

## ROLE OF HUMAN RESOURCE MANAGEMENT IN TOTAL QUALITY MANAGEMENT

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**Abstract:** improve the overall structure of the company's practices and its outcome especially in Human resource sector. While researching on this field the paper has reviewed all the literatures which is equivalent to the critical success of Total quality management and also while it gets implemented in vaHuman resource management is the act of developing resources, utilising, maintaining, employing people, and compensating their services in the job it seeks organisational requirements. It should contribute the goals to the organisation by individual and the society. Human Resource Management is considered to be a new approach for handling people in any organisation. Individuals are prime key resource in this approach. The dimension of the management of an organization is always concerned with the people. Since an company or industry requires a diversity of people, their accomplishment, improvement and enhancement of skills, inspiration for higher levels of realizations, as well as confirming maintenance of their level of obligation are all momentous activities. In this research paper it is determined about the acute attainment factors of Total Quality Management popularly known as (TQM) and how does it get implemented in the Human Resource Management in an Association through generating quality resource to rious fields. The review of literature has been focused on various implementations its impacts on the organizational performance and the encouragement pointers to the acceptance of total quality management in the respected organization. Each Company or industry involves employee or people who obtain their services through developing their abilities and skills along with individuals getting motivating them to reach higher levels of performance by safeguarding them that they continue at the same field of commitment towards organization are very important and becomes essential with respect to achieving organizational goals. This is considered as true irrespective to the type of company or industry such as business, education, and recreation social and governmental institutions. This paper also emphasises on the organizational goals their developing skills and motivating skills. Finally the study ends up with the crucial success factors of TQM in various Multinational and Start-up organizations. This paper also talks about how the manager has to take the basis responsibility to get the best and finest of his people who will work under the manager. Certain organizations and institutions have already identified the benefits of TQM and its implementations for their organizational performance and also have started believing that this approach would help them or give them an opportunity towards achieving their respective goals. This is just an theoretical model which consists of TQM and its critical success, its implementation factors and also the impact of Human resource on the organizations performance.

**Key word:** Developing resources, Organizational performance, benefits of TQM, organizational goals, developing and motivating skills

**Introduction:** Human resource management is the act of developing resources, utilising, maintaining, employing people, and compensating their services in the job it seeks organisational requirements. It should contribute the goals to the organisation by individual and the society.

Human Resource Management is considered to be a new approach for managing people in any organisation. People are prime key resource in this approach. The dimension of the management of an organization is always concerned with the people. Since an organisation requires a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities.

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction. Further, it provides proper training, developing skills, assessment of employee (performance of appraisal), proper compensation and benefits, motivation, maintaining proper relations with labour and with trade unions, maintaining employee's safety, welfare and health by complying with labour laws of concern state or country. Human Resource Management (HRM) has gained acceptance in both academic and commercial circle in Mid 1980's. HRM is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics. There is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with complex needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components such as people, purpose, and structure. Every organisation comprises people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue at the same level of commitment to the organisation are essential to achieving organisational goal. This is true, regardless of the type of organisation: viz. government, business, education, health, recreation, or social action. **It is also** stated that human resource management is managing (planning, organising, direction and control) the various functions such as employment, development of employees, rewarding and utilisation of employee resource to the fullest. This results in creation and developing of employee resource and companies relation. This leads in shaping the policies and procedures of human resource management which leads to the contribution of their knowledge towards improving the organization uniformly along with their individual and social goals. Considering Management strategy in the modern day times Human Resource management plays an active role. HRM is considered to be very practical rather than responsive regarding management function. HRM activity plays a very important role through providing right direction to the organization. When considered personal department, it is not just a department which merely hands out certificates and gifts to its employees for a thanksgiving day but it is also a involves actively in managing the organization with good administration, through initiating and implementing policies with regard to Human resource and also has an relation with other sections. It is more than a superficial or a frontier action or function. Human resource management in today's world does not involve in mere management but also involves in various HR functions such as compensation and benefits in-taking of candidates, HR calculation or forecasting, succession rate planning, development of executives, tracking performance of the employees, involving in employment and employer relationship, organizational development, Total Quality management, need and specific analysis, instructions and design through development, learning and development through training, evaluating of employees, investment returns (ROI) and also on various other aspects involved in the organisation. While understanding human resource it is understood as a combination of art and as well as science through managing people or so called employees in an organization. Human resource is not just a place for personal administration and employer relationship any more but it is considered as a central and omnipresent general managerial functions which is involved in managerial staff who are specialised to assist the main line representatives.

