

THE ROLE OF STRATEGIC HUMAN RESOURCE MANAGEMENT AT JORDANIAN BANKING SECTOR THROUGH IMPLEMENTATION TOTAL QUALITY MANAGEMENT (TQM)

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Abstract :

The present study aimed to identify the reality of strategic human resources (SHRM) and total quality management (TQM) at Jordanian bank sector, the study also examines the relation between SHRM and TQM in Jordanian banking sector, also this study aimed to identify some important aspects of SHRM components and total quality dimensions.

The study sample consist of (120) human resource managers and quality managers, in order to answer the study questions and hypotheses, the researcher developed questionnaire to measure SHRM practices like (selection, training, evaluation, and compensation ...) and TQM dimensions. some statistical techniques were used for testing the hypotheses and answering the study questions. The present study revealed the following findings:

1- There is statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources and total quality management.

2- the commercial banks are applying total quality management.

3- the commercial banks are applying strategic human resources management.

4- There is no statistical significant impact at the level of significance ($p \leq 0.05$) of demographic factors (age, educational level, job and experience) in strategic human resources management.

5- There is no statistical significant impact at the level of significance ($p \leq 0.05$) of demographic factors (age, gender, educational level, job and experience) in TQM dimensions.

Keywords: Strategic Human resources management, Total Quality Management Strategic management

General Framework

Introduction

The environments in which organizations operate today are divergent. The Jordanian banking sector has been facing unprecedented challenges with the wave of privatization and globalization of Jordanian economy. Banks in Jordan are under intense pressure to perform in today's volatile market place. Steep competition, globalization, growing customer demand and exposure to higher credit risks are forcing the banks to find new ways of providing better customer service so as to improve profitability.

To survive and thrive in a globally competitive marketplace ,organizations must adopt a broad strategy that gives them a sustainable competitive advantage . Total quality relates to strategic management in that, it enhances organization 's ability to gain a sustainable competitive advantage in the market place , because the total quality approach is the best way to continually improve efficiency and cut costs . Total quality can also improve an organization's chances of becoming a leader in a given market niche. (**Goetsch &Davis, 2010**)

At the last two decades, total Quality Management (TQM) has won considerable attention from all organizations . It is one of the most popular and durable modern management concepts and philosophies developed in the end of the last century, which has had a profound and unparalleled impact on modern business history. It is evident from empirical studies that majority of the organizations that implement TQM have viewed the benefits of TQM in various ways (Easton & Jarell, 1998).

The implementation of corporate and functional strategies depends on the companies' resources and, particularly, on people. The human resource strategy focuses on how the company should manage its staff to assist the organization in the achievement of corporate objectives (Walker, 1992).

The strategic management of human resources is one of the ways companies may use to increase their competitiveness in the new organizational landscapes, since managing in a global marketplace, introducing new technology, developing organizational knowledge, improving customer service or product quality, requires considering the "human equation" (Pfeffer, 1998).

This study integrates strategic human resources practices with total quality management at the Jordanian banking sector, and examines their interdependence . A major

contribution of this study provides a framework for strategists at Jordanian banking sector, who wish to make better competitive use of their human resources and for quality managers who hope to enhance the human resource functions contribution to the strategic objectives of the firm and implementation of TQM .

Study Problem

This study attempts to find The integration between strategic human resources management and implementation of TQM in commercial banks in Jordan. The integration between SHRM practices and TQM is a crucial strategy that banks obliged to do in order to be more effective in providing best services for their clients. TQM is an overall organization strategy formulated at the top level and then diffused throughout the entire organization. It is primarily an organizational strategy works as a change program towards excellence . To address this point the study attempt to answer the following questions :

- Are human resources mangers in Jordanian commercial banks aware of the meaning of SHRM concept and TQM ?.

- What is the role of strategic human resources management at the Jordanian banking sector in implementing total quality management ?.

Questions of the Study:-

the questions of this study are:

1- What is the degree of clarity in TQM concept to mangers of human resources management and quality managers in Jordanian banks?

2- What is the degree of clarity in SHRM concept to mangers of human resources management and quality managers in Jordanian banks?

3- Are there a statistically significant correlations between strategic human resources functions and TQM?

