

Role of the Human Resources Management Activities and Their Impact on Total Quality Management Requirements from the Perspective of Employees at Aramex Company in Jordan: A Case Study

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Abstract

The study aims to identify the role of the human resources management activities and their impact on total quality management requirements from the perspective of workers in the Aramex Company, and the importance of this study make use of the results is to identify and clear vision about the impact of the human resources management activities on total quality management. The researcher has been developed especially a questionnaire to this study in order to collect the information and to test the study hypotheses, and the study sample consisted of (280) workers in Aramex Company, The study found the following findings: that there is a statistically significant impact for the activities of the human resources management on application of the total quality management requirements from the perspective of employees in the Aramex Company, based on what brought him this study provided a set of recommendations including: work to find specializing side Aramex Company concerned in the dissemination a culture of the quality and the provision of the financial allocations to them.

Keywords: Human resources management, Total quality management, Aramex Company, Jordan.

1. Introduction

The apparent change in how business administration in modern times led to a perception change about the function of human resources management which is one of the most important functions of the organization without ignore the importance of other functions, because this functionality is dealing with the most important resource of the organization's resources which is the human element, so the basis of success and progress any important organization advanced technology of modern business management, cannot do without the human element, so it has become imperative for the represented by organizations management departments of Human Resources Management should give of paramount importance to the various human resources management activities (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation), leading to the organization's ability to improve the productivity and delivering high quality products that contribute to enhance the consumer satisfaction down to make him happy, and this is the basis of the idea of the total quality management, which focuses on continuous improvement in the product quality, and is the application of total quality management in the organizations of the most important criteria's competition in the local and international market.

Through the above it can be said that the human resources management aims to overcome the difficulties that may face the human resource, as well as simplification of dealing with them, which enhances the values of trust, allegiance and job stability, which is reflected on the performance and thus lead to the success of the total quality management to achieve its objectives.

2. Methodology

2.1. The Study Problem and its Questions

It sought Jordanian companies to introduce the methodology of development and change and management modernization through various departments, and is considered the total quality management is the basis of this orientation, but the Orbiter noticed that there is a gap in the application between theory and practice in those companies, some of them arrived at the implementation stage and the other is still at the dissemination stage of the quality culture, which has led to the emergence of insufficiency between the expectations of the company and the fact that the application of modern management approach. From here came this study was to look at how to pursue this philosophy as a method and an integrated approach through the human resources that are available in these companies and doing different activities with a view to empowerment of Employees to implement total quality management approach.

Based on the above, the study problem is to answer the following questions:

1. What are the perceptions of employees about the human resources management activities in Aramex

Company?

2. What the application level of total quality management requirements in Aramex Company?

2.2. The Study Importance:

The Study draws its importance through the following:

1. Highlight the concept of total quality management as a gateway administrative contemporary, and the possibility of benefit from it and apply its standards.
2. Supplementing library scientific effort could benefit researchers interested in quality.
3. Make use of the results of the study is to identify and clear vision about the impact of the human resources management activities on total quality management in Aramex Company.
4. Provide a reference for the researchers and students who will be follow-up and start from where it ended up with the current field of study.

2.3. The Study Objectives:

The study aims to achieve several objectives, including:

1. Display background theory about the human resources management activities and the total quality management requirements.
2. Identify the impact of the human resources management activities on the total quality management in Aramex Company.
3. Provide scientific recommendations for the decision makers in the light of the study results and that will better level of the human resources management activities, and enhance the total quality management in Aramex Company.

2.4. The Study Hypotheses:

To achieve the study objectives, it has been putting one hypothesis as a null form (H_0), as follows:

H₀: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the total quality management requirements in Aramex Company.

Branching from the **main hypothesis** the following sub-hypotheses:

H₀₁: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the employees' awareness in Aramex Company.

H₀₂: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on support to the top management in Aramex Company.

H₀₃: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the employees participation in Aramex Company.

H₀₄: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the work teams building in Aramex company.

3. Theoretical Framework:

3.1. Human Resources Management Concept:

Highlights the importance of human resources management in developing countries are a lion and it stems from the importance of multiple factors stand in the forefront of low production and the imbalance between supply and demand, unemployment and the presence of purpose and motivation to improve the level of these employees as basic elements of the development plans. And show the function of human resources management is evident in the business that have been overcome to provide a labor force by the required qualifications in the institutions and conservation and development, including the institution can achieve its purpose effectively and efficiently.

