

ORGANIZATIONAL HR PROCESSES IN COMPLIANCE WITH THE QUALITY MANAGEMENT SYSTEM

Natália VRAŇAKOVÁ

Slovak University of Technology in Bratislava, Trnava, Slovakia
natalia.vranakova@stuba.sk

Zdenka GYURÁK BABEL'OVÁ

Slovak University of Technology in Bratislava, Trnava, Slovakia
zdenka.babelova@stuba.sk

Abstract

The main aim of the article is to present practical examples of HR practices with respect to the quality management system and its standards. A bibliometric analysis was conducted to obtain an overview of research trends in the field of HR management in the context of quality management. The article also presents the connections of HR practices with quality management systems (QMS) with an emphasis on the importance of a process approach in human resource management. The article presents selected human resource management processes such as recruitment, hiring and adaptation. Examples of documents related to human resource management processes are also provided. A standardized job description structure is presented as an output of the job analysis process. An example of a responsibility matrix is provided, defining employee responsibilities, in which their readiness to perform specific work activities, acquired through training, is also recorded.

Keywords: HR, ISO standards, Processes, Quality management system (QMS).

DOI: <https://doi.org/10.24818/beman/2025.15.2-07>

1. INTRODUCTION

Quality management systems (QMS) are an integral part of modern business, as they ensure systematic process management with the aim of achieving high quality products and services. Effective implementation of QMS requires strong support from top management, continuous employee training and clearly defined processes that will enable the achievement of set quality goals.

One of the main factors influencing the effectiveness of QMS is the employees' own approach to quality principles, their commitment and ability to apply these principles in practice. Without active employee involvement, the implementation of QMS may fail, because only well-prepared and motivated employees can effectively implement the set quality procedures. Therefore, it is crucial that personnel processes, such

as performance management, competence development and recruitment, are in compliance with QMS requirements.

Strategic human resource management plays a key role in implementing and maintaining a QMS, as it influences organizational culture and supports continuous improvement. Companies that can effectively integrate human resource (HR) practices with a QMS often experience improved customer satisfaction, reduced errors, and significant increases in process efficiency. It follows that aligning HR management (HRM) with quality principles is essential for the long-term competitiveness and stability of an organization.

2. THEORETICAL BACKGROUND

One of the most widely used methodologies in the field of quality management is Total Quality Management (TQM), which emphasizes continuous improvement and the involvement of all levels of the organization in the quality management process. TQM is recognized as a philosophy that emphasizes continuous quality improvement through various strategies and tools, including the integration of ISO standards (Muruganandham et al., 2023). The historical development of TQM shows its transition from traditional quality management and its adoption in various sectors, reflecting the growing importance of quality initiatives in response to competitive pressures (Harris, 1995). Successful implementation of a quality management system (QMS) according to ISO standards often requires structured documentation and ongoing audits that can lead to immediate quality improvements. (Bialasiewicz et al., 2006). It can be particularly challenging for management of multinational organizations to comply with regulations that vary significantly from region to region. Aligning HR audit technologies with international standards such as ISO 30414 is therefore becoming a must for companies that want to remain competitive and avoid legal and reputational risks (Stefanescu & Marin, 2025). Additionally, organizations implementing ISO standards can benefit from the improvements achieved. Case studies suggest that those organizations that adopt ISO 9001 can achieve significant performance improvements, such as reduced nonconformities and increased efficiency metrics (Velasco Gimeno et al., 2015; Mendes dos Reis et al., 2014). Companies with ISO 9001 certification achieve higher customer satisfaction due to improved product reliability and service quality (Usman et al., 2019). Organizations implementing a QMS based on ISO 9001 can achieve competitive advantage through continuous improvement and enhanced quality management practices (Limon-Romero et al., 2024). The motivation for companies to adopt ISO 9001 is to gain marketing advantages and reduce costs, which are essential for maintaining competitiveness in the market (Santos & Millan, 2013). The key to continuous development within an organization is achieving business excellence. As a result, engaging in and maintaining this quality development cycle is the result of daily personal activity (Alkhafili & Alawadhi, 2023).

Companies that want to effectively prepare for QMS implementation should emphasize leadership commitment, employee education, and systematic approaches to TQM. These areas are key to ensuring management support, continuous employee development, and the use of structured methods to achieve successful QMS implementation.

Strong leadership is essential for the successful implementation of a QMS because it influences the overall quality culture within the organization (Benzaquen & Narro, 2023), whereby top management commitment is identified as a critical success factor for the effective operation of the QMS (Ismyrlis et al., 2015). Training programs should be aligned with the specific needs of the organization to increase the effectiveness of the QMS (Chen et al., 2016) and ongoing education and training are vital for employees to understand and effectively implement quality management procedures (Benzaquen & Narro, 2023). A structured, step-by-step approach to TQM is needed to help organizations navigate the complexities of implementing a QMS (Chen et al., 2016).

The impact of employees on a quality management system (QMS) depends on their active involvement, understanding of quality principles and ability to apply them in their daily work. Employee involvement is crucial for the successful implementation of a QMS, as low engagement can hinder progress and lead to resistance to change, while active participation and feedback from employees contribute positively to organizational improvements and customer satisfaction. (Neves & Salles, 2023). Employee perceptions of a QMS such as ISO 9001 significantly influence their attitudes and behaviors in the workplace, often leading to positive outcomes, and positive perceptions among operational staff can improve organizational control and contribute to a culture of quality (Eve & Sprimont, 2016). Successful QMS integration requires a balance between top-down leadership and bottom-up employee involvement (Derendorf et al., 2024).