Human resource management plays an important role in an organization. The different factors of productions in an organization depends on the appropriate and inappropriate use of human resource personals and their wishes.

The organizational need for development mainly depends on the development of the Human resource through increasing cooperation and well organized management to guide it. When considered personal management it becomes reality and important that the labour functions of the personal department becomes very essential to the various managerial activities itself. Because of the above mentioned reasons human resource management maintains an important place through

- Helping the management in various activities such as preparation, implementation and involving in continuous evolutions of personal policies and procedures.
- Through providing skilled employees using various scientific methodologies.
- By ensuring maximum benefits through providing training, reducing cost, along with appreciating the human assets.
- Through preparing the employees to cope up with industries changes, environment changes and various other aspects.
- Constantly upgrading the working through motivation, so that they can fulfil the industry or companies goals.
- Human resource management constantly works towards reducing the costs and helping the organization through increasing its productivity. This achievement is made through innovation and research in the field of personal procedures.
- Contributing towards reinstating the industrial harmony and healthy one to one relation with respect between employee and the employer.
- It initiates a mechanism for managing the personal service that are passed from the personal department

Having considered the above said factors human resource management plays a very important role in an organization, where especially the large scale companies should not take this department very lightly or causally. Total Quality Management is the one which exists in an organization with constant process development activities where it takes in almost all the employees in the organization allowing them to work in an integrated manner towards increasing and improving the organizational performance at almost all levels. When considered one's performance or companies performance it directs towards sustaining cross-functional objectives such as quality, financial status, schedules, vision of the organization and mission, needs and procedures. Total quality management assimilates the fundamental managerial techniques which includes efforts improving existing policies and various technical tools using an disciplined approach. Total quality management also focuses on continuous process improvements. This always focuses on customer and consumer's satisfaction.

Based on the assumptions of American society on quality – it is understood that quality is demarcated as follows

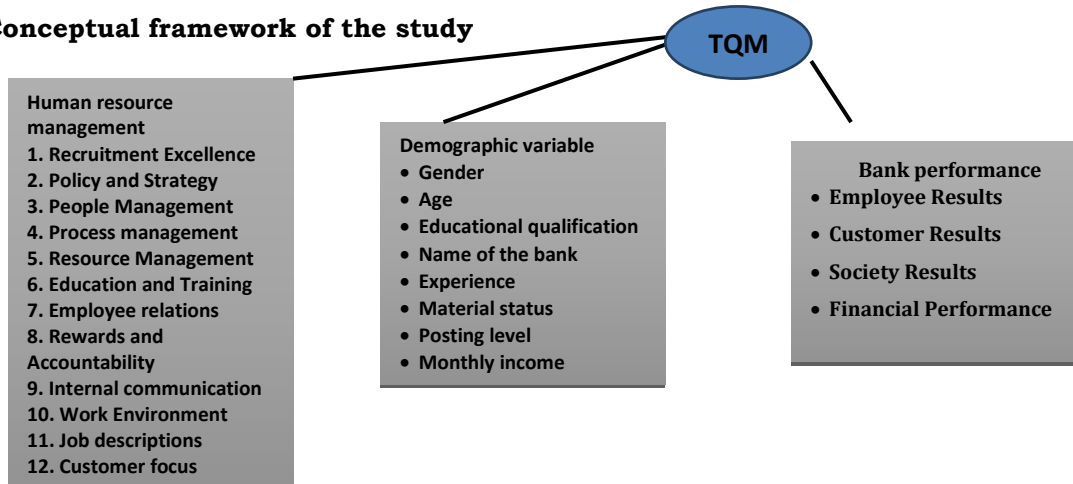
- Based on the customer's perceptions of a product or service's and its design along with how good the design has been matched with the original specifications.
- It is also on the ability of the product and its services which is stated or implicit needs.
- Can be achieved by adhering to the company's requirement specification which lays within the organization.

When considered quality management system it is the management that has desired technique that is used to communicate. It helps to know the required and quality of the products its services and also through influencing the employees and staff through completing the given task which is based on the quality specifications.

