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The Importance of Human Resources Management within ISO And Total Quality Management from The Viewpoint of The Employees OF Greater BELGITH MILLS

Kamoumia Soufyane*
Chlef univercity (algeria)
Laboratory of Financial and Banking Systems and Macroeconomic Policies inder of Global Transformations
Email : s.kamoumia@univ-chlef.dz

Barek Naima
Mohamed Cherif Messaadia university (Souk-Ahras algeria),
Email : naimauniver8@yahoo.fr

Ben Daoudia Wahiba
Chlef univercity (algeria)
Email :rehamm25@yahoo.com

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Abstract:
This study aims to shed light on the importance of human resources management under ISO and TQM in Greater Belgith mills in the state of Souk-Ahras. We selected a sample from Mill Administration staff, and we distributed the research form to a sample of 30 individuals. We also relied on the SPSS statistical program to empty The data and its analysis, through this study, we reached a set of results, the most important of which are: Human Resources Management has a great importance in the overall quality, it is the least important within the ISO standards.
Keywords : Greater Belghith mills, HRM, TQM, ISO
JEL Classification Codes: *M12 , O15*

* Author Corresponding

Résumé :
Cette étude vise à mettre en lumière l'importance de la gestion des ressources humaines dans le cadre de l'ISO et du TQM dans les usines de Greater Belgith dans l'état de Souk-Ahras. Nous avons sélectionné un échantillon du personnel de l'administration de l'usine et nous avons distribué le formulaire de recherche à un échantillon de 30 personnes. Nous nous sommes également appuyés sur le programme statistique SPSS pour vider les données et leur analyse, à travers cette étude, nous sommes parvenus à un ensemble de résultats dont les plus importants sont : La gestion des ressources humaines a une grande importance dans la qualité globale, elle est la moins importante dans le cadre des normes ISO.
Mots clés : usines de Greater Belgith, GRH, TQM, ISO
Codes de classification JEL : M12 , O15

1- Introduction:

At the present time, business organizations have become largely dependent on human competencies in order to achieve their goals, because it is considered the most important resource owned by the organization. Human resources management is more closely related and integrated with the rest of the other departments of the organization.

As the organization also seeks through human resources management to achieve compatibility between the characteristics of human resources and job requirements; and the direction of organizations to change ideas toward quality has become imperative and urgent, to enhance new management techniques and patterns that help and enable them to use well and effectively their resources. This approach is represented in total quality management, and due to the intense competition, organizations have competed among themselves in order to attract the largest number of customers and gain their loyalty. The customer has become a preference between goods and services of different quality, and this is what requires organizations to focus more on quality in products and research about management approaches that focus more on quality management.

Organizations also seek to adopt ISO systems, which are concerned with assuring quality by issuing a set of standards that include specific conditions or principles to the functions of the organization. ISO and total quality are related to the organization's departments, especially the management of human resources. Through the above, we seek to answer the following question:

What is the importance of human resources management within ISO standards and comprehensive quality in Belghith mills?

In order to answer the previous problem, we want to set the following hypothesis: There is a statistically significant relationship between human resources management in Belghith mills on ISO and Total Quality Management.

2- TQM AND ISO:

2-1. Basics of TQM:

2-1-1. TQM Definition:

It is a management approach for an organisation, centered on quality, the participation and commitment of all the internal and external customers aiming for a strategically long-term success through customer satisfaction, and benefits to all members of the organisation and to society (Saini, Vijender Pal; Tiwari, Sanjay, p. 7); TQM may be also be viewed functionally as an integration of two basic functions, i.e. total quality control and quality management. Quality has been defined in a variety of ways (Garvin, D.A, 1986, p. 658) ;TQM in an organisation brings all people together to ensure and improve product-process quality (Lakhe; Mohanty, 1994, p. 10), the work environment and working culture. TQM is a set of management practices throughout the organisation geared to ensure the organization consistently meets or exceeds customer requirements (Merih, 2017, p. 4) TQM is an attempt to improve the whole organisation's competitiveness, effectiveness, and structure. (Alexandros and Constantinos, 2007, p. 42)

2-1-2. dimensions of TQM : three dimensions of TQM have been identified. They are (Price, R.C. and Gaskill, G.P, 1990, p. 78)

- The product and service dimension: the degree to which the customer is satisfied with the product or service supplied;
- The people dimension: the degree to which the customer is satisfied with the relationship with the people in the supplying organisations;

The process dimension: the degree to which the supplier is satisfied with the internal work processes, which are used to develop the products and services supplied to the customers.

