level of management performance through the use of appropriate technology and the participation of employees in decision-making and reduce costs and continuous improvement in the quality of services provided to clients and to build quality rings. These principles are as follows.

A core definition of total quality management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

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Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern Quality Management Systems, the successor to TQM. Here are the 8 principles of total quality management:

## Key of Principles of TQM

1. Awareness of the concept of elements of total quality.
2. Support senior management and their conviction of TQM Philosophy.
3. Attention to the service audience.
4. Employee Participation.
5. Forming teams.
6. Training employee.
7. Show appreciation and respect for employees.
8. Continues improvement.
9. Motivation.

- **Top management commitment:**

It is top management conviction in Jordanian telecommunications companies of quality importance and use and adoption quality concept through developing programs and policies that support quality concept, and to provide moral and material support for all employees and encourage them to employ this concept and practice.

- **Focus on customers:** it refers to provide services in Jordanian telecommunications companies that meet customer's needs and his current and future expectations, and taking his views. They are considered alone of the key elements in a competitive business environment

- **Relationship with suppliers:** it is the built relationship on the basis of mutual trust and cooperation between Jordanian telecom companies and suppliers to face and meet the needs of customers so that the focus on customer's interest is the primary objective, which both parties seek to reach, in Jordanian telecommunications companies or resource.

- **Employees Empowerment:** it is authority delegation for employees in Jordanian telecommunications companies to make decisions and to participate in solving problems within each area of responsibility

- **Continuous Improvement:** it is a management philosophy that aims to follow-up operations and related activities development and improvement through providing services in Jordanian telecommunications companies,

• **Human Resources Management:**

It refers to the responsible department for a series of decisions related to functional relationships that affect the effectiveness of Jordanian telecommunications companies and their employees,

which include planning, organizing, directing and controlling aspects relating to obtain individuals in terms of their recruitment, selection, training, assessment, compensation and to maintain them in order to achieve Jordan Telecom company's objectives. It will be measured through indicators that include the following human resource management practices:

- **Human Resources Planning:**

It refers to the activity associated with the prediction of determining the required needs of work forces in Jordanian telecom companies, in terms of quantity and quality, according to activities nature intended to be achieved, and analysis of supply and potential demand for these resources, The supply and demand analysis process includes the labor force and its forecast and how to meet the strategic needs of the Bank of workforce to support needs, goals and objectives in the short and long term, through the directed efforts towards building human resources plans for future and to make top management support HR planning and review plans periodically to determine the required changes.

- **Analysis of human resources:**

It refers to the activity associated with job analysis, classification, description, duties identification and responsibilities assigned to each specific job level in Jordanian telecommunications companies.

- **Attracting and Recruitment:**

It refers to the special research activities and candidate's attraction to fill job vacancies needed by Jordanian telecommunications companies in required number and quality and in the proper time for the company, based on candidates particular specifications.

- **Training and career development:**

It refers to a set of activities that deal with providing staff in Jordanian telecommunications companies skills, knowledge, abilities, preparations and required thoughts to performance a particular job, which enable the companies to determine the needs, and to provide new or current employees the requirements to perform tasks assigned to them successfully

- **Performance Evaluation**

It refers to the process of measuring and determining individuals achievement level who are working in Jordanian telecommunications companies and to judge the extent of their achievement of the intended objectives, in order to identify the extent of their achievement of the tasks required to correct deviations through employee performance periodic evaluation and to



inform staff with the evaluation results and to provide training for those in charge of business through discussing performance expectations with employees at the beginning of their employment.

- **Compensation and Motives:**

They refer to wages, benefits and services that are offered to employees in Jordanian telecom companies against the exerted effort and qualifications required for performance.

- **Functional relationships**

They refer to the relationships that govern Jordanian telecom relations with union or labor union, in which employee is a member.

### **1.9. Study Limitations**

1. Place Limits: This study is limited on Jordanian telecom companies
2. Time limits: the period between 2016-2018

### **1.10. Literature Review**

Nimer, (2008), Study entitled: "The impact of total quality management implementation and Human Resources Management practices in the institutional performance of industrial public shareholding companies in Jordan",

The study aimed to investigate the impact of total quality management concept implementation and Human Resources Management practices... It also aimed to investigate total quality management concept implementation on corporate performance, which was measured by return on investment and the annual growth in sales and employees productivity. The study included 154 managers representing 58 companies, 154 questionnaires were distributed. 97 questionnaires were collected. The researcher found that there is a statistically significant impact of total quality management elements (commitment and support of top management, quality planning, customer focus, operations continuous improvement, training, relationship with suppliers, the use of statistical control systems and information feedback, team building, employees participation and empowerment) on corporate performance.

**Ali, and Kazim (2009)** The study aimed to analyze human resource management practices in Qadisiyah University presidency, in terms of human resource practicing its strategic and operational role in Qadisiyah University presidency. The study population consisted of university

presidency employees. (90) Questionnaires were distributed on a random sample. The study used a set of statistical methods to analyze the data. The study concluded that the university structure has no independent unit for Human Resources Department. The study also found out that there is a weakness in motives system used in the university, which reflected negatively on employee's standard of living...