Since employees themselves have a strong influence on the quality management system and its implementation, human resource management is also important in this system. Human resource management procedures, such as performance management, competency development and recruitment, must be designed to be in line with TQM requirements, thereby increasing their effectiveness (Wickramasinghe, 2012). A strategic view of human resource management is essential to support TQM initiatives, emphasizing the need for alignment between human resource management practices and quality management (Jimenez-Jimenez & Martinez-Costa, 2009). Companies that effectively integrate human resource management with TQM report improvements in customer satisfaction and complaint handling, which are critical to maintaining quality standards (Verhaert, 1999). Strategic alignment of human resource management with quality objectives facilitates better resource management and supports continuous improvement initiatives (Soltanmohammadi et al., 2021).

Based on the definition of information from the literature, supported by evidence from published studies and based on a review of the content of selected quality standards, we consider that effective setting of HR practices in accordance with quality management systems is essential, because employees directly influence the implementation and maintenance of quality standards. Strategic linking of performance management, competence development and recruitment with TQM principles ensures not only higher process efficiency but also supports a culture of continuous improvement.

3. METHODOLOGY

In the subsequent research, we focused on aligning HR management processes with QMS requirements. The analyses were focused on published outputs in the field of HRM in connection with quality management. The practical applications of process approaches in HRM in the practice of industrial enterprises in Slovakia were also examined. Examples of specific connections and compliance of HR management processes with QMS requirements are given in the Results section.

3.1 Bibliometric analysis of publications in the field of HRM in the context of quality management

As a first step, we performed an analysis of published outputs from the Web of Science database. To filter out relevant publications, we used advanced search in the database using a combination of selected author keywords. The combination of author keywords was chosen according to the area of the problem being addressed as follows: („HRM“ or „Human resource management“ or „HR“) AND („quality management system“ or „quality standards“ or „process approach“). A total of 46 publications were filtered. The top 10 research areas of the publications are shown in Figure 1 below.

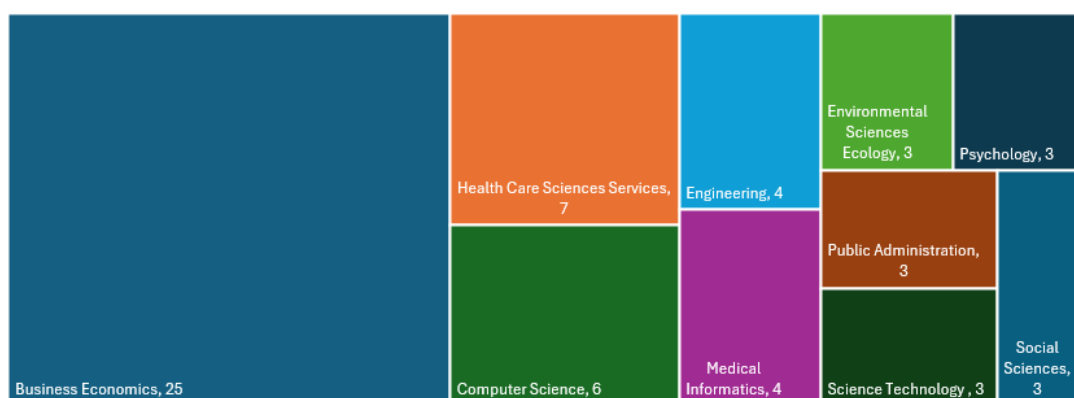


FIGURE 1. RESEARCH AREAS OF ARTICLES
Source: own elaboration, 2025

According to the data in Figure 1, the most articles (25) were published in the field of "Business Economics", followed by "Health Care Sciences Services" (7) and a total of six articles in the field of "Computer Science". Individual articles could be part of several research areas. We can state that the most prominent area is "Business Economics" precisely because effective human resource management directly affects the performance of the company, customer satisfaction and competitive advantage, which are key factors of economic sustainability and growth of organizations. Moreover, business economics is an area that affects all commercial spheres of business regardless of the industry or focus of the professional area. Another characteristic of the filtered publications is shown through the frequencies and individual categories in Table 1.

TABLE 1. NUMBER OF PUBLICATIONS ACCORDING TO THE CRITERIA OF DOCUMENT TYPE AND YEAR OF PUBLICATION

Publication year / Document Type	Article	Proceeding Paper	Review Article	Book Chapters
≤ 2005	0	2	0	0
2006 - 2010	4	2	1	0
2011 - 2015	10	2	0	2
2016 - 2020	11	5	1	1
2021 - 2025	7	0	2	0
Sum	32	11	4	3

Source: own elaboration, 2025

Table 1 shows the number of publications by type and year of publication. The area was most frequently addressed by articles from 2016 to 2020. A total of 3 articles were also book chapters and one article was also published as a conference paper. For this reason, a total of 50 publications are shown in the table.