2-1-3. Elements and requirements of a quality management System:

Although any quality management system should be created to address an organisation's unique needs, there are some general elements all systems have in common, including (SUEBHA and Syed, 2016, p. 117):

- The organisation's quality policy and quality objectives Quality manual Procedures, instructions, and records.
- Data management.
- Customer satisfaction from product quality.
- Improvement opportunities.
- Internal processes.
- Quality analysis.

2-2. ISO 9000:

ISO 9000 is said to provide certain benefits for organisations that can be divided into internal and external benefits. Internal benefits are related to the internal functioning of the organisations (Maruf and all, 2007, p. 5)

ISO is an International Standards Organisation that was formed by technical committees. They provide user-friendly guidelines for a wide range of organisations. Examples of these organisations include manufacturing, processing, servicing, printing, forestry, and electronics.

- ISO 9000 is a set of five International Standards for Quality Assurance (Nurre and all, 2000, p. 2)
- ISO 9000 contains guidelines for the other four standards. ·
- ISO 9001 is intended for suppliers who do a lot of design or customization.
- ISO 9002 involves standards for both production and installation.
- ISO 9003 is guidelines for final test and inspection. ·
- ISO 9004 is designed to help managers develop a substantial quality system

2-3. The relationship between ISO and TQM: (Maruf and all, 2007, p. 6)

The development of a strong quality culture should precede ISO certification. Yet results also show that ISO certification can promote this culture. Motivation for seeking certification would determine which comes first; the quality culture or ISO9000 certification. ISO9000 certification can deliver significant business benefits if it is implemented as part of a continuous improvement strategy. ISO9000 standards are partially related to the

implementation of TQM and the improvement of business performance. The recommendation is that ISO9000 should be incorporated with the philosophy and methods of TQM.

2-4. Basics in HRM:

The term HRM has largely taken over from that of personnel management, which took over from previous terminology including labour or welfare management. In the 1980s, because of economic recession. increased pressures on firms, globalisation and the accelerated pace of change brought about by technological developments, a number of academics began to think about people in organisations from a different perspective. This thinking evolved into what became known as human resource management (O'RIORDAN, 2017, p. 3)

HRM is defined as "a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques" (Adeniji, 2012, p. 3)

The goals of HRM: Drawing on the original theory, Armstrong and Taylor (2015) identifies the goals of HRM as to (O'RIORDAN, 2017, p. 3):

- Support the organisation in achieving its objectives by developing and implementing HR strategies that are integrated with business strategy.
- Contribute to the development of a high-performance culture.
- Ensure that the organisation has the talented, skilled and engaged people it needs.
- Create a positive employment relationship between management and employees and a climate of mutual trust.
- Encourage the application of an ethical approach to people management.

3- ISO and Comprehensive Quality in Belghith Greater mills

3-1. Submit of Belghith Greater mills:

It is a limited liability company, established in the framework of the national private investment with an estimated capital of 6.2 million dinars, later raised to 83 million dinars, the boat is located in the municipality of Medaourouche in the city of Souk-Ahras and it sits on an area of 3.77 hectares where it benefits from a site Distinctive height of 959 m at sea level. It also benefits from a continental climate compatible with the activity of mills, started

production on 01 November 2002 by exploiting the two production lines with the following production capacity:

- Soft wheat line: 350 tons per day.
- Hard wheat line: 150 tons per day.

The activities of the boat are centered according to a rational system studied in accordance with international standards, where it uses raw materials (wheat) with qualitative measures that are acquired strictly and according to the requirements of the global market with the highest level specifications.

3-2. Factors for adopting the ISO standard in the Belghith Greater mills:

It is as follows[1]:

- Earn customer trust.
- Improve the organisation's image in the market.
- Each department is responsible for the error:
- Satisfy the local market and access international markets when the opportunity arises.

3-3. The benefits of adopting total quality management:

The Foundation enables and participates in many national and international competitions, exhibitions and salons. (Department of quality, 2018)

- The spread the culture of quality in all departments and levels of administration;
- cost reduction: the result of fewer errors in such a routing system;
- Time gaining: the result of the oversight process and ensuring that requests are fulfilled in a timely manner;
- Access to organized work.
-

4- The study approach:

We adopted the descriptive and analytical approach, which is appropriate for this study.

4-1. Simple random sampling :

It is the most basic and common type of sampling method used in quantitative social science research and in scientific research generally(Sampling, Ashley Crossman , 2020).

- The simple random sample means that every case of the population has an equal probability of inclusion in the

[1] Personal interview with the head of the quality department.2017

sample. Disadvantages associated with simple random sampling include (GHAURI, 2005)

A random sample was chosen from the administration staff, we distributed 30 forms.