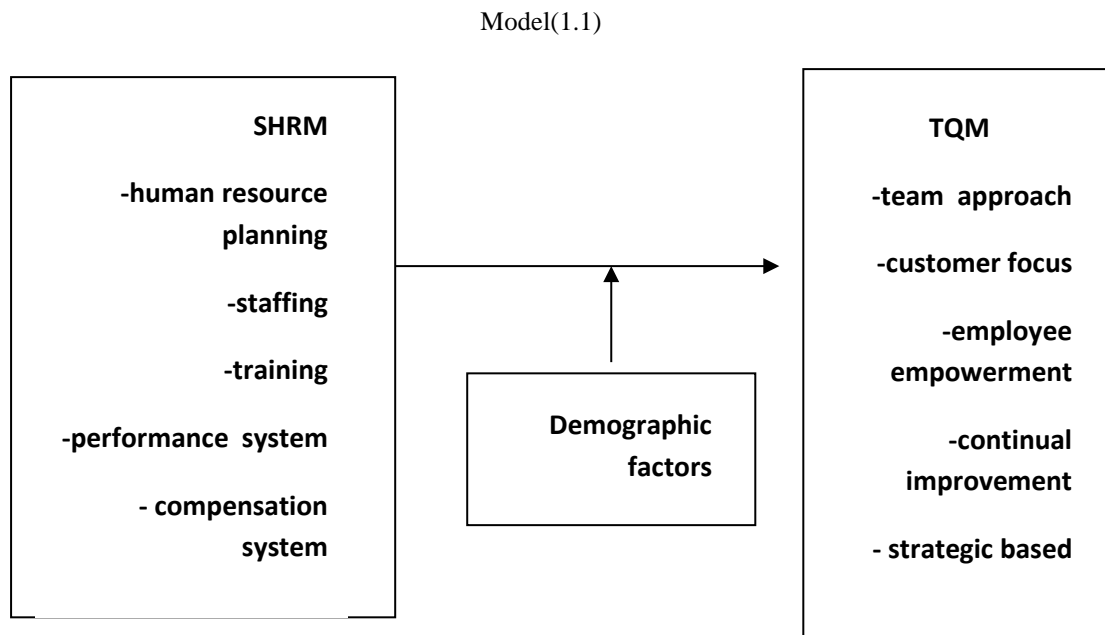
Study Hypothesis 1-4

1- The first main hypothesis: - There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources and total quality management.

2- The second main hypothesis:- the commercial banks are not applying total quality management.

3- The third main hypothesis: - the commercial banks are not applying strategic human resources management.

Study Analytical Model



Study Methodology

The researcher used the "Descriptive Analytical Method" , which considers the most proper method to seek and scan the sample member's opinions .The researcher used questionnaire which distributed to managers and employees in commercial banks. Furthermore, the researcher used Analytical method to analyze the data from questionnaires throughout the statistical package for social sciences (SPSS-15). Also, the hypotheses examined with the proper statistical tests.

Study Community and Sample

The community of the study is all HR managers and TQ managers in commercial banks in the north region. A simple–random sample was chosen from the study community the researcher distributed (128) questionnaires. The distribution took into consideration covering managers in different levels, functions, experiences, ages, genders, and educational levels. (120) questionnaires were received with the rate of return (94%). only (8) questionnaires were dismissed because of unusable for statistical analysis.

Study instrument

The researcher reviewed the Theoretical Background and previous Studies about strategic human resources management. The researcher also concentrated on total quality management philosophy and he reviewed many questionnaires that used in the previous studies ,so he designed one that reflects strategic human resources practices and total quality management. dimensions The parts of the questionnaire are:-

A- Part one- background information: - In this part, respondents were asked to indicate their gender, age, level of education, job title, and experience.

B-Part two- dimensions of the study:-This part covers dimensions:-

The first dimension –dependent variable- is TQM dimensions which contains sixteen items from H1 to H16. The respondents were asked to indicate their degree of agreement with five Likert scale choices.

The second dimension –independent variable- is strategic human resources quality - oriented practices . Which contains twenty four items from(H17-H40).The SHRM practices contain the secondary dimensions:- items from(H17 to H20) related to human resource planning, items from(H21 to H24) related to staffing, items from (H25 to H30) related to training, items from (H31 to H35) related to performance systems, and items from (H36 to H40) related to compensation systems .

Study Validity and Reliability

Face validity: this is applied in the present study in two phases: First, the questionnaire sent to a pilot sample of (20) managers from different managerial level to assess the clarity of the questionnaire .Second, it was sent to four academic for arbitrators were taken into consideration in the final version of the questionnaire.

Instrument reliability:- the current applied Cronbach's Alpha, which measures the reliability of measurement in similar research. Cronbach's Alpha coefficient value of all dimensions of the study is (88%)

Theoretical Background and Review of previous Studies

Total Quality Management (TQM)

The (TQM) is defined as “ a management approach of an organization, centered on quality, based on participation of all members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and the society ” (Rao, 1995). TQM is a continuous process of improvement for individuals, and whole organization.

Service organizations like banks produce a product that is intangible. Usually, the complete product cannot be seen or touched. Rather, it is experienced. The intangible nature of the product makes defining quality difficult. Also, since a service is experienced, perceptions can be highly subjective. In addition to tangible factors, quality of services is often defined by perceptual factors. These include responsiveness to customer needs, courtesy and friendliness of staff, promptness in resolving complaints, and atmosphere. Other definitions of quality in services include time—the amount of time a customer has to wait for the service; and consistency—the degree to which the service is the same each time. For these

reasons, defining quality in services can be especially challenging .(Goetsch, &stanley, 1995).

Banks in Jordanian sector have adapted total quality management to enhance the value of their banks, financially and socially, and increase ROE in order to become more competitive in domestic and regional banking markets. The banks also, Provide innovated banking services of high quality to retail and corporate customers, which meet their needs and exceed their expectations, in line with the latest developments in international financial and banking markets.

Concepts Of TQM Philosophy

Strategically Based

Total quality approach have a comprehensive strategic plan that contains vision, mission ,broad objectives and activities that must be completed to accomplish the broad objectives. The strategic plan of TQM is designed to give it a sustainable competitive advantage.(Geotsch & Davis ,2010). The decision to implement total quality management concepts throughout the company is strategic in nature. It sets the direction for the firm and the level of commitment.