Through the above it can be said, that the institutions when it adopted the organizational and administrative structure of human resources management, it aims behind it simplify dealing with persons belonging to them and to overcome the difficulties may establish between them on the part and the management on the other hand, and this undoubtedly creates aside from the positive to the employees and enhance the trust values and job stability, reflecting the excitement on production in terms of development and the achievement of the objectives of the institution (Maher, 2004).

3.2. The Human Resources Management Activities:

Human Resources Management are interested to implement multiple activities, can be identified as follows:

3.2.1. Human Resources Planning:

This task defined as the process of getting the right number of qualified employees for appropriate jobs and appropriate time. In other words, the human resources planning is a system to agree or interview display personnel both for the employees in the institution actually be for individuals who will be appointed or search for them with available jobs, as well as for jobs by the foundation expects its presence in a given period of time (Rawiya, 2009: 75).

3.2.2. Selection of the Human Resources:

The selection process for human resources management is defined as a process in which candidates are divided into two sections, the first accept the administrative unit for the purpose of filling the vacancy function, the second is the section which is rejected by the administrative unit. In other words, the process is carried out by the administrative unit in order to select the best candidates for the vacant function and which takes into account the foundations laid down by the administrative unit for the selection of the employee (Zoilef, 2003: 276) .

3.2.3. Training the Human Resources:

The Training is defined as the continuous activity to provide the individual with the skills, experience and directions for capacity development and technical skills, and knowledge necessary to achieve the objectives of individuals and the organization. (Abu Oqla, 2005:173).

3.2.4. Motivate the Human Resources:

There is no doubt that the incentive system is of great importance in motivating employees to the outstanding performance it offers to reward of employees when their outstanding performance due to the incentives is a procedure unfamiliar to work according to the standards prevailing in it, so the offer is worth an additional amount is added to his salary (AL-Tai & et al. 2006: 404).

3.2.5. The Performance Evaluation:

The performance evaluation is defined as the objective process of the organization that compare the actual performance of the individual targeted performance and identify areas of weakness and strength in performance and the statement of their causes and then reverse feedback for the development of calendar for each of the individual and human resources management to ascertain the extent of the contribution of the individual's performance in achieving the strategic objectives of the organization and help the results of performance evaluation on take many decisions for individuals such as training, promotion, rewards and job path (Abu Oqla, 2005: 235).

3.3. The Total Quality Management Concept:

The British Standards Institute is defined the total quality management as: a management philosophy includes all the organization's activities through which to achieve the needs and expectations of the client and the community, and to achieve objectives of the organization in the most efficient and least costly way through the optimal use of energies of all employees by continuous motivated for development (Majied & Al-zeiadat, 2007: 24) .

Based on the foregoing, it can be define the total quality management concept, as advanced management philosophy not determined nor constrained approach or the way defined in the completion of the work, they are in continuous improvement and continuous development and the search for the best ways and means by which the that case, and look at the quality and fulfillment of the needs and expectations of customers of products and services as a result of a concerted collective efforts between management and staff.

3.4. The Total Quality Management Importance:

It can explain the importance of total quality management by the following points:

- a. The quality system is characterized by totalitarianism in all areas.
- b. Universal quality system and considered a feature of the modern era.
- c. The futility of some systems prevailing management techniques to achieve the required quality.
- d. Success of applying of the total quality management system in several educational organizations, whether in the public sector or the private sector in most countries of the world (Al-ahmadi, 2006: 62).

4. Method and Procedures:

4.1. The Study Approach:

The study depended on the descriptive analytical approach in order to describe the views of employees in Aramex Company about the study variables, and reach to clear results on the analysis of the impact of the human resources management activities on the total quality management in Aramex Company.

4.2. The study population and sample:

The study population consisted of all employees in Aramex Company totaling (560) employees during the period of the study. The researcher selects a random sample of (280) employees from all functional levels.

5. RESULTS:

5.1. The Result Related to the First Question:

What are the perceptions of the employees about the human resources activities in Aramex Company?

To answer about the first question were calculated the arithmetic means and standard deviations, and identified the rank of the activities and the response level. As shown in the following Table (1):

Table 1: Means and standard deviations for the responses of the employees about the human resources management activities

Human Resources Management Activities	Means	Standard Deviations	Ranks	Response level
Human resources planning	3.75	0.75	1	High
Wages, bonuses & incentives	3.14	0.89	5	Medium
Selection & appointment	3.56	0.90	4	Medium
Training	3.57	0.77	3	Medium
Performance evaluation	3.70	0.90	2	High

The results in Table (1), explained that the means of the human resources management activities which are (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) were (3.75, 3.14, 3.56, 3.57, 3.70) respectively, and all the means larger than the test criteria (3) of (5) on (Likert Scale). These results refer to owning of the employees in Aramex Company, a clear vision about the importance of these activities, which indicates that the mentioned activities, with (High & Medium) responses from the perspective of the employees.

