

Green Human Resources Practices and Impact on Possibility of Applying Total Quality Management

Sami Abdullah Kadhim

Ministry of Education, Al-Diwaniyah Commercial Preparatory Department, Iraq

Latif Abdulridha Atiyah

University of AL- Qadisiyah. Faculty of Administration and Economics 2 Department of
Accounting

Abstract

The researcher is definitely working to study the impact dimensions of total quality management (Customer Focus-CF, Continuous Improvement-CI, Employee Participation-EP and Leadership-LE) on dimensions human resources practices (Employee-EM and Hiring-HI). The researcher focused on studying the dimensions of variables to develop production of institutions and improve performance of organizations. The researcher selected a sample of workers at the Central Oil Company / Iraq. In its work, this study adopted a questionnaire form to collect information and data and distribute it to the targeted sample. The number (154) and (7) were incorrect models. Valid questionnaires were obtained (147). The researcher used SPSS & SmartPLS 4 in statistical analysis. Important results and conclusions were obtained, also relying on previous studies. As well as emphasizing institutions to implement comprehensive total quality management to improve performance. The researcher emphasized the support that quality provides to organizations and the recommendations that help in continuous improvement.

Keywords: Total quality management, Human resource, Customer Focus, Continuous Improvement, Employee Participation, Leadership.

1. Introduction

Analyzing the satisfaction of green human resources and the impact of the dimensions of comprehensive quality management on them, and identifying the differences that create positive changes for productive institutions. Dimensions of total quality management (Customer Focus-CF, Continuous Improvement-CI, Employee Participation-EP and Leadership-LE) (Ghani Al-Saffar & Obeidat, 2020) and dimensions human resources practices (Employee-EM and Hiring-HI) (Alshurideh et al., 2022). In this study, the researcher emphasized the formation of a balanced policy for the better to increase competitive advantage (Melikov, 2021). Continuous improvement of production works to ensure the development and satisfaction of workers, gain their patronage, and provide their requirements on an ongoing basis (Akbarovna, 2023). Today, it has become a priority to meet the requirements of workers in institutions/Iraq (On, 2023). Creating a productive and competitive environment and increasing its attractiveness (Abdukhalilovna, 2023). Applying total quality management in companies requires the adoption of modern technology (Karamatovich, 2023). In our country, the researcher is interested in analyzing the different target sample, accurately, through the information he obtained from the questionnaire (Al-qaisi & Khaleel, 2023). The questionnaire through which transactions are recorded by distributing them to the targeted sample (Varma, 2019). Employees in Iraqi institutions suffer from a weakness in providing the services they need to meet the requirements of their lives and face difficult circumstances

(Ogunode, 2023). In the context of the institutional sector as basic information for employees, the purpose required in this study is to enable employees in organizations to continue to obtain the necessary technology (Pirnazarovna, 2023). In this regard, this study emphasized the provision of all data and information about the employees who are the subject of the study (Tolliyevna, 2022). On this basis, preparing data is considered essential to provide employee satisfaction and provide them with basic and necessary services (Kadhim & Ahmad, 2019). Since the highly efficient contributing organizations prepare the necessary information and data, the necessary and clear information is obtained for the employees in the company (Kadhim & Ahmad, 2021). Therefore, applying the dimensions of comprehensive quality management and its impact on human resources, which leads to improving and developing the required scientific foundations (Kadhim & Ahmad, 2022).

2. Research problem

The satisfaction of employees in institutions is necessary and achieving the required service for them helps in making efforts to increase the organization's production. Because many companies do not achieve employee goals because organizations suffer from a lack of performance. Emphasizing the impact of TQM on green human resources/Iraq (Qudratovich, 2022). Continuous improvement of organizations, and encouraging competition between organizations to gain employee satisfaction (On, 2022). The question is what is the impact of TQM on green human resources (Tairi, 2022). This study relied on the availability of targeted samples for the required results, which support the results obtained by the researcher (Abbas & Toha, 2022).

