

Investigating the human resources context and content on TQM, business excellence and ISO 9001: 2000

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Abstract

Purpose

The main objective of this paper is to theoretically investigate the human resources (HR) context and content on total quality management (TQM), business excellence and ISO 9000:2000.

Design/methodology/approach

The HR-quality relationship has largely been ignored or underestimated. This paper investigates the existing literature and digs into the various approaches and frameworks in order to evaluate the rhetoric and the reality of this relationship. The examination of differences, similarities and convergence is of high importance in understanding the contribution of HR issues to all of these quality approaches.

Findings

Besides the "good stories" of implementation of the European Quality Award (EQA) model, the ISO 9000:2000 certification and TQM, the paper reveals a number of problematic areas in relation to effective HR utilization such as: low utilization of employees' skills and knowledge, lack of a vision and a mission for HR followed by systematic design and implementation of strategic human resource management (HRM) practices.

Research limitations/implications

This is the first step towards an understanding of the current status of the HR context and content on TQM, business excellence and ISO 9000:2000. The paper addresses a series of issues concerning organizations worldwide in their road to quality improvement and business excellence. There is a need to further evaluate organizations by measuring their HR performance and the degree of quality implementation in the future.

Practical implications

The paper is aiming at both Quality and HR people within the organization. Quality cannot be achieved without fully utilization of organization's HR, and the HR function needs a new vision and practices that are focused on internal customer satisfaction.

Originality/value

The paper provides a reliable and objective depiction of the current status of the HR context and content on TQM, business excellence and ISO 9000:2000 through the examination and analysis of a state-of-the-art literature review studies, including all the various approaches, practices and perceptions recorded so far in the literature -some of them based on empirical data and some deriving from rhetoric and "good-stories" or "how things ought to be" perspective.

Keywords

European Quality Award

Business excellence


ISO 9000 series

Human resource management

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Developing a human resource (HR) strategy to support the business plan requires human resource management (HRM) planning to be recognized as a fundamental part of the business planning process. This paper argues that integrating HR strategy and strategic planning is fundamental to achieving business excellence. This is demonstrated in the alignment model shown in Fig. 1 (NB in part based on Kanji's model, Kanji, 1995). The long-term failure of companies, who have reengineered or attempted TQM, is often regarded as an implementation failure rather than a fundamental conceptual failure (Dyason & Kaye, 1995). Alternatively, there is the view that the long-term organizational stress that goes with sustained improvement effort is too much for some organizations. Keywords: Business Excellence, Human Resources, European Quality Award, Research, Greece 1.0 Introduction Only recently quality experts, researchers, academics and practitioners realized that human resources issues can be at the core of the quality philosophy and that employee involvement and commitment is essential for the successful introduction and implementation of quality initiatives, programmes or practices and techniques (Blackburn & Rosen, 1993; Soltani, et.al, 2004; Kufidu & Vouzas, 1998; Vouzas, 2005). It is widely accepted that TQM has a high human resource context and that quality Human resource management. Citation. Vouzas, F. (2007), "Investigating the human resources context and content on TQM, business excellence and ISO 9001:2000", *Measuring Business Excellence*, Vol. 11 No. 3, pp. 21-29. <https://doi.org/10.1108/13683040710820728>. Download as .RIS. Publisher. You may be able to access this content by login via Shibboleth, Open Athens or with your Emerald account. Login. To rent this content from Deepdyve, please click the button. Rent from Deepdyve. If you think you should have access to this content, click the button to contact our support team. Contact us. Opens in new window. Investigating the human resources context and content on TQM, business excellence and ISO 9001: 2000. F Vouzas. *Measuring Business Excellence*, 2007. 48. 2007. Emotional intelligence abilities and traits in different career paths. K Kafetsios, A Maridaki-Kassotaki, VL Zammuner, LA Zampetakis, *Journal of Career Assessment* 17 (4), 367-383, 2009. 43. 2009. Business excellence and human resources: investigating best practices in European Quality Awarded Hellenic organisations. FK Vouzas. *International Journal of Business Innovation and Research* 3 (3), 281-297, 2009. 13. 2009. Quality management in the logistics function: a study of the Greek industry. K Gotzamani, F Vouzas, P Longinidis. *International Journal of Business Excellence* 2 (2), 194-218, 2009.