4-2. Alpha Kronbach:

Table N° 01: validity and reliability test of the results of the form Alpha Kronbach

	Alpha Kronbach coefficient stability	The Alpha Kronbach laboratory is certified
HRM	0.744	0.862
TQM	0.773	0.879
ISO	0.547	0.739
Alpha Kronbach	0.822	0.939

Source: Prepared by researchers based on the results of SPSS statistical analysis

We notice from the above table that the value of the Alpha Kronbach coefficient is greater than 0.6, and from it we can say that if the same number of forms were redistributed to the same sample or a similar sample from the community then the proportion of congruence in the answers would be greater than 60%, that is the form is characterized by stability and this Proof of value.

5- RESULTS AND DISCUSSION

5-1. Analysis of the results of the field study:

5-1-1. Analysis of the results of the study variables:

According the table N° 02, we notice that the trends of the sample responses on the second axis (X) as a whole appeared with an mean of 3.82, which indicates a high level of importance, and a standard deviation of 0.90, which indicates a high level of dispersion, and since the value of the mean is within the field of selection is OK (3.40 - 4.19), from which it can be said that the general trend of sample responses around the second axis (X), as a whole centered around the choice is OK. Despite the convergence between the averages, the largest arithmetic mean recorded by the phrase 06 "incentives contribute to achieving the quality of the human resource in the institution ", where it reached 4,200, and therefore indicates a high level of importance with a standard deviation of 0.805, this indicates a high level of dispersion.

Table N° 02:Analysis of the results HRM

N	Phrase	Average	standard deviation	Degree of response	Rank
1	*TQM contributes to the development of the recruitment process for the human resource.*	4.133	0.57	OK	2
2	*The recruitment process in the organisation increased after obtaining the ISO certificate.*	3.200	1.27	OK	10
3	*The Foundation conducts training courses for its employees related to total quality management.*	4.066	0.94	OK	3
4	*The Foundation urges its employees to form quality rings at all administrative levels to develop business performance and solve problems.*	3.933	0.78	OK	6
5	*The Foundation provides incentives to its employees to ensure continuous improvement of the product*	4.033	0.55	OK	4
6	*Incentives contribute to achieving the quality of the human resource in the organization.*	4.200	0.80	Absolut ely ok	1
7	The upgrade is carried out in the establishment according to the principles of quality and high competencies	3.633	1.06	OK	8
8	The Foundation devotes the principle of continuous improvement to staff to ensure product quality.	4.000	0.90	OK	5
9	The Foundation gives its employees the opportunity to participate in decision-making.	3.266	0.57	OK	9
10	The human resource is greatly aspiring to obtain the ISO certification.	3.800	1.27	OK	7

Source: Prepared by researchers based on the results of SPSS statistical analysis

Whereas the phrase 02 “increased the recruitment process in the institution after obtaining the ISO certificate” recorded the lowest mean of 3.20 with an average degree of importance and a standard deviation of 1.27, and this indicates a high level of dispersion.

5-1-2. Analyzing the results of TQM :

Table N° 03: Analyzing the results of TQM :

N	Phrase	Average	standard deviation	Degree of response	Rank
1	The Foundation publishes the concept of quality among employees.	4.00	0.83	OK	8
2	The Foundation strives for continuous improvement in all aspects.	4.03	0.85	OK	5
3	The Foundation is concerned with developing the quality system.	4.03	1.03	OK	6
4	The organization identifies problems that hinder the performance of administrative processes and their radical removal.	3.86	0.73	OK	9
5	The quality strategy is part of the organization's strategy, not an additional part.	4.06	0.73	OK	3
6	Total quality management contributes to improving the institution's status and achieving significant fi nancial returns.	4.13	0.62	OK	1
07	The organization has become able to use measurement tools by applying statistical methods to quality.	3.86	0.68	OK	10
08	Enterprise customers are satisfied with the quality of the product provided to them.	4.06	0.73	OK	4

09	The Corporation's current policy encourages customers to submit their opinions and suggestions to improve product quality.	4.13	0.77	OK	2
10	The organization handles customer complaint in a short period to ensure quality assurance of operations.	*4.03*	*0.85*	OK	*7*

Source: Prepared by researchers based on the results of SPSS statistical analysis

It is clear from the above table that the trends of the sample responses on the third axis statements (Y1) as a whole appeared with a mean average of 4.02, which indicates a high level of importance, and a standard deviation of 0.78, which indicates a high level of dispersion, and since the value of the mean falls within the field of selection OK (3.40 - 4.19), and from it we can say that the general trend of sample responses around the third axis (Y1) as a whole centered around the choice of OK.