5.2. The Result Related to the Second Question:

What the level of applying the total quality management requirements from the perspective of the employees in Aramex Company?

To answer about the second question were calculated the means and standard deviations, and identified the rank of the requirements and the response level. As shown in the following Table (2):

Table 2: Means and standard deviations for the responses of the employees about the total quality management requirements

Total Quality Management Requirements	Means	Standard Deviations	Ranks	Response level
Employees' awareness	3.34	0.71	4	Medium
Support to the top management	3.45	0.76	3	Medium
Employees participation	3.69	0.77	1	High
Work teams building	3.60	0.75	2	Medium

The results in Table (2), explained that the means of the total quality management requirements which are (employees awareness, support to the top management, employees participation, and work teams building) were (3.34, 3.45, 3.69, 3.60) respectively, and all the means larger than the test criteria (3) of (5) on (Likert Scale). These results refer to owning of the employees in Aramex Company, a clear vision about the importance of these requirements, which indicates that the mentioned requirements, with (High & Medium) responses from the perspective of the employees.

5.3. The Result Related to the Study Hypotheses:

H₀: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the total quality management requirements in Aramex Company.

In order to test the above hypothesis, was used the multiple linear regression analysis. As shown in the following Table (3):

Table 3. Results of the Multiple Linear Regression Analysis

Model Summary		ANOVA					
R	R Square	Source of Variation	Sum of Squares	df.	Mean Squares	F - test	Sig.
0.882	0.778	Regression	71799.43	5	14359.886	170.403	0.000
		Residual	20561.95	244	84.270		
		Total	92361.38	249	-		

Evident from the results listed in the table (3), there exist a statistically significant impact at the significance level ($\alpha = 0.05$) for the human resources management activities on the application of the total quality management requirements in Aramex Company, that is supported by the calculated value of (F) which equals to (170.403), as well as the value of statistical significance equals to (0.000) and is less than the significance level ($\alpha = 0.05$), this means rejecting the null hypothesis (H_0) and accept the alternative hypothesis

(H₁).

On the other hand, the value of the determination coefficient (R²) amounting to (0.778) indicates that the human resources management activities which are (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) interprets amount (%77.8) from the changes in the total quality management requirements in Aramex company.

5.3.1. The Result Related to the first sub-Hypothesis:

H₀₁: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the employees' awareness in Aramex Company.

In order to test the above hypothesis, was used the multiple linear regression analysis. As shown in the following Table (4):

Table 4. Results of the Multiple Linear Regression Analysis

Model Summary		ANOVA					
R	R Square	Source of Variation	Sum of Squares	df.	Mean Squares	F - test	Sig.
0.789	0.623	Regression	2194.74	5	438.948	80.689	0.000
		Residual	1327.28	244	5.440		
		Total	3522.02	249	-		

Evident from the results listed in the table (4), there exist a statistically significant impact at the significance level ($\alpha = 0.05$) for the human resources management activities on the employees' awareness in Aramex Company, that is supported by the calculated value of (F) which equals to (80.689), as well as the value of statistical significance equals to (0.000) and is less than the significance level ($\alpha = 0.05$), this means rejecting the null hypothesis (H₀₁) and accept the alternative hypothesis (H₁₁).

On the other hand, the value of the determination coefficient (R²) amounting to (0.623) indicates that the human resources management activities which are (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) interprets amount (%62.3) from the changes in the employees' awareness in Aramex company.

5.3.2. The Result Related to the second sub-Hypothesis:

H₀₂: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on support to the top management in Aramex Company.

In order to test the above hypothesis, was used the multiple linear regression analysis. As shown in the following Table (5):

Table 5. Results of the Multiple Linear Regression Analysis

Model Summary		ANOVA					
R	R Square	Source of Variation	Sum of Squares	df.	Mean Squares	F - test	Sig.
0.741	0.549	Regression	1728.04	5	345.608	59.311	0.000
		Residual	1421.78	244	5.827		
		Total	3149.82	249	-		

Evident from the results listed in the table (5), there exist a statistically significant impact at the significance level ($\alpha = 0.05$) for the human resources management activities on support to the top management in Aramex Company, that is supported by the calculated value of (F) which equals to (59.311), as well as the value of statistical significance equals to (0.000) and is less than the significance level ($\alpha = 0.05$), this means rejecting the null hypothesis (H₀₂) and accept the alternative hypothesis (H₁₂).