**Snap and Redman (2010)** This study concentrates on the relationship between human resource management functions and organizational behavior affiliation and performance among human resources managers and officials. The study included 114 companies in the northeastern of the United Kingdom, the study also focused on the link between human resource management functions and employees efficiency on one hand, and work outputs on the other hand. The most prominent study results that human resources management is associated significantly with organizational support because employees view that human resource management functions have a major role in achieving prosperity to them and appreciate their achievements in work through incentives. The study confirmed the need to demonstrate the role importance that human resources management play in terms of social relations, and relations between staff. The study showed human resources management role in enhancing the sense of taking responsibility in action.

**Dmitrovic & Zupan (2011)** The study aimed to analyze business strategies consistency and compatibility with human resource management practices and functions in achieving competitive advantage of Slovenian private sector organizations. The study population consisted of large and medium-sized organizations operating in industrial and commercial sectors. The study was conducted on a random sample of 110 organizations, and used the questionnaire as a tool to collect the data. The study found that there is weak harmony and consistency between competition strategies and practices and functions of Human Resources Management (human resource planning, human resources analysis, attraction and hiring, training, career development, performance evaluation, compensation and motives, functional relationships) in the surveyed organizations. And human resources management does not support competitive strategies and organization strategic objectives.

**Rahman& Bullock (2012)** This study aimed to identify the impact of theoretical and practical types of total quality management principles on industrial organizations performance in Australia, and the impact of the theoretical side on the practical side, which indirectly affects the performance. This study targeted 260 Australian industrial companies. The study concluded that there is a positive relationship between the principles of total quality management (employee's commitment, the clear vision, a focus on customer, teamwork, and the relationship of suppliers) and the performance of these companies. The study also indicated that there is a statistically significant relationship between practical principles of total quality management (technology exploitation of, just in time storage system, the use of continuous improvement operations) and the theoretical side. The study recommended that there should be right tools to measure and quality control as well as to pay attention to theoretical side of total quality management due to its impact on both the practical or practical side and performance.

**Muniza, (2013)** This study aimed to examine and analyze the impact of TQM principles represented by (top management commitment, focus on customers, relationship with suppliers, employees empowerment, continuous improvement), on product quality management and performance. A questionnaire has been developed to achieve study, objectives. The questionnaire was distributed over the study sample, consisting of (108) of production managers or operations managers in food and beverage companies in Makassar, Indonesia, .The questionnaires were distributed through direct visit, .All questionnaires were collected and all were valid for statistical analysis. The results demonstrated that there is a large impact of TQM represented by (leadership, strategic planning, customer focus, information analysis, and personnel management of, process and product performance management), on product quality performance.

**Tlavhah, (2015)** This study aimed to identify the impact of total quality principles implementation on employee's performance of in Jordanian telecommunications companies. The researcher used purposive sample of managers totaling 111 managers selected from these companies. The researcher used two main resources to collect information and data namely: primary data and secondary data. He used a number of descriptive statistics and deductive methods. The study found that Jordanian telecom companies implement with high degree total quality management, principles .The results indicated that there is a statistically significant

impact of total quality principles implementation on employee's performance in Jordanian telecommunications companies

**Priporas&Psychogios(2015)**The study aimed to identify manager's knowledge and awareness extent of total quality management concept and the differences between managers in the public sector and private sector in this topic. This study included 400 managers who are working in services sector in Greece. 18 managers were selected for interviewing. The study found that managers in services sector have superficial and non in-depth knowledge of total quality management. The study showed that managers do not have the knowledge or the necessary care which deals with managerial practices and human resources of total quality management principals. The study recommended that managers need to reconsider and take positive steps to achieve full and in-depth knowledge of all aspects of Total Quality Management mentioned above.

**Study Methodology:**The study is considered as one of field studies, in which the researcher will follow descriptive analytical method, in order to identify the impact of total quality management strategy implementation in human resource management practices development in Jordanian telecommunications companies, from managers and employees perspective in quality and human resources management departments in Jordan telecom companies and in all functional levels.

**Study population and sampling:** The study population consisted of Jordanian telecommunications companies (3 companies). The sampling unit and analysis consist of managers and employees in quality and human resources management departments in Jordanian telecommunications companies. Questionnaires will be distributed to the entire population and at a rate of (50) for each company, so (150) questionnaire will be distributed on the sample and in the light of the responses the statistical analysis for the data.

**Study Instrument:** The researcher will design and develop written questionnaires as required by the variables.

**Study Instrument Validity:** the researcher will examine the face validity through display it to refers who have accumulated scientific and practical expertise Jordanian universities professors who have experience and competent with knowledge of management and statistics. All of their suggestions and recommendation will be taken in consideration

**Study Instrument Reliability:** the internal consistency will be tested to determine the reliability of the data collected using Cronbach's alpha coefficient tool.

### **1.11. Data Collection Methods**

A –Primary Data:it is the data that will be obtained through designing a questionnaire for study topic

B-Secondary data: data that will be obtained from libraries resources, reviewing previous studies, to develop study theoreticalframework.

### **1.12. Statistical Method Used**

Descriptive method used such as Newspaper, Journal, Topic and Information from Jordanian Telecommunication Companies.

### **1.13. Conclusion**

The researcher reached to:

There is still a low level of implementation of the overall quality management strategy in the Jordanian telecoms sector

There is a medium-level impact on the development of human resource management practices under the overall quality management strategy of Jordanian telecom companies from the perspective of managers and employees.

The researcher recommended doing more research related to the implementation of a comprehensive quality strategy and increasing attention to the training and continuous education of human resources in Jordanian telecoms companies.

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