Customer Focus

The first and overriding feature of TQM is the company's focus on its customers. Quality is defined as meeting or exceeding customer expectations. The goal is to first identify and then meet customer needs. TQM recognizes that a perfectly produced product has little value if it is not what the customer wants (Rosenberg. 1996).

Continual process improvement

Continuous improvement, requires that the company continually strive to be better through learning and problem solving. Because we can never achieve perfection, we must always evaluate our performance and take measures to improve it (Garvin, 1988).

Employee Empowerment

Part of the TQM philosophy is to empower all employees to seek out quality problems and correct them. With the old concept of quality, employees were afraid to identify problems for fear that they would be reprimanded. Often poor quality was passed on to someone else, in order to make it "someone else's problem." The new concept of quality, TQM provides incentives for employees to identify quality problems. Employees are rewarded for uncovering quality problems, not punished (Garvin, 1987).

Team Approach

In traditionally managed organizations , the best competitive efforts are often among departments within the organization , internal competition tends to use energy that should be focused on improving quality and external competitiveness (Geotsch &Davis,2010). TQM stresses that quality is an organizational effort. To facilitate the solving of quality problems, it places great emphasis on teamwork. Using techniques such as brainstorming, discussion, quality control tools, and teams work regularly to correct problems. The contributions of teams are considered vital to the success of the company.

Education and training

Education and training are fundamental to total quality because they represent the best way to improve people on continual basis . It is through education and training that people who knew how to work hard learn how to also work smart (Geotsch &Davis,2010).

Strategic Human Resources Management(SHRM) Concept

Strategic Human resources management means to integrate decisions about people with decisions about the results an organization is trying to obtain. Integrating HRM into the organization planning process, emphasizing HR activities that support mission goals, and building strong HR/management relationships. HR is increasingly being seen as a critical strategic partner and transformational roles and responsibilities . Taking a strategic approach to human resources management involves abandoning the mindset and practices of personnel management and focusing more on strategic issues than operational issues (Mello,2006).

Establishing Human Resources Strategy

Numerous scholars have concluded that SHRM can produce sustainable competitive advantage and enhanced organizational effectiveness (Lade&Wilson, 1994). If human resources is a strategic partner , human resources executives must work with top management in achieving concrete plans and results . They must understand the operational side of the business and comprehend the complex organizational design , and they must be able to determine the capabilities of the company workforce . HR executives must insure the human resources support the firm mission (Mondy ,2007).

The management of organization human resources is an integral part of how an organization is going to achieve its mission goals. Without people, there is no one to do the work. Therefore, integrating HRM into the organization strategic plan is important step in Establishing an HR Strategy. The function of building human resources management strategy requires analyzing the current strategies of the organization and its goals which means

evaluating the current domain of an organization (U.S. Office of Personnel Management,1999).

It then scans the environment to determine the trends or events that might have an impact on the organization. And examines the strategic business issues or needs .SWOT analysis help human resources managers determining if there is strategic gap between capabilities of the company workforce and achieving organization strategy. HR strategy team needs to identify the specific people issues that will be critical to address in order for the business to succeed .Human resources managers must be able to determine the capabilities of the company workforce . HR executives must insure the human resources support the firm mission and achieving its strategic goals.

All of this information is used in designing the HR strategy ,which provide a detailed plan regarding the major programs and process that must be adopted or executed .

Finally, this HR strategy is communicated to the relevant parties (Neo,2008).

SHRM Components

Human resource planning

HR planning is “ the process of determining the human resource needs of an organization and ensuring that the organization has the right number of qualified people in the right jobs at the right time ” (Ivancwvich,1999) .First of all Human resource planning must be familiar with the business strategy, define the impact of this strategy over the specific units of the organization. Define the skills needed and the additional human resources required and develop action plans to meet the needs. By implementing TQM concepts human resource management facilities employee development by determining the skills that will be needed to achieve strategic objectives and facilities the organization's adaption to its environment.

The design of work systems

Job analysis is “the systematic process of determining the skills ,duties ,and knowledge required for performing jobs in an organization (Mondy ,2007). This analysis produces job description and job specifications. The following step is the job design that is “ the process of structuring work and designating the specific work activities of an individual or a group to achieve certain organizational objectives" (Byars,2000). The organization must consider the implication of its future plans on how tasks and responsibilities should be assigned to individuals and groups within the organization and decide how to redesign exiting work systems and redesigning work to create more flexible , responsive organization

(Mello,2006). By implementing TQM concepts, the approaches to work system design focused on job rotation , job enlargement and job enrichment.

Staffing

Staffing the process of recruiting applicants and selecting prospective employees remains a key strategic area for HRM. An organization performance is a direct result of the individuals it employees , the specific strategies used in the staffing process will directly impact an organization success or lack thereof. An effective staffing strategy requires in-depth planning for the recruiting process to insure efficiency and generation of a qualified applicant pool. And ensuring that there is an optimal fit between employees and the strategic needs of the organization (Mello,2006).