5-1-3. ISO results analysis

Table N° 04: ISO results analysis

N	Phrase	Average	standard deviation	Degree of response	Rank
1	The high quality of the establishment was achieved upon obtaining the ISO certificate.	2.82	1.36	Neutral	9
2	The Foundation is seeking other ISO certifications.	4.30	0.70	Absolutely ok	1
3	The Foundation pays great attention to the quality of the product after obtaining the ISO certificate.	4.20	0.61	Absolutely ok	3
4	The trust of suppliers in the organization increased after obtaining the ISO certificate.	4.23	0.50	Absolutely ok	2
5	The organization was able to obtain a large market share after obtaining the ISO certificate.	4.13	0.62	Ok	4

6	The organization gained a competitive advantage after obtaining the ISO certificate.	4.03	0.66	Ok	6
7	The costs of the organization decreased after applying the ISO 9001 system.	3.83	1.05	Ok	8
8	The organization has acquired new customers after obtaining the ISO certificate.	4.06	0.58	Ok	5
9	Customer complaints decreased after the organization obtained the ISO certificate.	3.93	0.98	Ok	7
10	The ISO certification is the ultimate in the organization's aspirations for quality.	2.13	1.40	not agree	10

Source: Prepared by researchers based on the results of SPSS statistical analysis

The above table show us that the directions of the sample responses on the fourth axis (Y2) statements as a whole emerged with an arithmetic average of 3.77 indicating a significant level of significance, and a standard deviation of 0.84, which indicates a high level of dispersion. Since the arithmetic value falls within a field the choice is OK (3.40 - 4.19), and from this it can be said that the general trend of sample responses around the fourth axis (Y1) as a whole centered on the choice is OK.

5-2. Hypotheses test:

Table N° 05: Correlation coefficient between (X) and (Y1) and between (X) and (Y2)

		Y2	**Y1**	**X**
Correlation coefficient	X	0.13	0.40	1
Bilateral		0.47	0.02	
the sample		30	30	30
Correlation coefficient	Y1		1	0.40
Bilateral				0.02
the sample		30	30	30
Correlation coefficient	Y2	1		0.13
Bilateral				0.47
the sample		30	30	30

Source: Prepared by researchers based on the results of SPSS statistical analysis

We note that the correlation coefficient (Person) between the two axes of study (X) and (Y1) is equal to the value 0.400 at the level of significance 0.05, and by reference to the previous scale, we note that the value falls in the field less than 0.5 according to the positive. Therefore we can note that the relationship between the two study variables (X) And (Y1) a direct relationship is somewhat weak, and from it, we can say, based on the previous results, that there is a weak and positive correlation between the management of human resources and total quality management in the institution under study, which allows us to confirm that these results reinforce the first sub-hypothesis that there is a relationship between human resource management and overall quality.

It is also evident to us that the correlation coefficient (Person) between the two axes of study (X) and (Y2) is equal to the value 0.136 at the level of significance 0.05, and by reference to the previous scale we note that the value falls in the field less than 0.5 according to the reason, and therefore it can be said that the relationship between the two study variables (X) and (Y2) is a weak direct relationship. From which it can be said, based on the previous results, that there is a weak and positive correlation between the management of human resources and the ISO system in the institution under study, which allows us to confirm that these results reinforce the second sub-hypothesis that there is The relationship between the management of human resources and the ISO system.

6- CONCLUSION

We conclude through this study that human resources management has a great significance in institutions in general and Balgith foundation in particular. The comprehensive quality management is one of the recent trends in management because it is a method of development and improvement, as the organizations strive to obtain ISO certificates as a slogan of quality especially in light of intense competition and strive to obtain the largest market share and access to leadership.

We can make some suggestions for the Belgith foundation which are as follows:

- Investment in the development of individuals that leads to the survival and continuation of the institution;
- Stimulating human resources to implement comprehensive management atmosphere;
- Coordination between the various functions of the institution for the purpose of good management of its activities;

- Expanding the current distribution network by contracting with distributors to cover all parts of the country.
- Working towards obtaining other ISO certificates such as ISO14000 and ISO18000 because the improvements and preventive measures that they have taken qualify them to obtain this certificate due to their conformity with their requirements and principles.
- The mill must be ISO 26000 certified to manage its social and environmental issues.
- In order to ensure food safety and that it does not contain pathogens and contamination and to help the institution provide safe food on the mill, ISO 22000 accreditation

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