3.2 Analysis of publications via VOSviewer

The next step was to analyse the filtered publications from the WOS database using VOSviewer software. The analysis in VOSviewer involves the use of keyword co-occurrence analysis techniques to identify relationships between keywords, to create visual representations of co-occurrence maps that help understand the relationships between keywords and thematic areas (Mostafavi et al., 2017). Visualization techniques allow for graphical interpretation of complex data, which facilitates the identification of clusters and research trends in the literature. Figure 2 shows a network visualization of the co-occurrence of keywords and a graphical representation of the relationships between them as an output of the analysis using the VOSviewer software.

The map (Figure 2) is divided into several colored clusters, each representing a specific thematic area. Within the red cluster (bottom left in the image), the most prominent concepts are human resource management, quality management, ISO 9001, productivity, total quality management, work practices and quality assurance. We can therefore say that the cluster focuses on the connection between personnel processes and quality management (including ISO9001) and emphasizes the role of HR in ensuring

quality and increasing productivity through a systems approach. The green cluster (concentrated to the right) focuses on concepts such as human-resource management, firm performance, customer satisfaction, competitive advantage, strategic human resource management. We can therefore highlight HR strategy in the context of business performance and customer satisfaction, suggesting that effective HR strategies support competitive advantage. The blue cluster (shown on the right) highlights concepts such as knowledge, health systems, quality improvement, policy and care. The terms resulting from the above cluster are focused on knowledge management, implementation of quality systems (in healthcare and public administration), including improvement of quality processes. The cluster in the middle, upper part of the Figure 2 is the yellow cluster and among the prominent concepts includes innovation, motivation, employee perceptions, leadership, attitudes. The yellow cluster thus highlights the importance of innovative approaches and employee motivation as key factors in implementing quality systems and improving organizational performance.

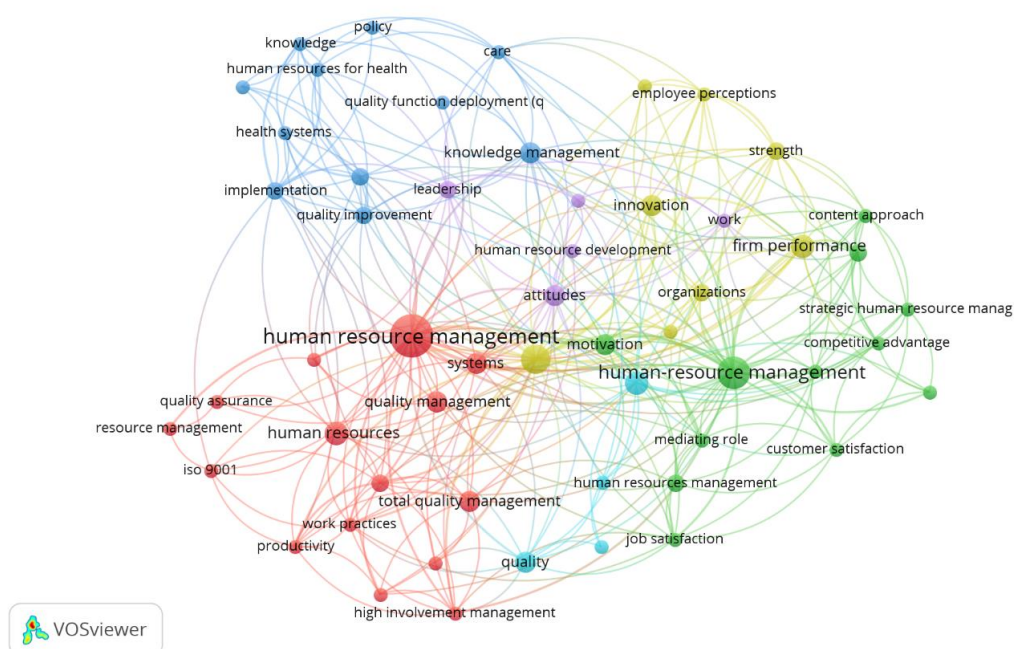


FIGURE 2. KEYWORD ANALYSIS VIA VOSVIEWER
Source: own elaboration, 2025

In terms of node size, human resource management is the largest, indicating that this term dominates the majority of filtered publications. ISO 9001 is also a significant node, indicating its essential role in publications related to HR and quality. It is also possible to define thicker and more numerous lines between human resource management, quality management and ISO 9001, which indicate strong links. The links between firm performance and customer satisfaction point to the impact of HR processes on the overall success of organizations. The fact that ISO 9001 implementation is directly related to improving

quality and processes is demonstrated by the proximity of the ISO 9001, quality assurance and productivity nodes. The need for strong leadership and innovation in increasing employee engagement is demonstrated by the proximity of the leadership and innovation nodes, which are closely linked to employee perceptions and motivation. In conclusion, we can therefore conclude that the implementation of ISO 9001 in the context of HR management is a dominant topic.

4. RESULTS

When presenting the results of the study, we focused on the practical application of the process approach in accordance with quality standards such as ISO 9001, IATF or VDA in companies in Slovakia. Specific procedures for selected basic personnel processes within organizations are presented. The names of the organizations are not published to secure their anonymity.