3. Literature review

The researchers expressed their opinions regarding preparing the necessary data. In particular, according to Suprantiningrum & Paramithaningtyas, (2023) and others, in order for work to continue to be conducted in a clear manner, it is necessary to emphasize employee satisfaction to increase their task performance. According to Alshurideh et al., (2022), quality has a major role in development aspects, however, researchers can focus on aspects with economic operations of organizations. Researchers summarize information about companies as a business entity to achieve benefits. Parisoda & Umida, (2023), believe that total quality managements main goal is to develop companies, gain employee satisfaction, and demonstrate the organizations' performance as a competitor with other institutions. The researchers also focused on the importance of green human resources in their previous study. The methods used in the data indicators that discuss the variables in this study are close to each other. According to Ghani & Obeidat, (2020), total quality management has an impact on the performance of green human resources. According to Kadhim & Hani (2024), there is a great and increasing emphasis on the role of quality in the development of organizations. Improving information, data and use of the questionnaire. Use SPSS and SmartPLS to analyze the results of the data statistical and use a Likert scale 7 will also be use in the survey (Kadhim & Ahmad, 2022).

4. Research hypotheses

Hypotheses in this study (8), explain effect dimensions of total quality management on dimensions of green human resource (Saragih et al., 2020). It has developed the work of determining measurement of impact of dimensions of variables used in this research (Pirnazarovna, 2023) These (8) hypotheses below, and shown Figure 1.

H1: Relationship between Customer Focus (CF) and Employee (EM).

H2: Relationship between Continuous Improvement (CI) and Employee (EM).

H3: Relationship between Employee Participation (EP) and Employee (EM).

H4: Relationship between Leadership (LE) and Employee (EM).

H5: Relationship between Customer Focus (CF) and Hiring (HI).

- H6: Relationship between Continuous Improvement (CI) and Hiring (HI).
- H7: Relationship between Employee Participation (EP) and Hiring (HI).
- H8: Relationship between Leadership (LE) and Hiring (HI).