Total quality management focuses on quality and it is based on the employee participation which targets to the customer or consumer satisfaction apart with the intension of improving the company and as well as society. When considered quality as an assurance it just a plan which is operational. The management workers continuously interact with the customers to improve this plan. When considered management philosophy it is the embracing activities through which the expectations and the needs of the society and the consumer really takes place. When one tries to define the word quality it actually depends on the role of the society who are defining it. The objectives of the organization are defined in such way that the company considers satisfactory measures in a most well-organized and low financial manner through maximizing the prospective of all the employees in a continuity of drive towards improvement. While defining quality it is dependent on the role of the society who is defining it. The Majoring of the consumers have a difficult to define about quality but they know it. Taking an example of athletic shoes one would probably have difference of opinion about the manufacturer. It would be very difficult for one to define the quality standards in precise terms. Considering individual perception one may have difference of opinion on the shoes which of the highest quality. It becomes very difficult to define the quality which exists irrespective of the product, and is considered as true for both the manufacturer and as well as the service organizations. It syndicates essential management methods, prevailing improvements methods and other technical tools which lays under a methodological structure which are concentrated on continuous improvement of all processes. Total quality management can be abridged as a management or managerial system for a consumer centric organization that is involved in continuous improvement of the employees. Total quality management uses the approach, information and data through effective interaction and communication to club the culture and various activities through quality discipline in an organization. During this activity all the members and staff contribute working towards a common goal. Once the fear in an organization is removed from its workplace total employee commitment can be attained. The management has to provide adequate environment during the empowerment process. Normal business processes integrated with continuous improvement process leads to high performance work methodology. Considering various forms of empowerment, self-management work group is of one form. Total quality management gets involved in taking up various problem solving and decision making processes. When the tasks are identified and described this becomes the foundation for achieving the problem solving and decision making process satisfactorily. To achieve these there is a need for macro level planning and micro level planning to chalk down various decisions and solutions.

Once the decisions and solutions are mapped this has to be standardized and assured that the companies upkeep these standards. Making an ordered list of problems and prioritization of that problems through fixing teams to work towards them will be the first necessary step to be taken. This can be undertaken only when once understands the basic definitions of Total Quality Management and that is elaborated in the given movement.

**Conceptual framework of the study**



**Review of Literature:** It is understood that human resource management is very important in education, this is important because trainers and academicians act like a major instrument for accomplishing the training goals and accordingly the national development program. When considered human resource management it behaves like a key to deliver and develop rapidly the social and economical aspects. In every educational structure and also at almost all levels human resource department works heavily for the execution of its schedules. The various that gets included in human resource management and especially in education is maintenance of staff, their relations, employees and staff developments in-taking of new staff and apart the best part is their appraisal methodology and their reward systems. The human resource challenges in an organization are dealing with poor working environment, conflict between employers and staffing, funding and non-remitting transfer of professionals among others. In this context the government has to pay more attention towards academics sector through improving their functionalities. The education is considered as a foundation for the progress of all other subdivisions in the organization or society. The salary structure that is made should be a united one and also it should be for all the group of faculties which falls within the education division. It is understood that Globalization is the movement of community, administrative and economic values which decreases the time and place, the new clarification policies, finance, principles, government, authority and safety. Considering the phenomena along with the experiments, Total quality management can cause a huge change in the areas of management issues that arise in a company. It was understood that a authenticated instrument was industrialised to quantify the accuracy of Total quality management and its practices.

The Results indicated that the instrument was a acceptable one and also a valid tool for quantifying the staff awareness on Total quality management practices.

When tried to explore the human related features of Total Quality Management practices in Foreign Banks soft TQM dignifies any forms of business efforts which is dedicated to human related magnitudes of TQM which is named as leadership and top management obligation, consumer focus, learning and development, empowerment of staff, rewards and acknowledgement. During this research a samples were taking from the employees of various foreign banks. During the study the findings suggested that soft Total Quality Management measurements were neatly implemented as part of the foreign banking systems quality management practices where empowerment stood out to be the prominent practice.

During this research the result indicated that potential repercussions of the management in the Islamic banks present in Indonesia. This included the human related concepts of TQM which was as an integral part of the company's tactical vision to obtain higher levels of employee's commitment.