4.1 Job analysis and job description

A job description is the result of a job analysis. The job analysis process ensures that job descriptions are aligned with the competencies and expectations of the role, which may differ from what is traditionally stated in the literature (Carliner, et al, 2015). Job descriptions are a structured format for describing job responsibilities that can be useful in various human resource management processes, such as recruitment and selection, adaptation, or training. Job descriptions are key from the perspective of a process approach and quality management, as they ensure a clear definition of tasks, responsibilities, and requirements for an employee, which supports effective management of work processes. This description allows for the standardization of recruitment and selection processes, thereby minimizing errors in hiring and increasing the likelihood of selecting a suitable candidate. In addition, accurate job specification contributes to the continuous improvement of work quality and overall organizational performance in accordance with the requirements of quality standards.

The following Table 2 contains a sample job description.

Table 2 presents standard job description items, emphasizing the importance of a process approach and quality management. The process approach is reflected in clearly defined tasks and responsibilities, which are designed to ensure the smooth and efficient flow of the provided processes in accordance with corporate policy.

TABLE 2. JOB DESCRIPTION

Job description		
1. Job position		
1.1 Job title:	Title of job position	
1.2 Employee:	Name and surname	
1.3 Department:	Name of department	
2. Specific requirements / qualification profile		
2.1 Qualification	Required degree in relevant field of education and/or previous experience in this position.	
2.2 Knowledge	Required specific knowledge.	
3. Organizational integration		
3.1 Superior function:	Concrete function	
3.2 Subordinate function:	Concrete functions	
3.3 Representative for (function):	Concrete function	
3.4 Represented by (function):	Concrete function	
4. Job objective		
The goal of the job.		
5. Main tasks		
Description of main tasks.		
6. Special responsibility		
Providing information that is relevant to employees for their work; Relevant documentation (employee personal files, labor code, etc.).		
7. Special authorizations		
7.1 Decision-making authority	Within the position.	
7.2 Signatory authority	Within the position.	
8. Information		
8.1 Information need:	From the concrete position.	
8.2 Transfer of information:	To the concrete position.	
9. Other notes		
Date:	Date:	Date:
Employee:	Specialist department:	HR department:

Source: own elaboration according to internal company documents, 2025

An important part of the job is also the special responsibility for providing relevant information and maintaining sensitive documents in accordance with legal regulations, which is directly related to compliance with the principles of quality management. Overall, this description underlines the need for systematic and high-quality management of the provided processes that support the strategic goals of the company.

4.2 Recruitment and selection of employees

A process approach to recruiting and selecting employees is important because it ensures standardization and consistency of procedures, which is essential for compliance with quality standards such as ISO 9001. This approach will allow identifying and eliminating inefficient steps, thereby increasing the efficiency and transparency of the recruitment process. Properly set processes also ensure that the organization selects candidates with competencies that match the strategic goals of the company and quality requirements. The result is increased employee and customer satisfaction, which contributes to the long-term sustainability and competitiveness of the organization.

An example of a process standard for recruiting employees is shown in Figure 3.

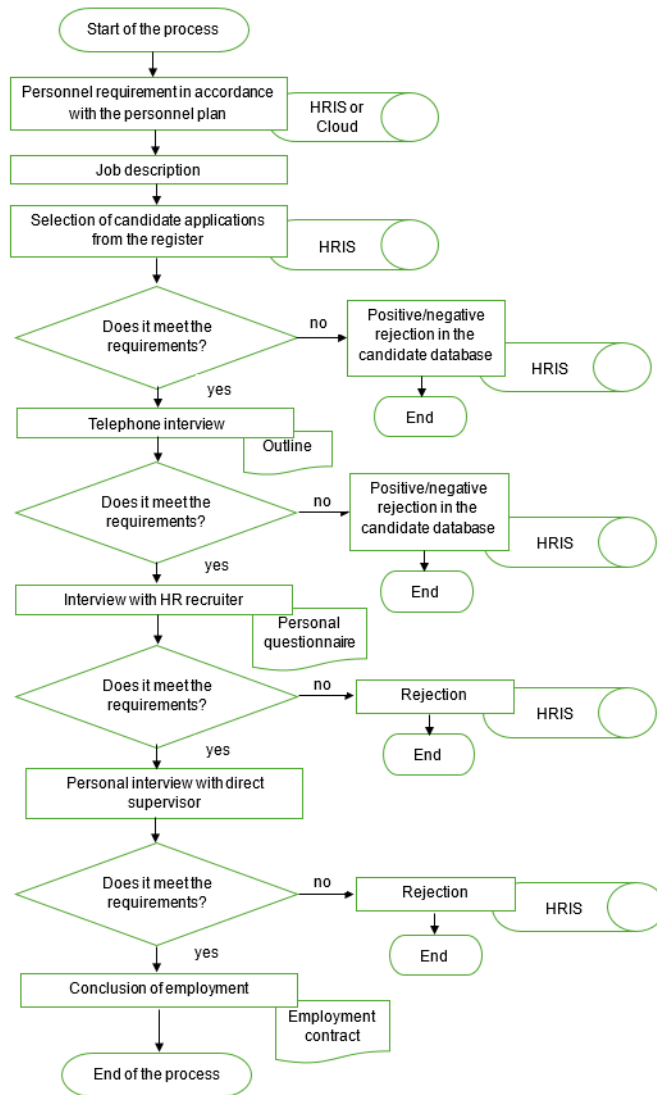


FIGURE 3. EMPLOYEE ACQUISITION PROCESS STANDARD FLOWCHART

Source: own elaboration according to internal company documents, 2025

Figure 3 shows a flowchart of the process standard and process approach for employee selection. The diagram clearly shows the individual phases of the recruitment process, with each phase designed to promote standardization, consistency, and efficiency aligned with quality standards. The process begins with the identification of personnel requirements in accordance with the personnel plan, with the data stored in the Human Resource Information System (HRIS) system or in the cloud. This is followed by the definition of a job description that specifies the requirements for the position.