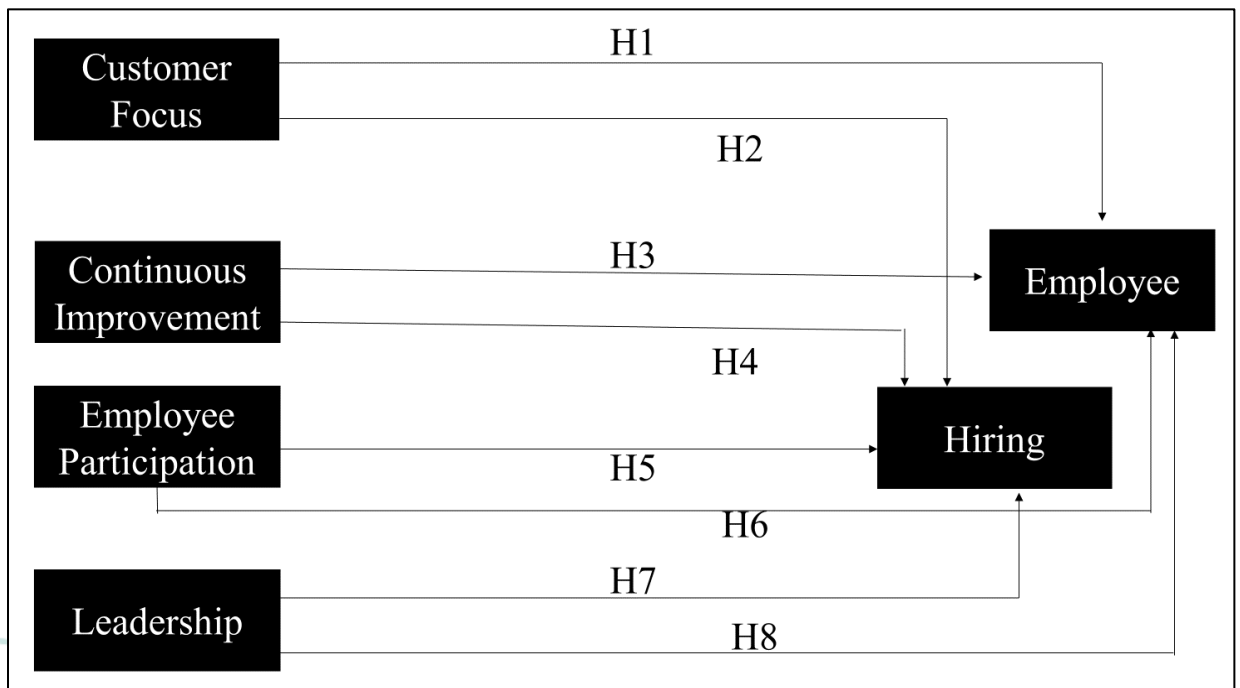


Figure 1: Framework

5. Research methodology

Matters related to collecting data and information about employees working in the company are studied, to ensure the development of human resources performance in organizations. In this study, use statistical analysis SPSS & SmartPLS 4 and Likert 7, and summarize the opinions obtained regarding the collection of information and data (Ahmad et al., 2020).

6. Analysis results

The statistical measurement consists of: the standard model that demonstrates validity and reliability (Tolliyevna, 2022). Standard model that explains the relationship between variables the results were obtained using SPSS & SmartPLS 4 statistical analysis. The reliability and validity of the study are then verified (On, 2022) Table 1, shows that all factors exceed 0.757, and the values of the sample data obtained are (7) positives and (1) negative. The validity and reliability of the desired results are thus verified (Albadry et al., 2020).

Table 1: Reliability validity

Items	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
CF	0.798	0.861	0.555
CI	0.949	0.961	0.830
EM	0.833	0.883	0.604
EP	0.817	0.875	0.587
HI	0.796	0.861	0.556
LE	0.841	0.887	0.611

Discriminant validity, Table 2 shows the extent of variation between the targeted samples (Kadhim and Hani., 2024; Ahmed et al., 2020). The measurement model explains the required results (Al-Badri et al., 2020). Table 2, shows that the results obtained for the seven hypotheses are positive and one is negative (Kadhim & Ahmad, 2019).

Table 2: Discriminant validity

ITEMS	CF	CI	EM	EP	HI	LE
CF						
CI	0.936					
EM	0.023	0.885				
EP	0.142	0.132	0.868			
HI	0.222	0.123	0.041	0.978		
LE	0.201	0.201	0.211	0.221	0.822	

The results related to the relationship between the target variables and the measurement model are based on the results of the eight hypotheses, seven of which were positive and one of which was negative. Figure 2 shows that (CF) has a positive effect on (EM), and this relationship is significant at 0.638, while the relationship between (CF) and (HI) is positive and significant at 0.146, the relationship between (CI) and (EM) is negative and significant at -0.081, and the relationship between (CI) and (HI) is positive and significant at 0.375. The relationship between (EP) and (EM) is positive and significant at 0.033. The (EP) on (HI) is positive and significant at 0.485, the (LE) on (EM) is positive and significant at 0.412 and (LI) on (HI) is positive and significant at 0.101 and Figure 2, shows that the relationship of hypotheses (7) is positive and (1) negative (Albadry et al., 2020).