This also aimed to examine the association between total quality management various practices and as well as customer present inside the organization and their satisfaction at the workplace. During this study the five most important common and fundamental TQM practices were carefully chosen from the available literature. Those are listed below and are, Learning and development, enablement, rewards and recognition, employee participation, and collaboration and teamwork. Samples for this study was taken from various respondents such as officers working at office, managers and supervisors positions top level management and middle level managers etc the result of this study indicated that strong coordination between TQM practices and customers gratification internally. Ultimately it was found that from the findings that a good practice of TQM had a significant and very positive impact on the staff performance which could lead to employee's job satisfaction and longer stay. This indicated that the employees were more satisfied with their jobs and were performing their respective jobs with more commitment and motivation which helped the organisation through reducing absenteeism which led to reduce the process of rework. Secondly it was also studied and understood that the employees who are fully satisfied with their jobs were more committed to their jobs as compared to the employees who were not satisfied with their respective jobs these employees who were satisfied created a environment of loyalty with the company which was the fundamental aspect for an organizations performance. Thirdly when the employees enjoys and attains job satisfaction they literally feel pleased at their respective jobs and could mentally relax through performing better with their duties and also through expecting more work. Total quality management not only helps to provide better policies but also helps to create a healthy working environment in the organization towards obtaining maintainable advantages. TQM is practiced not to only increase the employee's job satisfaction but also to improve the overall means of organizational performance through employees jobs satisfaction. It is very much necessary that when considered TQM it only talks about the managerial approach towards increasing the employees performance.

**Statement of the Problem:** The statement of the problem is a summarized version of the matter and the content which is related to the literature on various magnitudes of Total Quality Management, here ISO 9014 related quality management systems its related issues and many other related areas in with their specific presentations that appears in today's quality which has become a slogan and the most important part of living and also as the supporting system of the country's financial development. According to market survey no product or product service can survive in the market if it does not have a desired quality, taking bank into consideration the service done by the respective bank will have some expectations and exceptions.

It is true that every service firms will have a scheme of its own characteristics, features and its own managerial requirements. The employees participation and their work process associated with the process of planning, understanding customers pattern and marketing in this context becomes very important and crucial, for their sustained financial development of the organization. The total participation of all the entities of the management through forming quality circles along with time maintenance with respect to specific pattern for any given organization. This leads in understanding the need of commonalities along with diversity of the quality management that is being practiced in various banking sectors that has been spread over different parts of the organization in order to progress better through understanding the various status of quality control and management implementation that has been established in our country. With these requirement in view, present work was undertaken. The research study is being divided into parts they are (a) Quality management based studies (b) total quality management based studies. In the first phase of this research work a detailed analysis of quality system was based on the banking sector located in Bangalore district Karnataka, India was undertaken to understand the prevailing status of the existing quality system in the banking sector.

The second phase of the study was to understand the primary objective of the TQM based analysis and its practices in various banking sector with the total participation of the management leading to a fruitful decision making and developing various actions against targeted goals.

### **Objectives of the study**

- To study the bank employees' opinion towards the human resource management practices in the bank
- To examine the bank employees perception towards the total quality management practices in the bank
- To analysis the relationship between the human resource management and total quality management in bank
- To investigate the influence of human resource management practices on total quality management
- To evaluate the effect of total quality management on bank performance
- To understand the association between total quality management practices and on their demographic factors of the bank employees.

The bank draws up strategic action plans, bank standard strategic plans and related policies needs, suppliers capacities the needs of any other stakeholders in the bank's activities, detailed information about such things as competitors' actions, other market agents behaviour, legal and environmental issues, and those are collected to help formulation. Strategy. The information from all aspects is analysed when strategy is defined, progress towards achieving strategic objectives is regularly assessed and SWOT analysis is regularly used to review. The update business strategy are considered as a policy and strategy statements. Policy and strategy are measured in the five point scale. Mean and standard deviation values are calculated for the policy and strategy. It is noted that the employees are analysed all aspects of information when strategy is defined. The detailed information are collected when the bank to help formulate strategy. Bank standard is a commitment to quality, bank draws the strategic action plans SWOT analysis is regularly used to review and update business strategy. However, the progress towards achieving strategic objectives are regularly assessed. It is found at moderate level.

**Research Methodology:** This research refers to the systematic investigation of the specified problem based on the collected data. Research design is the conceptual structure within which research is conducted. This research explains nature of the research, research design, pilot study, reliability analysis, sampling procedure, data collection procedures, details of measuring tools used statistical tools applied in this research and limitations of the present study. The purpose of this research is to examine the role of human resource management on the total quality management in the public sector banks in Bangalore, District, Karnataka, India. This research further examines how human resource practices influence on total quality management. This research also examines the relationship between total quality management and bank performance in terms of employee performance, customer oriented result, society oriented results and financial performance of the bank. Further, it is also examined the association between total quality management and demographic profile of the bank employees.