Development & training

Training involves employees acquiring knowledge and learning skills that they will be able to use immediately . Employee development involves learning that will aid the organization and employee later in the employees career. Organizations should take a holistic view of training and development , particularly with regard to the kinds of employees and the skills and knowledge bases necessary to achieve strategic objectives . Changes in how work is conducted mandate that organizations conduct specific , targeted, strategic training and development initiatives a prerequisite for continues success (Mello ,2006) .

Performance systems

Performance appraisal systems is “ a process of determining and communicating to an employee on the job and, establishing a plan of improvement”.(Dessler,2000). Effective performance management systems require employees and supervisors to work together to set performance expectations, review results , assess organizational and individual needs , and plan for the future. Performance management systems need not be formal in order to be effective, the most important concern in designing a performance management systems is its fit with the organization 's strategic objectives and the most important concern in providing performance –related feedback is its fit with the organization culture (Mello,2006).

Compensation

Compensation is the total of all rewards provided to employees in return for their services. The components of a total compensation program include direct financial compensation and indirect financial, and nonfinancial compensation (Mondy,2007). compensation a key strategic area for organizations, impacts an employer's ability to attract applicants , retain employees, and ensure optimal levels of performance from employees in meeting the organization's strategic objectives. Organizations need to reevaluate their

compensation programs within the context of their corporate strategy and specific HR strategy to insure that they are consistent with the necessary performance measures required by the organization. Overly rigid compensation systems inhibit the flexibility needed by most contemporary organization's competitive strategies (Mello,2006).

The Integration Between TQM And SHRM

It is widely accepted that TQM has a high human resource context and that quality movement recognizes the importance of human resources utilization and states a conceptual and well-defined image concerning human behavior and motivation. The theoretical and the empirical research showed that recently organizations have realized the huge importance of human recourses role to their road to quality (Vouzas, 2005).

Quality strategy require changing traditional functions of human resources management to professional functions . In attraction strategy HRM should focus on attract skillful and talented work force. Also, providing employees with sustainable training programs to empower them providing excellent services (Bown &Lawler , 1992).

Managers encourage employee’s training around quality matters in order to be able not only to do their job under the new facts but also to trace chances of quality and points for correction. Training programs can be either technical or managerial like risk management and decision making. The program’s efficiency is counted through research of employee’s and client’s satisfaction HRM must pay attention to compensation systems that motivate employees to productivity and innovation . The following table provide theoretical framework for these professional functions.

Table (2.1)The Integration Between TQM And SHRM

SHRM components	Quality – Oriented SHRM
Design Work System	Service- oriented, less production oriented , flexible work design system, increasing autonomy , employee empowerment and determining the skills needed at implementing TQM.
Recruitment	Attract skillful and talented workforce.
Selection	Abilities of problem solving, creating ideas, team working, participation, and fit between employees and TQM principles.
Training	Create quality culture, training in problem solving , quality

	measurement, quality cost , customer service, and team work.
Performance system	Collective responsibility, quality measurement more than individual performance , and contribute to team performance.
Compensation	Skill based pay, rewarded for acquiring new skills, collective pay for performance and profit sharing plans.

From researcher design depends on pervious studies

Previous Studies

The study of Al-Sa'oudi , 2008

This study aimed to describe the impact of applying TQM concept on organization uniqueness at commercial banks in Jordan. The study concluded the following results:

1- The participant level of acknowledgment to TQM concept was high. Also, their level of acknowledgment to organization uniqueness was high.

2- There is a statistically significant relation between TQM application and organization uniqueness at Jordanian commercial banks. The study recommends that banks should pay more attention to organization strategy through the optimal and effective use of human resources and concentrating on customers.

The study of Al-Qarawi , 2008

The study aimed to measure to what extent the TQM is practiced in irbid district electricity company as a service provider company which is characterized by monopolistic competition , the study investigates the critical dimensions of TQM from employee , suppliers and consumers perspectives . The most findings of the study were:

- from the group of employees perspective , the dimensions of TQM in IDECO are medium applied . the customer focus is the highly applied dimension , and the other dimensions are medium applied .

- the customers are highly satisfied about the service provided to them.

The study of Radaideh .L.M, 2008

The objectives of this study consists of investigating quality management applicability in Jordanian manufacturing sector by the level of quality programs application , the level of understanding and practicing of the quality management tools and techniques. The main conclusion of the study is :

- the application of the quality management programs in the Jordanian industrial organizations are conducted different . the program of inspection was highly applied, and the

remaining programs were moderately applied and the lowest program applied was the quality circles.

The study of Akroush (2007)

The aim of this study is to empirically examine the mediation effect of service quality implementation variables on the relationship between service quality and performance. A quantitative methodology was employed to test a model of service quality which was developed for the purpose of the study. The model included service quality dimensions, service quality implementation and banks performance. The results indicate that service quality dimensions are positively and significantly related to banks performance. A major finding of this study is that service quality implementation variables mediate the relationship between service quality and performance. The study found that the service quality implementation variables have stronger mediation effect on the relationship between technical quality and banks performance than their effect on the relationship between functional quality and banks performance

The study of Abu- Doleh and Tohmas (2004),

The study aims to investigate the reality of linkage between the corporate strategy and human resource strategy in Jordanian industrial organizations . it aims also to investigate some important aspects of strategic human resources management in these organizations . The most salient finding of the study are:

1- 77% of human resources managers in Jordanian industrial organizations are not fully aware of the meaning of human resource strategy concept.