On the other hand, the value of the determination coefficient (R²) amounting to (0.549) indicates that the human resources management activities which are (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) interprets amount (%54.9) from the changes in support to the top management in Aramex company.

5.3.3. The Result Related to the third sub-Hypothesis:

H₀₃: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the employees participation in Aramex Company.

In order to test the above hypothesis, was used the multiple linear regression analysis. As shown in the following Table (6):

Table 6. Results of the Multiple Linear Regression Analysis

Model Summary		ANOVA					
R	R Square	Source of Variation	Sum of Squares	df.	Mean Squares	F - test	Sig.
0.708	0.501	Regression	1849.95	5	369.99	48.895	0.000
		Residual	1846.23	244	7.567		
		Total	3696.18	249	-		

Evident from the results listed in the table (6), there exist a statistically significant impact at the significance level ($\alpha = 0.05$) for the human resources management activities on the employees participation in Aramex Company, that is supported by the calculated value of (F) which equals to (48.895), as well as the value of statistical significance equals to (0.000) and is less than the significance level ($\alpha = 0.05$), this means rejecting the null hypothesis (H_{03}) and accept the alternative hypothesis (H_{13}).

On the other hand, the value of the determination coefficient (R^2) amounting to (0.501) indicates that the human resources management activities which are (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) interprets amount (%50.1) from the changes in the employees participation in Aramex company.

5.3.4. The Result Related to the forth sub-Hypothesis:

H₀₄: There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities as (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) on the work teams building in Aramex company.

In order to test the above hypothesis, was used the multiple linear regression analysis. As shown in the following Table (7):

Table 7. Results of the Multiple Linear Regression Analysis

Model Summary		ANOVA					
R	R Square	Source of Variation	Sum of Squares	df.	Mean Squares	F - test	Sig.
0.761	0.579	Regression	2062.24	5	412.448	67.273	0.000
		Residual	1496.04	244	6.131		
		Total	3558.28	249	-		

Evident from the results listed in the table (7), there exist a statistically significant impact at the significance level ($\alpha = 0.05$) for the human resources management activities on the work teams building in Aramex Company, that is supported by the calculated value of (F) which equals to (67.273), as well as the value of statistical significance equals to (0.000) and is less than the significance level

($\alpha = 0.05$), this means rejecting the null hypothesis (H_{04}) and accept the alternative hypothesis (H_{14}).

On the other hand, the value of the determination coefficient (R^2) amounting to (0.579) indicates that the human resources management activities which are (human resources planning, wages & bonuses & incentives, selection & appointment, training, and performance evaluation) interprets amount (%57.9) from the changes in the work teams building in Aramex company.

6. Conclusions and Recommendations:

6.1. Conclusions:

The study reached to a number of important conclusions; depend on the results of the statistical analysis of data, which are as follows:

1. The results of the descriptive analysis indicate to get the activity (wages, bonuses & incentives), on the last rank at the ladder of the study sample estimates, due to the weakness interest of Aramex Company about the mentioned activity.
2. The results of the descriptive analysis indicate to get the requirement (employees' awareness), on the last rank at the ladder of the study sample estimates, due to the weakness interest of Aramex Company about the mentioned principles.
3. The results of the multiple linear regression analysis, explained that there exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the human resources management activities on the application of the total quality management requirements in Aramex Company.

6.2. Recommendations:

In light of the obtained results, the study recommends the following:

1. Work to find specializing side in Aramex Company concerned in the dissemination a culture of the quality and the provision of the financial allocations to them.
2. Necessity to interest by the job title and experience as they have a clear impact in the implementation of the human resources management activities to effectively and improve the total quality level.
3. Be played the human resources management in the company to conduct periodic review of the wages levels

compared with other competing companies.

4. Necessity focus for a continued training on all developments in the field of the total quality management in light of the application of e-government.

5. Rehabilitating leaderships responsible for the total quality management in the company and to communicate with similar companies apply comprehensive quality system to capitalize on the diverse experiences.

6. Necessity to adopt a fixed system in the company based on clear criteria for promotion.

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