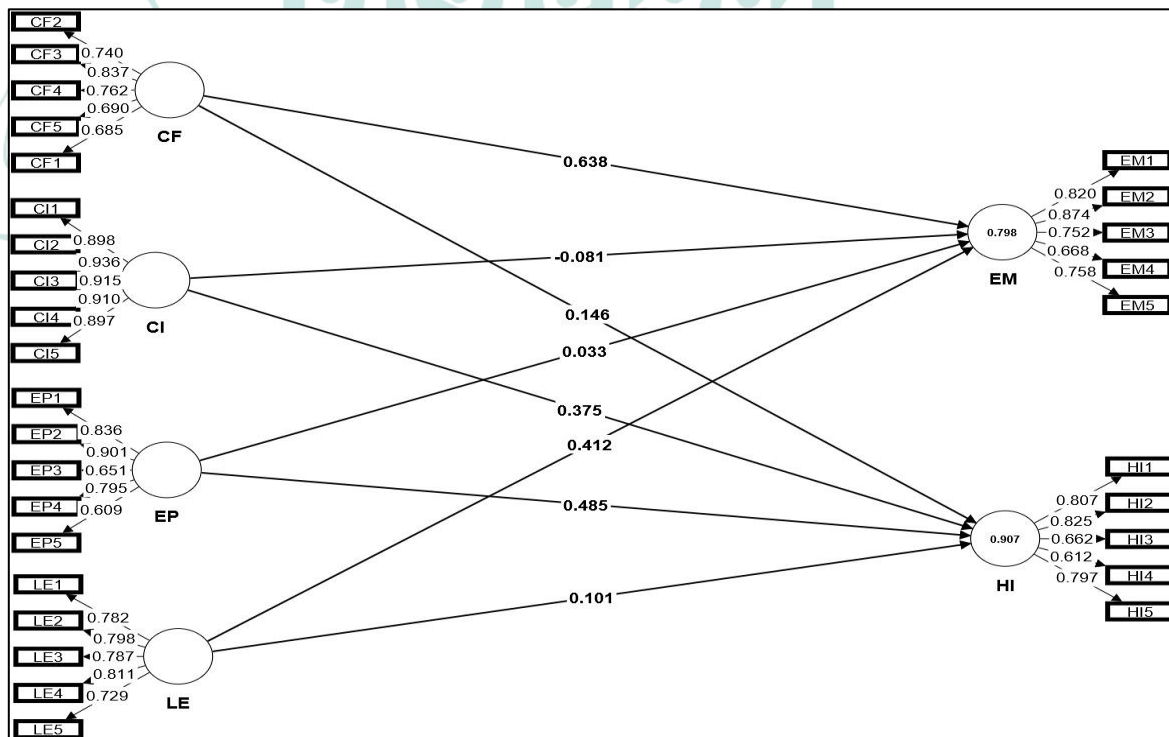


Figure 2: Measurement model SmartPLS 4

The results reached by the researcher between the variables and the structural model through the results of the eight hypotheses (Processes and Topics, 2023). Figure 3 shows that (CF) on (EM) is significant at 8.163, while the relationship between (CF) and HI is at 3.385, the relationship between (CI) and (EM) at 1.181, and the relationship between (CI) and (HI) at 8.111. The relationship between (EP) and (EM) at 0.433. The (EP) on (HI) at 8.846, the (LE) on (EM) at 4.373 and (LE) on (HI) at 2.148 shown Figure 3, Table 3: Relationship for measurement model and structural model.