**Type of Research:** This study uses a descriptive research approach. The intent of this tradition of inquiry is to get a picture of a situation and behaviour or attitudes before planning future research. It can shed light on how the bank employees view their manager's effectiveness. The methodology is used for this research is descriptive research. It is particularly suited to explore questions regarding the bank employees. The study explores the relationship between human resource management and total quality management in the bank employees.

The researcher interpreted the data obtained through descriptive methods to systematically formulated process that explores and describes participant's responses. This data provides a meaningful explanation about the study variables. Thus, no experimental design is necessary. This descriptive research design has been allowed for exploration of relationship between the variables. Variables considered for this was under a demographic profile of the individual employee such as age, education, marital status, income and types of bank have been studied with managerial effectiveness. The examination of background information is very important because it assists the identifying factors which are contributing to total quality management. In this study human resurface practice are considered as depend variables. They are namely as recruitment excellence, policy strategy, people management, process management, resource management, education and training, employee relations, rewards and accountability, internal communication, work environment, job description and customer focus. Total quality management is treated as the depended variable. Bank performance is considered as the outcome variable of the total quality management. The population under study was comprised of employees working in Public sectors of bank in Bangalore district. It is found to be 130. From the total population, 10 percent of the subjects were selected based on the proposed regions in Bangalore. In this study, a sample of 75 employees are considered for this study. A sample consists of a subsection of elements from the population selected. According to a sample analysis and design, it indicates the rules and operations by the sample. It is to be chosen from the population. The researcher has approached the bank managers to get the permission for collecting data from their subordinates. The managers provided a list of their bank employees, name, designation, address, mailing address and contact numbers. Currently, there are 130 bank employees are working in public sector in Bangalore District, Karnataka (As per Bank Records, 2017, January). From the population, 75 sample respondents are considered for this study. A sample of 75 are selected based on simple random sampling technique. The researcher allotted the number to the population.



The data was collected through making a phone call to the bank employees through explaining them the questionnaire that was designed. It was assured that their data would be kept confidential and use only for academic purpose. Then the questionnaire was circulated to the employees through taking their opinion and permission. The employees have taken enough time and filled the questionnaires. After a gap of weeks, the researcher met bank employees and collected the filled questionnaires. As per the sample size calculation, the required sample size is 75. Considering the 20 percent of non-response rate, 130 sample respondents are approached for this study. Out of 130 respondents, finally 75 respondents were able to fully complete the questionnaire. Samples of 75 respondents are considered for this study. In this study both secondary and primary data are collected. The secondary data are used to identify the study variables. And also, the researcher able to understand the past research done in this area. It helps the researcher to frame this study. Primary data are used to collect the information about the bank employees opinion towards the study variables. Statistical Tools Used were through a detailed discussion of the data analysis procedure that is presented over here. At this stage, the data analysis procedure was conducted through survey measures, such as standardized scales and indexes. Responses are coded and data entered and then analysed using a computer program called statistical package for social science (SPSS). Statistical analyses of the data are performed by using the following methods. Descriptive statistics is used to describe the sample, to show the numbers and percentages of the employees of other items that lay in the categories and measures the central tendency. Correlation analysis provides a method to identify the extent of influence on the relationship of variables. Multiple regression analysis is used for measuring the liner coordination between the dependent and as well as the independent variables.

**Limitations of the Study:** while the research is being properly defined and implemented, there are few areas where limitations come into picture. These limitations are in nature inherent and are being defined as the out of scope from the researcher's control. The effectiveness of the research is felt only when the results are read along with the limitations and constraints faced during the course of the study. Such important limitations of the study are stated below;

- The study has been conducted only for the bank employees of Bangalore District, Karnataka. So, the findings of the study cannot be generalized to all other places, because the standard of lives, culture and other factors differ from place to place.
- Since, it is based on bank employee opinion, there is a possibility of difference in opinion among the bank employee towards the effects of HR practices on TQM.
- Any research tool, when circulated can mean different things to different individuals. The same is applicable for this study also.
- Collecting data from the bank employee is a difficult task, because they are very busy with their organizational commitments and also with their family commitments.