The next step is to select candidates from the database, followed by a check if they meet the requirements. If not, the process ends for them with an appropriate update in the database. If the conditions are met, a telephone interview takes place, followed by another assessment of the candidate. If

the candidate meets the requirements, he/she continues to an interview with an HR recruiter and then to a personal interview with the direct supervisor.

Each phase contains a decision point where the fulfilment of the requirements is assessed; in case of failure, the candidate's application is rejected and the process ends for him. If the candidate successfully passes all phases, the process culminates in the conclusion of an employment contract and the completion of the recruitment process. The complete flow chart also includes responsible persons, with responsibilities within this process falling on the organizational unit that identifies the need to fill the vacant position, the personnel department and HR recruiter, and the candidate himself. This diagram reflects a process approach that supports systematicity and quality in human resources management in accordance with ISO standards.

Figure 4 contains an example of a graphical representation of a process approach for hiring employees, which is an output of the employee selection process.

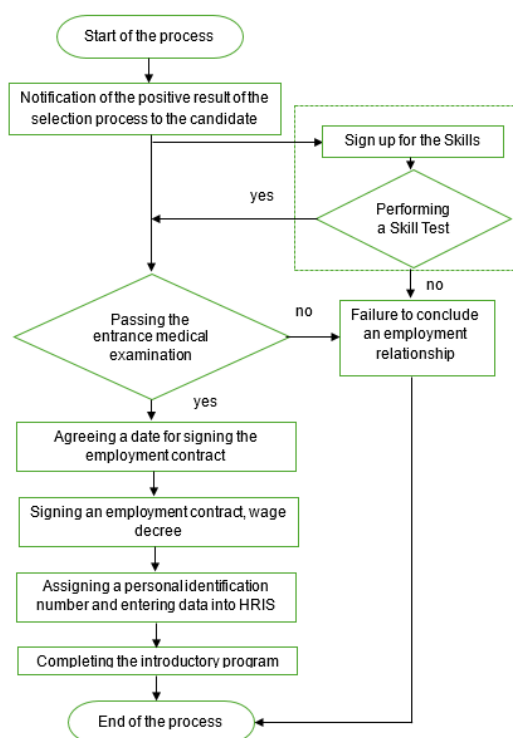


FIGURE 4. HIRING PROCESS STANDARD FLOWCHART

Source: own elaboration according to internal company documents, 2025

Figure 4 shows a flow chart of the process standard and process approach in the recruitment process. The diagram describes in detail the individual steps that follow the successful completion of the selection procedure. The process begins with informing the candidate about the positive result of the selection. If necessary (for production employees), the candidate takes a skill test, which serves to verify his professional abilities. Failure to pass the test leads to the termination of the process without concluding an employment relationship.

If the candidate successfully passes the test, he/she continues to the entrance medical examination, which is crucial for verifying his/her health. After successfully passing it, a date for signing the employment contract is agreed. Subsequently, the employment contract and wage decree are signed. The next step is the assignment of a personal identification number and entry of data into the HRIS system.

The process is concluded by completing an initial training program, which ensures a smooth integration of the employee into the company. The complete flow chart also includes responsible persons, which include personnel department employees, occupational health service, personnel development employees and the applicant. The above diagram reflects a process approach that ensures standardized and high-quality management of the recruitment process in accordance with quality standards, such as ISO 9001.

4.3 Employee adaptation

Employee adaptation is essential in the context of quality management, as it ensures their quick and effective integration into the work process, thereby minimizing initial errors and increasing productivity. Systematic onboarding (example in Table 3) according to quality principles also supports the standardization of procedures, thereby contributing to stability, employee satisfaction and continuous improvement of organizational performance. The table contains not only an overview of the steps of the employee adaptation process but also the content of the individual steps.

TABLE 3. OVERVIEW OF STEPS IN THE ADAPTATION PROCESS

Step	Content	Responsible
1. Introduction to the company and its operations	<ul style="list-style-type: none"> • Basic information about production and company portfolio • Technical and material equipment • Key business partners (suppliers, customers) • Organizational structure and management system 	HR Department
2. Familiarization with internal organization and policies	<ul style="list-style-type: none"> • Entry procedures and safety measures • Occupational safety, fire protection, and working hours • Compensation system and employee benefits • Social programs and working conditions 	HR Department
3. Defining job responsibilities and competencies	<ul style="list-style-type: none"> • Job description, scope, and hierarchy • Connection of tasks with other departments • Employee rights and responsibilities 	HR Department
4. Preparing the team for the arrival of a new employee	<ul style="list-style-type: none"> • Introduction of the new colleague's personality and professional background • Information about education and experience • Definition of job tasks and competencies 	Direct Supervisor
5. Integration into the workplace	<ul style="list-style-type: none"> • Basic information about the work environment • Team structure and size • Introduction of a mentor and colleagues 	Direct Supervisor
6. Job-specific training	<ul style="list-style-type: none"> • Practical onboarding and training • Demonstration of key job tasks • Trial performance of assigned duties 	Direct Supervisor
7. Evaluation of the onboarding process	<ul style="list-style-type: none"> • Assessment of job performance and efficiency • Level of team integration • Evaluation of independent task handling 	Direct Supervisor

Source: own elaboration according to internal company documents, 2025

Onboarding a new employee (Table 3) is a systematic process that ensures their effective integration into the work environment and rapid adaptation to work tasks. This process is in line with the principles of process management, which emphasize continuous improvement, clearly defined procedures, and measurable outcomes.