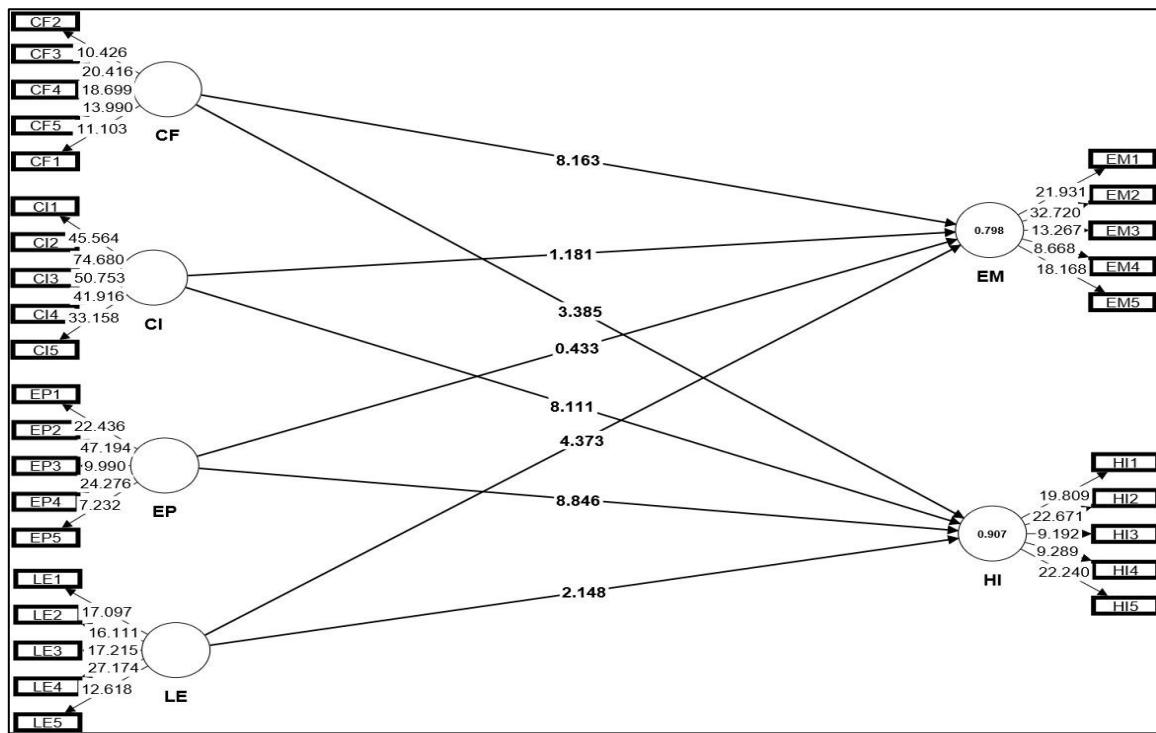


Figure 3 Structural model SmartPLS 4

Table 3: Relationship for measurement model and structural model

Hypothesis	Relationship	p-value	t-value	Results
H1	CF → EM	0.638	8.163	Accepted
H2	CF → HI	0.146	3.385	Accepted
H3	CI → EM	-0.081	1.181	Non-accepted
H4	CI → HI	0.375	8.111	Accepted
H5	EP → EM	0.033	0.433	Accepted
H6	EP → HI	0.485	8.846	Accepted
H7	LE → EM	0.412	4.373	Accepted
H8	LE → HI	0.101	2.148	Accepted

7. R-square (R²)

The R² value is essential in research, although there are a number of variations. According to Ahmad et al., (2020), an R² value between 0.19-0.33 is low, 0.33-0.67 is medium, and 0.67 and above is high. The R² value for (EM) and (HI) was found to be 0.798 and 0.907, respectively. The value of R² is shown in Table 4.

Table 4: R-squared (R²)

Items	R-square	R-square adjusted
EM	0.798	0.792
HI	0.907	0.904

8. F-square (F^2)

F-square (F^2) effect is a measure that quantifies the effect of a particular predictor on the internal structure. According to Kadhim & Hani (2024), an effect size F^2 of 0.02 can be considered small, 0.15 medium and 0.35 strong. This study determines the size of the effect if it is small, medium, or strong. The effect size between the variables can be shown in Table 5.

Table 5: F-square (F^2)

ITEMS	CF	CI	EM	EP	HI	LE
CF	----	---	1.029	---	0.117	---
CI	---	---	0.015	---	0.695	---
EM	---	---	---	---	---	---
EP	---	---	0.002	---	1.097	---
HI	---	---	---	---	---	---
LE	---	---	0.371	---	0.048	---

9. Conclusions

1. The results of the statistical analysis obtained by the researcher in this study indicate that there is a relationship between the dimensions of total quality management and dimensions of green human resources.
2. Analysis of targeted statistical samples of the dimensions of total quality management confirms its impact on green human resources to raise the efficiency and improve the organization's performance.
3. By analyzing the targeted samples of variables in this study, the required results were obtained and the importance and role of applying the dimensions of total quality management in organizations were determined.
4. Total quality management deals with companies on an ongoing basis to develop and improve their performance to provide the necessary services to employees and create competition between institutions.
5. It is necessary to use modern technical total quality management in institutions to develop their organizational performance among organizations and ensure employee satisfaction.

10. Recommendations

1. Published on the existence of the impact of the dimensions of total quality management on human resources as a necessity to produce quality with positive value.
2. Relying on samples with positive goals in order to develop institutions, such as encouraging the use of advertisements with a clear goal.
3. Focusing on modern technology to improve the performance of employees in the organization, and providing in-kind incentives to help them increase their efforts.
4. Developing the efficiency of employees in organizations to challenge the difficult situations they face and give them appropriate solutions.

References

1. Abbas, M. S. A., & Toha, M. (2022). Proposed Business Strategy for Sangun Laundry. *International ...*, 5(1), 96–115.
<https://journals.researchsynergypress.com/index.php/ijmesh/article/download/913/439>.
2. Abdukhalilovna, M. N. (2023). Factors and Principles of Improving the Hierarchical System of Sale of Insurance Products. *c*.