2- most Jordanian industrial organizations don't achieve the linkage between corporate strategy and human resource strategy.

3- there are many constrains prevent Jordanian industrial organizations to adapt the linkage between corporate strategy and human resource strategy.

The study of AL-Mahmoud . -2004

The study aims at identifying how Jordanian financial sector human resources management and TQM perceive the importance and implementation of total quality in their organizations. Like wise, the study aims to unveil the relationship between the adopted TQM approach and the practices of human resources functions and its effect on performance . The study reached main findings , chief among them are , not clear understanding to the concept of TQM , through they claimed that they practice TQM and HRM functions in high degree level ,appositive correlation between TQM element and HRM function at (a 0,05) ,

appositive correlation between TQM and performance on one hand , and between HRM and performance on the other hand .

Data Presentation and Analysis

A profile of the sample:-

Data was collected from six main banks and twenty branches in Jordanian banking sector that were judged as normal, and representative. Some of them are certified with the ISO 9001 and awarded in the King Abdulla II Award for excellence. for example, the housing bank was awarded at 1999-2000 and Citibank –Amman at 1999 and 2001 . The King Abdullah II Award for Excellence is the highest level of quality and excellence recognition in Jordan. It aims at enhancing the competitiveness of Jordanian businesses by promoting quality awareness and performance excellence, as well as recognizing quality of and business achievements of Jordanian organizations (www.kaaps.jo). The characteristics the respondents are shown in table (3.1)

Table (3.1) Frequencies and Percentages of Demographics factors of the sample

Variable	Characteristics	Frequency	Percentage
Gender	Male	93	77%
	Female	27	23%
Age	20-29 Years	22	18%
	30-39 Years	37	31%
	40-49 Years	52	43%
	50+	9	8%
Education	Higher School	24	20%
	Diploma	28	23%
	Bachelor	56	47%
	Post Graduate	12	10%
Job Title	Human resources Manger	18	15%

	Deputy human resource Manager	35	29%
	Customer service Manger	44	37%
	Deputy customer service Manager	23	19%
Experience Years	Less Than 5 Years	27	23%
	5-10 Years	36	30%
	11+	57	47%

Answering The Study Questions

1- What is the degree of clarity in TQM concept to mangers of human resources management and quality managers in Jordanian banks?.

Table (3.2) the means and standard deviations of items measuring TQM

Number Of the items	Dimension name	Means	Standard Deviation	Degree of importance	Proportional importance
H1-H4	Team Work	3.37	0.72	4	high
H5-H8	Customer Focus	3.51	0.70	2	moderate
H9-H12	Continual improvement	3.38	0.71	3	moderate
H13-H16	Empowerment	3.54	0.78	1	moderate
H1-H16	TOTAL OF DEMENTIONS	3.45			

(*) indication of Likert scale measurement: the extent from (1-5): so (less than 2.49 low), from (2.50-3.49 moderate), and (more than 3.5 high).

Table (3.2) shows that the total dimensions of Total quality management has the mean of (3.45) which indicates a moderate importance. According to members of the sample, the dimension (Empowerment) with the mean (3.54) came first. Which indicates a high importance of concerning about delegation and participation in Jordanian banking. Dimension (customer focus) follows empowerment dimension with the mean (3.51), which indicates the importance of customer focus in applying TQM. Also, dimension (continual

improvement) has the mean (3.38), which shows that the responses of the investigators are aware of evaluating performance and take measures to improve it.

Furthermore, the dimension (team work) came on last with mean (3.37). which indicates the lowest mean comparing with other dimensions , this might be attributed to the reason that the banks doesn't give much attention for team work programs.

2- what is the degree of clarity in SHRM concept to mangers of human resources management and quality managers in Jordanian banks?

Table (3.3) the means and standard deviations of dimensions of SHRM

Number Of the items	Dimension name	Means	Standard Deviation	Degree of importance	Proportional importance
H17-H20	Planning	3.61	0.77	4	high
H21-H24	Staffing	3.71	0.73	3	moderate
H25-H30	Training	3.75	0.73	2	moderate
H31-H35	Performance Appraisal	3.61	0.72	4	moderate
H36-H40	Compensation	3.72	0.80	1	moderate
H25-H48	TOTAL OF DEMENTIONS	3.69			

(*) indication of Likert scale measurement: the extent from (1-5): so (less than 2.49 low), from (2.50-3.49 moderate), and (more than 3.5 high).

Table (3.3) shows that the total dimensions of Strategic human resources management has the mean of (3.69) which indicates a high importance. According to members of the sample, the dimension (training) with the mean (3.75) came first. Which indicates a high importance in TQM and SHRM functions. This might be attributed to the reason that training programs are essential matter for banks at Jordan .(compensation) follows training dimension with the mean (3.72), which indicates the importance of compensation system as important factor from the banks to practice SHRM functions and TQM efforts. Also dimension (staffing) has the mean (3.71), which shows that the responses of the investigators are aware of determining appropriate staffing resources with the bank strategy. furthermore, dimensions (performance appraisal and planning) has the mean (3.61), which shows that the responses of the investigators are aware of correlation between human

resources planning and the bank cooperate strategy and focusing on employee competence to achieve strategic goals of the bank

3-Are there a statistically significant correlations between strategic human resources functions and TQM?