The table divides onboarding into seven logical steps, each step representing a separate phase of the process with specified responsibilities and expected results. The process approach is reflected in its structure, focus on quality and measurability (assessment of the adaptation process). An important aspect of standardizing the adaptation process can be considered that the responsibilities of the direct supervisor and the HR representative are clear.

This systematic approach helps organizations increase the efficiency of new employee onboarding, reduce turnover, and enhance the quality of the work environment, which contributes to the long-term stability and performance of the organization.

An essential part of the adaptation process assessment is the scale of assessment of individual criteria (from insufficient to exceptional), a more detailed description and justification of the assessment, a proposal for continuation/termination of the employment relationship, activities necessary for further development and improvement of weaknesses, and the employee's own statement.

4.4 Employee training

The employee training process is key to a quality management system because it ensures that employees understand standards, procedures and expectations, thereby minimizing errors and increasing efficiency. Continuous learning supports innovation, adaptability and process improvement, which is the basis of the principle of continuous improvement (Kaizen) in quality. For example, implementing ISO 10015 can help organizations improve efficiency and performance through better management of employee training and development (Lin et al, 2010). Important aspects in implementing training management systems according to ISO 10015 are the analysis and documentation of competency requirements, which are regularly reviewed. (Haghpanah & Barkhordari, 2010).

Clearly defined competencies and regular knowledge updates minimize errors, increase process efficiency, and support continuous quality improvement in the organization.

Employee training is essential for a proper understanding of the responsibilities defined in the Responsibility Matrix (Table 4), ensuring that each employee knows exactly what tasks they are responsible for and how they contribute to the quality management system.

TABLE 4. RESPONSIBILITY MATRIX – AN EXAMPLE

Updated: DD.MM.YYYY

		Matrix Table	Department					
	1	Primary responsibility	Work activity 1	Work activity 2	Work activity 3	Work activity 4	Work activity 5	...
	2	Secondary responsibility						
	3	Tertiary responsibility						
		Not trained						
		In training						
		Trained						
		Maternity leave						
Office	Name and Surname	Managerial position	2	2	2	2	2	2
	Name and Surname	Specialist position	1	1	1	1	1	1
	Name and Surname	External company	2	2	2	2	2	2

Source: own elaboration according to internal company documents, 2025

This Responsibility Matrix template (Table 4) shows the division of responsibilities within a department according to individual areas (basic work activities). The matrix defines primary (1), secondary (2) and tertiary (3) responsibilities for each employee. The colors also express the level of training of the employee - red (untrained), blue (in training), green (trained) and yellow (maternity leave). This system ensures a clear definition of responsibilities and minimizes the risk of errors. At the same time, it supports the continuity of processes and effective quality management in the relevant area.

5. DISCUSSION AND CONCLUSION

A well-implemented QMS can provide strategic benefits such as profit growth and improved customer loyalty, but these benefits require active involvement and proper use of the system by management (Urban, 2012). Effective human resource management practices contribute to the successful implementation of quality management systems, thereby improving organizational capabilities (Uysal, 2010). Clearly defined job descriptions play a significant role in the effectiveness of quality management systems by defining roles, responsibilities and work processes. Appropriately set organizational structures, communication and job design support employee accountability and contribute to the successful implementation of quality management procedures.

A process-based approach to recruitment and selection plays a key role in making informed decisions and improving the candidate experience. Focusing on these aspects allows organizations to more effectively manage recruitment strategies and achieve better results in talent acquisition. A transparent and efficient recruitment process can lead to better candidate engagement and retention (Patala & Bruce, 2018). Providing adequate information to candidates about job tasks and expectations can reduce turnover and improve overall employee satisfaction (Adisa et al., 2017).

The role and responsibility matrix prevents duplication of functions, speeds up decision-making and increases accountability. The role and responsibility matrix is based on more extensive job descriptions, which ensure a clear definition of duties and roles (Eremenko et al., 2018).

Similarly, employee engagement is an important process in quality management systems by supporting quality assurance, increasing employee engagement, and fostering a culture of continuous improvement. Organizations with ISO certifications demonstrate better management of human resource practices that include effective recruitment and employee engagement strategies (Hassan, 2010).

The theoretical contribution of the article lies in expanding knowledge about the connection of HR practices with quality management systems (QMS) and emphasizes the importance of a process approach in human resource management. It analyses how the strategic alignment of HR processes with TQM principles increases organizational efficiency, improves employee performance, and supports a culture of continuous improvement. As part of the practical contribution, the article offers specific examples of HR processes that are set up in accordance with the process approach and QMS principles. These examples can serve as practical guidance for organizations that want to optimize their HR processes to increase efficiency, eliminate duplication, and ensure consistent quality management. The implementation of these procedures leads to better employee engagement, reduced error rates, and overall improved organizational performance.