3. Akbarovna, S. S. (2023). Analysis of the Behavior of Variable and Fixed Costs as a Tool for Operational CPV-Analysis. c.
4. Ahmad, F., Kadhim, S. A., Hamid, N. A., Ahmad, A, N, A., Ruslan, R., Rahman, N, A, A., R., Abdullah, A, S., Nawi, M, N, M. (2020). A Study of Barriers and Challenges of Industry 4.0 in Malaysia Manufacturing Companies. *Int. J Sup. Chain. Mgt.* Vol. 9, No. 5.
5. Albadry, H, F., Abbas, Z. M., Al Dulaimi, Z, Y, S., Kadhim, S. A., Ahmad, F. (2020). The Impact of Branding on the Marketing Advantage and the Role of Sustainable Competitiveness as Mediator. *International Journal of Advanced Science and Technology.* Vol. 29, No. 11s.
6. Al-qaisi, H. K., & Khaleel, L. G. (2023). Emotional Marketing is an Approach to Customer Happiness " an Exploratory Study of the Opinions of a Sample of Customers of Travel and Tourism Companies in the City of Mosul.
7. Alshurideh, M. T., Al Kurdi, B., Alzoubi, H. M., Ghazal, T. M., Said, R. A., AlHamad, A. Q., Hamadneh, S., Sahawneh, N., & Al-kassem, A. H. (2022). Fuzzy assisted human resource management for supply chain management issues. *Annals of Operations Research.* <https://doi.org/10.1007/s10479-021-04472-8>.
8. Ghani Al-Saffar, N. A., & Obeidat, A. M. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*, 10(1), 77–90. <https://doi.org/10.5267/j.msl.2019.8.014>.
9. Kadhim, S. A., Ahmad, F. (2019). Proposed Framework for Total Quality Management and its Impact in High Schools. *Int. J. Sup. Chain Mgt.* Vol. 8, No. 3.
10. Kadhim, S. A., Ahmad, F. (2021). The role of TQM in education: an empirical investigation of preparatory schools of Iraq. *International Journal of Services and Operations Management*, Vol. 39, No. 1.
11. Kadhim, S. A., Ahmad, F. (2022). The impact of total quality management by mediator's compliance and information technology on education performance in secondary schools Iraq. *International Journal of Services and Operations Management*, Vol. 41, No. 1-2, 82-10.
12. Kadhim, S. A. Hani, I. R. (2024). Total Quality Management and Its Role In Developing Banking Institutions Through Compliance As A Mediating Factor. *Journal of Theoretical and Applied Information Technology.* 31. Vol.102. No 2.
13. Karamatovich, S. A. (2023). Efficiency of Use of " Logistics " Projects in Surkhandarya Region and Prospects of Ensuring Economic Growth of the Region. c.
14. Melikov, O. (2021). Mobile Banking-Ways To Develop a Modern Banking Service. *International Finance and Accounting*, c. <https://uzjournals.edu.uz/interfinance/vol2021/iss2/16/%0Ahttps://uzjournals.edu.uz/cgi/viewcontent.cgi?article=1897&context=interfinance>.
15. Ogunode, N. J. (2023). Exploring Public Private Partnership Models for Funding of Universities in Nigeria. c.
16. On, O. (2022). Directions for Improving the Quality of Accounting Information on Financial Results. c.
17. On, O. (2023). Development of Electronic Services at Industrial Enterprises in the Digital Economy. c.
18. Parisoda, M., & Umida, N. (2023). The Essence and Functions of the Central Bank Republic of Uzbekistan. c, 0–5.
19. Pirnazarovna, U. Y. (2023). Theoretical-Methodological Problems of Service Sector Development. c.

20. Qudratovich, E. A. (2022). Basis of Efficient Cash Flow Management of the Enterprise. *International Journal on Economics, Finance and Sustainable Development*, 4(12), 5–11. www.researchparks.org.
21. Suprantiningrum, R., & Paramithaningtyas, D. A. (2023). Factors Affecting Taxpayer Compliance Kpp Pratama Candisari Indonesia. c.
22. Tairi, H. (2022). Macedonia towards EU U Integration, In Front of Challenges allenges of Economic Development.
23. Tolliyevna, Q. G. (2022). The Role of Venture Investments in Financing Innovative Activities and the Digital Sector. c, 0–3.
24. Varma, J. R. (2019). Blockchain in Finance. *Vikalpa*, 44(1), 1–11. <https://doi.org/10.1177/0256090919839897>



research
parks publishing