They could not find time to spend help the academicians. The resistant of the respondents due to fear, lack of interest and time is a major constraint. Though some constraints are there, the researcher has taken almost every effort to motivate and convince the respondents and assure them about the confidentiality that it is used for academic purpose

### Hypotheses of the Study

- Human resource management practices are not having relationship with total quality management
- Human resource management practices are not influencing the total quality management
- Total quality management is not influencing the bank performance
- Total quality management is not having association with demographical profiles.

**Findings:** It is pointed that the higher level professional positions are filled internally. It is easy to find candidates with the skills of the bank's needs. The hired professionals are well prepared to perform and know their responsibilities. The formal recruiting strategy is filled with critical position. The bank has a character of name and fame among candidates as a anticipated place of work. The conscripting efforts are premeditated to support the professional plan, lower annual turnover rate of hired employees and new applicants questioned with a number of candidates. However, it was found that the formal policy of in-taking in-house candidates is found to be at moderate level. It is noted that the employees are analysed with all aspects of information. When strategy is defined the detailed information are collected. The bank to helps formulate strategy. The bank standard is a commitment to quality. The bank draws the strategic action plans and SWOT exploration was frequently used to review and update business policy. However, the progress towards achieving strategic objectives one regularly assessed. It is found to be at moderate level. It is inferred that the employees are having higher level at occupational health. They are considered as an internal customer that is continuous improvement. It is consistently fostered and facilitated. The get all the important information, when they need to do their work. They are allowed to make decisions to solve their work problems. The bank has effective two-way communications links with its employees. Through this the employees knew that quality was their main motto and responsibility, this lead them to encourage and meet the customers. The bank's objectives are allowing quality circles to improve quality. However, staffs were made responsible for quality and meet end results of the service that are found at moderate level.

It is found that the employees are highly stated that the bank new services that are premeditated thoroughly and accurately before being manufactured. It are marketed to ensure the customer's present and future expectations regularly. They asked customers' need. They used computer for registering customer's complaints and grievances that helps to improve the service in all processes procedures. The products were evaluated regularly in an effort to bring change and improvement. The employees known that their customers are important. They knew as to what steps to be taken to improve and measure their quality of work. The customer's needs approved on and were agreed at all levels, the continuous control and improvement are the key processes. The processes are designed to ensure the skills and capacities. It are right for bank needs that is preventing faulty services from strong practice. The used processes is included in quality measures. The bank makes ongoing efforts to keep its facilities clean. The employees know how to use technological equipment and machinery. The work is prearranged around plummeting and elevating physical, economic and financial possessions. It has in to analyse and learn are the resource management found to be high among the employees. But, the employees are not much aware about the application of technology equipment and machinery.

It is found that bank has the excellent education and training practices. Employees are having higher level of environment towards on-the-job-training. The employees are consistently trained on team building and group dynamics. The quality and customer service training are given to staff in the bank, most of the employees understand the basic processes that is used to create the services. The resources are available for employee's education and training within the bank. The employees are trained on how to use quality management methods. The employees are involved in the evaluation and improvement of the training program. But, the employees' encouragement with education and training found to be least level within the bank. It is found that the employee's relation practices are found to be high. The feedback is provided by the customers. The implementation of employee's involvement in type programs, error-free output and quality awareness among employees are found to be high. However, superior quality performance of the employees is found to the least level. Education and training, policy at strategy, process management, resource management, job description and employee relations are highly influencing the total quality management. It is found that the quality oriented management systems bank guide values. The long term customer relationship and the information about the organization are having the more level of relationship with employee's oriented result. However, bank vision, bank mission, bank management system, performance and culture of excellence are having the least level of relationship with employee oriented result. It is found that the developing quality oriented management systems, bank management system, share the information about the organization, and bank mission are having more level of relationship with customer oriented result among bank employees. However, bank vision, culture of excellence and bank values guide the least level of relationship with customer oriented result among bank employees. It is found that the bank vision, long term customer leadership, culture of excellence and developing quality oriented management systems are having the more level of relationship with society oriented result. However, information about the organization, bank mission, and values are having the least level of relationship with society oriented result among bank employees. It is found that the developing quality oriented management systems, share the Information about the organization and bank mission, are having the more level of relationship with financial performance of the bank. However, culture of excellence and bank values are having the least level of relationship with financial performance of the bank and it is found that total quality management is significantly influencing the employee result. Quality oriented management systems, bank values, long term customer satisfaction, bank mission are highly influenced the employee result. But, bank vision is negatively influenced the employee result. It is found that total quality management practices are significantly influencing the customer oriented result.