The limits of the article may lie in its dependence on specific organizational contexts, which means that the proposed HR processes may not be universally applicable in all companies (depending on the sector), as the models came mainly from industrially oriented companies. Another limitation is the processing of only selected HR processes, while areas such as change management, talent management or employee evaluation could provide a broader view of the connection between HR and quality management systems. Future research could focus on the broader integration of HR processes into quality management systems, especially in areas such as change management, talent management, and employee evaluation. Another possibility is an empirical analysis of the impact of process-driven HR practices on organizational performance and employee satisfaction, or a comparative study of different industries to identify the most effective approaches to linking HR and quality.

ACKNOWLEDGEMENT

This article was written with the support of the Cultural and Educational Grant Agency of the Ministry of Education, Research, Development and Youth of the Slovak Republic as a part of the project No. KEGA 025STU-4/2023 "Building the Modular Laboratory for the Development of Management Systems Auditing Skills".

REFERENCES

- Adisa, T. A., Osabutey, E. L. C., Gbadamosi, G. & Mordi, C. (2017). The challenges of employee resourcing: The perceptions of managers in Nigeria. *Career Development International*, 22(6), 703–723. <https://doi.org/10.1108/CDI-01-2017-0003>.
- Alkhafili, M. A. W. & Alawadhi, A. M. (2023). Application and implementation of TQM within the federal authority for identity (ICP)—UAE. *Business Excellence and Management*, 13(1), 113–125. <https://doi.org/10.24818/beman/2023.13.1-07>.
- Benzaquen, J. B. & Narro, J. P. (2022). Total quality management in Peruvian goods companies during the COVID-19 pandemic. *Benchmarking: An International Journal*, 30(5), 1536–1561. <https://doi.org/10.1108/BIJ-09-2021-0529>.
- Bialasiewicz, A. A., Breidenbach, K., Ganesh, A., Al-Saeidi, R. & Ganguly, S. S. (2006). Conceiving and implementing an ISO 9001:2000 quality management system: Quality improvement and efficiency increase over 3 years at the Dept. Of Ophthalmology, Sultan Qaboos University in Oman. *Ophthalmology*, 103(10), 877–87. <https://doi.org/10.1007/s00347-006-1375-y>.
- Carliner, S., Castonguay, C., Sheepy, E., Ribeiro, O., Sabri, H., Saylor, C. & Valle, A. (2015). The job of a performance consultant: A qualitative content analysis of job descriptions. *European Journal of Training and Development*, 39(6), 458–483. <https://doi.org/10.1108/EJTD-01-2015-0006>.
- Derendorf, L., Kusch, M., Stock, S. & Lemmen, C. (2024). Assessing the implementation of a comprehensive quality management system for cross-sectoral psycho-oncology in Germany. *Journal of Healthcare Quality Research*, 39(1), 32–40. <https://doi.org/10.1016/j.jhqr.2023.10.007>.
- Eremenko, S. P., Kryukova, M. S. & Kalinina, E. S. (2018). Roles and responsibilities matrix in the university's system of quality management. V D. B. Solovev (Ed.), *Proceedings of the International Scientific Conference Far East Con (ISCFEC 2018)* (Roč. 47, s. 1224–1227). Atlantis Press. <https://www.webofscience.com/wos/woscc/full-record/WOS:000679066800277>.
- Eve, A. & Sprimont, P.-A. (2016). Perceptions and attitudes relating to ISO 9001: An Investigation with operational personnel. *Comptabilite Controle Audit*, 22(1), 27–52. <https://doi.org/10.3917/cca.221.0027>.
- Haghpahan, P. & Barkhordari, N. (2010). Challenges of Iranian quality assurance managers for human resources development. *EDULEARN10 Proceedings*, 4379–4386. 2nd International Conference on Education and New Learning Technologies.
- Harris, C. (1995). The evolution of quality management—An overview of the TQM literature. *Revue Canadienne Des Sciences De L Administration-Canadian Journal of Administrative Sciences*, 12(2), 95–105.
- Hassan, A. (2010). Linking quality assurance to human resource management: A study of SMEs in Malaysia. *International Journal of Quality & Reliability Management*, 27(6), 641–657. <https://doi.org/10.1108/02656711011054533>.
- Chen, C., Ancheta, K., Lee, Y.-D. & Dahlgard, J. J. (2016). A stepwise ISO-based TQM implementation approach using ISO 9001:2015. *Management and Production Engineering Review*, 7(4), 65–75. <https://doi.org/10.1515/mper-2016-0037>.