Table (3.4) Pearson Correlations of dimensions measuring SHRM

Dimension	Planning	Staffing	Training	Performance Appraisal	Compensation
TQM	0.791*	0.713*	0.718*	0.792*	0.655*

Table (3.4) shows that the total dimensions of SHRM to implement TQM has a statistically significant correlations within positive levels between the dependent variable (TQM), and the SHRM functions. as independent variable. table (3.5) shows that a strong correlation relationship among the dimensions : planning, staffing , training ,performance appraisal and compensation and TQM at the level of significance ($p \leq 0.01$).the total relation was (0.791*), which is appositive indication that commercial banks are using SHRM functions to implement TQM. The highest statistically significant correlations at the (0.01) level was between dimension (performance appraisal) and TQM (0.792*), followed by planning (0.791*), then with compensation (0.765*), then with training(0.718*) , then with staffing (0.713*), and finally with compensation (0.655*). This confirms the related correlation between SHRM and TQM.

Study Hypothesis

Testing

The first main hypothesis: - There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources and total quality management.

To test the first hypothesis we will use the linear Regression between the independent variable SHRM level and the dependent variable TQM, so we got the following tables (3.5), (3.6) and (3.7).

Table (3.5) Results of Relation and R.Square test for SHRM and TQM

R	R Square	Adjusted R Square	Std. Error of the Estimate
.791	.652	.622	.385

Table (3.6) Results of Regression test for SHRM and TQM

	Sum of Squares	Df	Mean Square	F	Sig
Regression	29.194	1	29.194	196.58	.000(a)
Residual	17.523	118	0.149		
Total	46.717	119			

Table (3.7) Result of Coefficients for SHRM and TQM

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)					
SHRM	.814	.192	.791	4.243	.000
	.716	.051		14.021	.000

The tables shows that the value of the coefficient relation was (R=0.791*). The (R Square) value was (0.625) that means the percent of (62.5%) from variance in TQM because of SHRM implications. Table (3.6) shows that the level of significant (Sig=0.000), and the value of (F=196.58), which means that There is statistical significant correlation at the level of significance ($p \leq 0.05$) in SHRM to apply TQM. Table (3.7) shows the linear regression equation between SHRM and TQM as following: $Y=0.814+0.716SHRM$. And the value of (Beta=0.716).

Sub hypothesis:. There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources planning and total quality management.

To test the first sub hypothesis we will use the linear Regression between the dependent variable total quality management and the independent variable strategic human resource planning, so we got the following tables (3.8), (3.9) and (3.10)

Table (3.8) Results of Relation and R.Square test for SHR Planning and TQM

R	R Square	Adjusted R Square	Std. Error of the Estimate
.791	.625	.622	.385

Table (3.9) Results of Regression test for SHR Planning and TQM

	Sum of Squares	df	Mean Square	F	Sig
Regression	29.200	1	29.200	196.69	.000(a)
Residual	17.517	118	.148		
Total	46.717	119			

Table (3.10) Result of Coefficients for SHR Planning and TQM

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant					
SHR planning	1.152	.168	.791	6.856	.000
	.637	.045		14.025	.000

The tables shows that the value of the coefficient relation was (R=0.791*). The (R Square) value was (0.625) that means the percent of (62.5%) from variance in total quality management because of SHR planning. Table (3.9) shows that the level of significant (Sig=0.000), and the value of (F=196.69), which means that we accept the alternative hypotheses that There is statistical significant correlation at the level of significance ($p \leq 0.05$) in(SHR) planning and TQM. Table (3.10) shows the linear regression equation between (SHR) planning and (TQM) as following: $Y=1.152+0.168$ and the value of (Beta=.637).

Sub hypothesis(2):. There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources staffing and total quality management.

To test the second sub hypothesis we will use the linear Regression between the dependent variable total quality management and the independent variable strategic human resource staffing, so we got the following tables (3.11), (3.12) and (3.13)

Table (3.11) Results of Relation and R.Square test for SHR staffing and TQM

R	R Square	Adjusted R Square	Std. Error of the Estimate
.713	.508	.504	.441

Table (3.12) Results of Regression test for SHR staffing and TQM

	Sum of Squares	df	Mean Square	F	Sig
Regression	23.735	1	23.735	121.86	.000(a)
Residual	22.982	118	.195		
Total	46.717	119			

Table (3.13) Result of Coefficients for SHR staffing and TQM

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant					
SHR staffing	1.206	.208	.713	5.805	.000
	.606	.055		11.039	.000

The tables shows that the value of the coefficient relation was ($R=0.713^*$). The (R Square) value was (0.508) that means the percent of (50.8%) from variance in total quality management because of SHR staffing. Table (3.12) shows that the level of significant ($Sig=0.000$), and the value of ($F=121.86$), which means that we accept the alternative hypotheses that There is statistical significant correlation at the level of significance ($p \leq 0.05$)

in shr staffing and TQM. Table (3.13) shows the linear regression equation between SHR staffing and tqm as following: $Y=1.206+0.208$ SHRs. And the value of (Beta=.606).

Sub hypothesis(3):. There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources training and total quality management.

