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## The Role of Human Resources Management in Implementation of TQM in the Health Care Sector: Literature Review

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**Abstract**—The implementation of Total Quality Management (TQM) in hospitals has helped to identify the aspects of wasting time, mental and physical energy and their disposal, and the importance of HR in improving the quality of services provided and obtaining quality certification. In this study, we will analyze the relationship between HRM strategies and TQM. The study aims to study and evaluate the findings of literature on this subject. The Result found that the health sector in Jordan has been at an advanced stage in implementing the total quality system, especially in the private sector. However, there is a clear lack of the implementation of the TQM in the public health sector.

**Keywords:** Human Resources Management, Total Quality Management, Hospitals, Jordan

### INTRODUCTION

The health care and medical services are growing immensely due to a high influx of the private sector, changing disease patterns, medical tourism, and demographic variations. Quality of care is the vital issue for every hospital and there is an immediate need for health care reforms in order to address and resolve the problems associated with quality of care. To address the aforementioned issues a plethora of literature in health care were reviewed which showed implementation of different TQM practices and tools such as ISO9000, continuous quality improvement, health quality improvement circle, quality management systems, and others are important in this respect (Yang, 2003). However, one of the suggested approaches to resolve these issues more effectively and practically, and to bring better quality to hospitals, is the adoption of TQM approach (Manjunath, 2007).

TQM is a holistic concept, and requires the motivation of all members of the hospital to seek customer satisfaction. HRM can reinforce human relationships and group consciousness, raise employee competence, and achieve culture change; therefore, it acts as the catalyst for the implementation of TQM (Palo and Padhi, 2005). As Hoogervorst et al. (2005) note: TQM hinges on the effective management of human resources.