



Developing an integrated model of TQM and HRM on KM activities

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Abstract

Purpose – The purpose of this paper is to develop an integrated model of total quality management (TQM) and human resource management (HRM) to elucidate the influence of TQM and HRM practices on knowledge management (KM) activities.

Design/methodology/approach – The theory of KM serves as a starting-point to develop the integrated conceptual model linking TQM and HRM aspects. Based on an extensive review of the current literature, three practices of TQM and three practices of HRM are integrated in an organized manner to examine the influence of TQM and HRM practices on KM activities.

Findings – These findings provide a basis for developing a model to advance the HRM, TQM and KM research literature.

Practical implications – The practical implication of this study could be useful for business managers, who want to enhance organizational KM activities through implementing HRM and TQM practices that support their organization's KM efforts.

Originality/value – This paper makes a significant contribution by developing an integrated HRM and TQM model as a methodological example which can be useful for tracking the degree of HRM and TQM effects on KM activities. Organizations could use this framework to do a pre-test baseline measurement, and then periodically re-assess the effects of any HRM and TQM change.

Keywords Total quality management, Human resource management, Knowledge management

Paper type Conceptual paper

Introduction

During the past few decades, total quality management (TQM) and human resource management (HRM) have been important topics in management and business research due to their potential to impact a range of organizational and individual performance (Ooi *et al.*, 2007). Previous empirical research (e.g. Boselie and Wiele, 2002) suggests a range of significant impact of HRM and TQM on an organization's performance. Most of the research on HRM and TQM focuses on the effects of these approaches at the organizational level (e.g. Boselie and Wiele, 2002; Choi and Eboch, 1998; Arthur, 1994).

Despite the increasing volume of literature on HRM and TQM, relatively little attention has been focused on the effect of these two perspectives towards knowledge management (KM). Although the relationship between HRM and TQM in KM



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