To test the third sub hypothesis we will use the linear Regression between the dependent variable total quality management and the independent variable strategic human resource training, so we got the following tables (3.14), (3.15) and (3.16)

Table (3.14) Results of Relation and R.Square test for SHR training and TQM

R	R Square	Adjusted R Square	Std. Error of the Estimate
.718	.515	.511	.438

Table (3.15) Results of Regression test for SHR training and TQM

	Sum of Squares	df	Mean Square	F	Sig
Regression	24.051	1	24.051	125.207	.000(a)
Residual	22.666	118	.192		
Total	46.717	119			

Table (3.16) Result of Coefficients for SHR training and TQM

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant					
SHR training	1.181	.207	.718	5.698	.000
	.611	.055		11.190	.000

The tables shows that the value of the coefficient relation was ($R=0.718^*$). The (R Square) value was (0.515) that means the percent of (51.5%) from variance in total quality management because of SHR training. Table (3.15) shows that the level of significant ($Sig=0.000$), and the value of ($F=125.207$), which means that we accept the alternative

hypotheses that There is statistical significant correlation at the level of significance ($p \leq 0.05$) in shr training and TQM. Table (3.16) shows the linear regression equation between SHR training and tqm as following: $Y = 1.181 + 0.207 \text{ SHRt}$. And the value of (Beta=.611).

Sub hypothesis(4):. There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources performance appraisal and total quality management.

To test the fourth sub hypothesis we will use the linear Regression between the dependent variable total quality management and the independent variable strategic human resource performance appraisal, so we got the following tables (3.17), (3.18) and (3.19).

Table (3.17) Results of Relation and R.Square test for performance appraisal and TQM

R	R Square	Adjusted R Square	Std. Error of the Estimate
.792	.627	.624	.384

Table (3.18) Results of Regression test for performance appraisal and TQM

	Sum of Squares	df	Mean Square	F	Sig
Regression	29.278	1	29.278	198.107	.000(a)
Residual	17.439	118	.148		
Total	46.717	119			

Table (3.19) Result of Coefficients for performance appraisal and TQM

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant					
SHR training	.980	.179	.792	5.461	.000
	.685	.049		14.075	.000

The tables shows that the value of the coefficient relation was ($R = 0.792^*$). The (R Square) value was (0.627) that means the percent of (62.4%) from variance in total quality

management because of SHR performance appraisal. Table (3.18) shows that the level of significant (Sig=0.000), and the value of (F=198.107), which means that we accept the alternative hypotheses that There is statistical significant correlation at the level of significance ($p \leq 0.05$) in SHR performance appraisal and TQM. Table (3.19) shows the linear regression equation between SHR performance appraisal and TQM as following: $Y = 1.980 + 0.179 \text{ SHRt}$. And the value of (Beta=.685).

Sub hypothesis(5):. There is no statistical significant correlation at the level of significance ($p \leq 0.05$) in strategic human resources compensation system and total quality management.

To test the fifth sub hypothesis we will use the linear Regression between the dependent variable total quality management and the independent variable strategic human resource compensation system, so we got the following tables (3.20), (3.21) and (3.22)

Table (3.20) Results of Relation and R.Square test for compensation and TQM

R	R Square	Adjusted R Square	Std. Error of the Estimate
.655	.430	.425	.475

Table (3.21) Results of Regression test for compensation and TQM

	Sum of Squares	df	Mean Square	F	Sig
Regression	20.067	1	20.067	88.849	.000(a)
Residual	26.651	118	.226		
Total	46.717	119			

Table (3.22) Result of Coefficients for compensation and TQM

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant					
SHR compensation	1.541	.208	.655	7.411	.000
	.511	.054		9.426	.000

The tables shows that the value of the coefficient relation was ($R=0.655^*$). The (R Square) value was (0.430) that means the percent of (43%) from variance in total quality management because of SHR compensation system. Table (3.21) shows that the level of significant ($Sig=0.000$), and the value of ($F=88.849$), which means that we accept the alternative hypotheses that There is statistical significant correlation at the level of significance ($p\leq 0.05$) in shr compensation and TQM. Table (3.22) shows the linear regression equation between SHR compensation and tqm as following: $Y=1.541+0.208\text{ SHRt}$. And the value of ($Beta=.511$).

The second main hypothesis:- the commercial banks are not applying total quality management.

Table (3.23) Result of One-Sample Statistics TQM

	N	Mean	Std. Deviation	Std. Error Mean
TQM	120	3.4568	.626	.057

Table (3.24) Result of One-Sample Test

	One- Sample Test					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
TQM	7.986	119	.000	.456	.345	.570

Table (3.23) shows that the mean for applying TQM is (3.45) which indicates moderate importance . also, One-sample Test indicates that the Sig (2-tailed) for TQM (0.00), From the previous test, we accept the alternative hypotheses that the banks applying TQM at the level of significance ($p\leq 0.05$) .

The third main hypothesis: - the commercial banks are not applying strategic human resources management.

Table (3.25) Result of One-Sample Statistics SHRM

	N	Mean	Std. Deviation	Std. Error Mean
SHRM	120	3.69	.691	.063

Table (3.26) Result of One-Sample (T) Test

	One- Sample Test					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SHRM	10.939	119	.000	.690	.565	.815

Table (3.25) shows that the mean for applying SHRM is (3.69) which indicates high importance . also, One-sample Test indicates that the Sig (2-tailed) for SHRM (0.00), From the previous test, we accept the alternative hypotheses that the banks applying SHRM at the level of significance ($p \leq 0.05$).