**Recommendations:** More professional positions are filled internally by bank to be presented. However, lower annual turnover rate for recently hired employees. Hence, it is suggested that to motivate the employee internally selected for their lower annual turnover rate. Every managerial job has effectiveness on standards association with it. Manager should be a confidence builder, good communicator, create good relationship with colleague, utilize the resources properly, integrated to each other's, build a good image, inspire and motivate the employees. Employees should do the right things, produce creative alternatives, obtain result, increase profit and delegate themselves, available on time, answers promptly and good at public relations for betterment of the bank. Top level management motivates people and creates a principles of excellence that helps to the employees for better job performance, It is clear that the bank employees are using the job description. It is being desirable in different situations and it should also be facilitated with job description where it is applicable. Job descriptions contain all of the duties that are performed by individual employees.

In this context, when things go wrong disparagement, rectification and denunciation are the ones which needs to be put at the right way. Such practices are normally kept in the line of performance with respect to what is expected as a result. Employees and customers are having good interpersonal relationship. It is agreed that one's increased personal contacts between the wards. He dose relationship and customers employees. It is much important in customer oriented bank performance. So, the bank employees should be maintaining the punctuality in the bank. Do the work individually and don't depend on others. In an organization the vision and mission has to be clearly identified and also should be clear to all the employees. It is then further transformed into organizational and individual departmental objectives. To establish goals there need to be a strong and joint consultation or communication among all the group members. The staff members has to be provided with contextualized model towards achieving reciprocally settled goals. The managers and supervisors need to substitute or implement innovative thinking towards looking at the existing working criteria, and also look at new methods to enhance both individual and as well as group personality. In a nutshell, employees need to apply a total quality management. Therefore, a employees take the help of contingent that is factors associated with total quality management to bring out the bank performance among group associates. In the same way, supervisors are strictly complying with the financial performance. It may apply on the approaches of total quality management to foster a feel of work environment. Education and training, policy and strategy, process management, resource management, job description, employee relations, customer focus, people management and resource management can be cultivated. It is used to energies the employees. To master in all situations, managers must be willing to accept feedback among themselves. It helps to expand their self-awareness and strengthen. They conjectured that, successful employees tend to be pragmatic and result oriented. They enjoy persuasive activities and that is requiring initiative and challenge. The Resource management, Policy strategy, job description, employee relations, customer focus, and Process Management will be friendly and the employees will behave like a father with the customers.

**Conclusion:** This study investigates the character of human resource management in total quality management of the bank employees in Bangalore District, Karnataka, India. Further, it is also examining the association between human resource management and total quality management. It is found that the bank employees are perceived at moderate level of human resource management. Total quality management practices in bank significantly influenced the total quality management. The most important problem in a bank is the individual employee's. Because, employees' are dealing with the valuable customers of the bank. The focus customer is the most important for the success of the bank.

The role of manager is direct, and he has to make the employee to deliver service to the customer, especially needy customers. Hence, the study is revealed the total quality management that leads to the bank performance.

This study found that the total quality managers are influenced by the performance, customer oriented result, society oriented result and financial performance of the bank hence, the employees should adhere the TQM principle in order to utilize the resource properly and to consultative. It helps the employee to perform well in their job. The demands of the customers are leading bank's high development. Bank manager actively seeks to improve employee morale, human resource management and total quality management as well as aiming at reduced source of stress both at work and home through their activities. It will improve their ability to become the employees and it helps to improve the bank performance.

**Scope for Further Research:** The present study is focused on human resource management and total quality management of bank employees. Thus, the employee's opinion is collected. But, other such as customers, satisfaction are not considered for this study. Hence, the future research is necessary to explore other views about the lone of HRM on TQM. This research aims at specifically public sector bank. This will expand the understanding of differences in the public and private banks. There is a need for comparative study between the public sector bank and employees. This research explores the role of human resource management in total quality management on bank employees. Apart from these, variables may be influenced TQM. Further, research should be made to analyse these aspects. This study has been carrying out for the bank employees only. It can be extend to conduct the study on other service sectors like school principals, hotels, tourisms, information technology and etc. Particularly, the sample of same study will be considered. It helps to the generalization of this study.