- Ismyrlis, V., Moschidis, O. & Tsiotras, G. (2015). Critical success factors examined in ISO 9001: 2008-certified Greek companies using multidimensional statistics. *International Journal of Quality & Reliability Management*, 32(2), 114-131. <https://doi.org/10.1108/IJQRM-07-2013-0117>.
- Jimenez-Jimenez, D. & Martinez-Costa, M. (2009). The performance effect of HRM and TQM: A study in Spanish organizations. *International Journal of Operations & Production Management*, 29(11-12), 1266-1289. <https://doi.org/10.1108/01443570911005992>.
- Limon-Romero, J., Garcia-Alcaraz, J. L., Sanchez-Lizarraga, M. A., Gastelum-Acosta, C., Baez-Lopez, Y. & Tlapa, D. (2024). Implementing a quality management system based on ISO 9001:2015 standard: Modeling the enablers' relationships. *IEEE ACCESS*, 12, 195174-195187. <https://doi.org/10.1109/ACCESS.2024.3520892>.
- Lin, W. T., Wu, Y. C., Tung, C. L., Huang, M. R. & Qin, R. S. (2010). Establishing ISO 10015 accreditation system performance model for domestic enterprises. *Expert Systems with Applications*, 37(6), 4119-4127. <https://doi.org/10.1016/j.eswa.2009.11.013>.
- Mendes dos Reis, J. G., Machado, S. T., de Oliveira Costa neto, P. L., Monteiro, R. & Sacomano, J. B. (2014). Supply chain quality management in agribusiness: An approach of quality management systems in food supply chains. V B. Grabot, B. Vallespir, S. Gomes, A. Bouras, & D. Kiritsis (Ed.), *Advances in Production Management Systems: Innovative and Knowledge-Based Production Management in a Global-Local World, APMS 2014, PT III (Roč. 440, s. 497-504)*. Springer-Verlag Berlin. <https://www.webofscience.com/wos/woscc/full-record/WOS:000360158500062>.
- Muruganandham, R., Venkatesh, K., Devadasan, S. R. & Harish, V. (2023). TQM through the integration of blockchain with ISO 9001:2015 standard based quality management system. *Total Quality Management & Business Excellence*, 34(3-4), 291-311. <https://doi.org/10.1080/14783363.2022.2054318>.
- Mostafavi, I., Osareh, F. & Tavakkolizadeh Ravari, M. (2017). Analysis on the structure of KIS scientific words and concepts based on social network analysis in the "Web of Science" database (1993-1997 and 2009-2013). *Research on Information Science and Public Libraries*, 23(2), 237-264.
- Neves, N. G. da S. & Salles, D. M. R. (2023). The influences of engagement on the perception of quality management systems in the oil and gas industry. *Sistemas & Gestao*, 18(3), 197-207. <https://doi.org/10.20985/1980-5160.2023.v18n3.1827>.
- Patala, T. & Bruce, A. (2018). Developing an integrated, motivation-driven competence development framework for enhanced talent acquisition process. V L. G. Chova, A. L. Martinez, & I. C. Torres (Ed.), *EDULEARN18: 10th International Conference on Education and New Learning Technologies* (s. 396-402). Iated-Int Assoc Technology Education & Development. <https://www.webofscience.com/wos/woscc/full-record/WOS:000530893700056>.
- Santos, G. & Millan, A. L. (2013). Motivation and benefits of implementation and certification according ISO 9001—The Portuguese Experience. *International Journal for Quality Research*, 7(1), 71-85.
- Soltanmohammadi, A., Ardakani, D. A., Dion, P. A. & Hettiarachchi, B. D. (2021). Employing total quality practices in sustainable supply chain management. *Sustainable Production and Consumption*, 28, 953-968. <https://doi.org/10.1016/j.spc.2021.07.013>.
- Stefanescu, A. & Marin, D. (2025). Ethical dimensions of human resources auditing in the digital era. *Business Excellence and Management*, 15(1), 28-38. <https://doi.org/10.24818/beman/2025.15.1-03>.
- Urban, W. (2012). ISO 9001 as a tool for supporting strategic advantages. *Transformations in Business & Economics*, 11(3), 57-71.

- Usman, M., Shafiq, M., Savino, M., Rashid, Z., Yehya, M. I., Naqvi, A. A., Iqbal, S. & Menanno, M. (2019). Investigating the role of QMS implementation on customers' satisfaction: A case study of SMEs. *IFAC Papersonline*, 52(13), 2032–2037. <https://doi.org/10.1016/j.ifacol.2019.11.504>.
- Uysal, G. (2010). TQM awards: Which are acquainted? V D. Vrontis, Y. Weber, H. R. Kaufmann, & S. Tarba (Ed.), 3rd Annual Euromed Conference of the Euromed Academy of Business: Business Developments Across Countries and Cultures (s. 1165–1171). Euromed Management. <https://www.webofscience.com/wos/woscc/full-record/WOS:000299120600077>.
- Velasco Gimeno, C., Cuerda Compes, C., Alonso Puerta, A., Frias Soriano, L., Cambor Alvarez, M., Breton Lesmes, I., Pla Mestre, R., Izquierdo Membrilla, I. & Garcia-Perisi, P. (2015). Implementation of a quality management system in a nutrition unit according to ISO 9001:2008. *Nutricion Hospitalaria*, 32(3), 1386–1392. <https://doi.org/10.3305/nh.2015.32.3.9403>.
- Verhaert, I. (1999). The European Foundation for Quality Management (EFQM) model as a business model in Raffinerie Tirlémontoise SA. *Zuckerindustrie*, 124(3), 209–212.
- Wickramasinghe, V. (2012). Influence of total quality management on human resource management practices: An exploratory study. *International Journal of Quality & Reliability Management*, 29(8), 836–850. <https://doi.org/10.1108/02656711211270324>