Conclusions and Recommendations

The major findings of this study are as the following:

1-the total dimensions of Strategic human resources management has the mean of (3.69) which indicates a high importance and the total dimensions of Total quality management has the mean of (3.45) which indicates a moderate importance.

2- the total dimensions of SHRM to implement TQM has a statistically significant correlations within positive levels between the dependent variable (TQM), and the SHRM functions.

3- There is statistical significant correlation at the level of significance ($p \leq 0.05$) in SHR planning , SHR staffing , SHR performance appraisal, SHR training and SHR compensation with TQM.

4- the banks in Jordanian sector are applying TQM and SHRM at the level of significance ($p \leq 0.05$).

Recommendations

After Data Presentation and Analysis, and answering the questions of the study. the researcher provide the following recommendations:-

1- Conducting total quality management training programs , and the banks employees should be trained on ISO 9000 systems and cost of quality. These programs should emphasize the need of excellence in all spheres of management. Banks also must Conducting strategic human resources management training programs . Mangers should be emphasize on supporting the firm mission and achieving its strategic goals.

2- Educators from different educational and management development institutions or management professionals from the industry should be invited to present their views on total quality management.

3- Designing compensation systems at banks to support implementation of total quality management and strategic human resources management , these systems must be adequate and suitable for employees. Also banks should Change traditional functions of human resources management to professional functions that focus on quality strategy.

4- Creating organizational culture at banks that concentrate on TQM dimensions , and design organizational processes to insist on teamwork and customer satisfaction .

5- The development of simple banking web sites into comprehensive e-banking servers offering a great variety of services in addition to traditional bank products .

6- Providing intensive training of personnel programs in the topic of TQM methods, and provide tools and initiating employee involvement in TQM activity.

7- Directing TQM mindset in the following areas; The customer orientation ; The process orientation and The people orientation.

8- Adapting strategic management to survive in turbulent environment and specify the missions of the banks clearly.

9- conducting more practical studies on human resources management and the total quality management.

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APPENDIX

Appendix One :- English Questionnaire

Part one : background information

) in suitable square √ Please check (

1. Gender Male Female
2. Age 20-29 years 30-39 years 40-49 years 50+
3. Level of Education graduate High school Postgraduate
4. Job Title human resources manager Deputy quality manager quality manager Deputy quality manager
5. Experience 10 years or more 1-5 years

Part two : instrument of measurement

) in suitable square √ Please check

No	Items	Very high	high	moderate	little	Very little
H1	The bank concentrate on team work and team spirit more than individual work					
H2	Team work make the utilization of workers abilities more efficient					
H3	The contributions of teams are considered vital to the success of the bank.					
H4	Teams solve different types of problems					
H5	The banks usually recognize clients satisfaction at the services provided to					

	them					
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No	Items	Very high	high	moderate	little	Very little
H6	The bank take into consideration the clients propositions in regards to improving bank services					
H7	The bank insist on client satisfaction					
H8	The bank insist on providing perfect level of services to clients					
H9	The bank benefits from clients proposition to solve work problems					
H10	The bank concentrate on excellent services for clients					
H11	The bank design new services that match with clients needs					
H12	The bank pay attention to continues planning in reference to improvement of service quality					
H13	All employees seek out quality problems and correct them					
H14	Workers are empowered to make decisions relative to service quality					
H15	the Workers have authority to make decisions relative to their jobs accomplishment					
H16	Workers have autonomy in decisions making and participation					
H17	There is correlation between human resources planning and the bank strategies					
H18	The bank usually practice human resource functions on long term					

H19	The bank usually analyze external environment to determine workforce supply					
H20	The plans of human resources management includes programs of quality improvement					
H21	The bank determine appropriate staffing resources with the bank strategy					
H22	The processes of staffing , selection, and promotion match with TQM principles					
H23	Abilities of problem solving, creating ideas ,and team working are important factors in workers selection process in our bank					
H24	The bank focuses on employees abilities in regards to learning new skills in the selection process					
H25	Training programs at our bank depend on strategic and long range goals					
H26	Training programs covering all managerial levels					
H27	Training programs in our bank improve employee skills in problem solving and client communication					
H29	Training programs focus on Creating quality culture ,and quality measurement					
H30	Training programs are designed within employee training needs to implement TQM					
H31	Performance appraisal in our bank focuses on employee competence to achieve strategic goals of the bank					
H32	Performance appraisal in our bank focuses on individual and group basis to achieve strategic goals of the bank					
H33	The bank adapt performance appraisal results to correct weakness points					

H34	Performance appraisal contain employee skills to client service					
H35	In performance appraisal we focus on Collective responsibility more than individual performance					
H36	The banks take into consideration the level of compensation in other banks					
H37	The bank take into consideration the strategic goals in compensation system					
H38	There are many rewards and incentives in compensation system that satisfy employee needs					
H39	Our compensation system is structured on employee Skills and rewarded them on learning new skills.					
H40	Clients satisfaction on quality service is important factor in rewarding employee					