

The Role of Human Resource Slack on the Total Quality Management Implementation

"An Empirical study at College of Administration and Economics / University of Duhok"

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ABSTRACT

This study aimed to find the level of the human resource (HR) Slack, and investigate its impacts on implementing Total Quality Management (TQM) as perceived by teaching board members at college of administration and economic / university of Duhok.

The study adopted the descriptive approach, and utilized a questionnaire for data collection. The sample of the study consisted of (69) teaching board members whom were selected randomly from the study population during the academic year 2017/2018.

The findings of the study indicated that, there was a significant negative relationship at ($\alpha \leq 0.05$) between the level of HR Slack and the level of TQM implementation. Furthermore, there was a statistically significant impact of HR slack as independent variables on the depended variables (team working, continuous improvement ,Customer Focus , and employee involvement) with default significance at ($\alpha \leq 0.05$).

In light of the findings , the study presents a set of suggestions including ; the necessity of reducing HR slack by spreading the culture of compliance with the rules and regulations work and the official working hours between the employees of the surveyed college included in the research , whatever their job location ,as well as ,the top management of the surveyed college should consider TQM as a priority in its interests, and involving the surveyed college to TQM implementation at all levels.

Keywords: Organizational Slack, Human Resource Slack, Total Quality Management, Team working, Continuous Improvement, Customer Focus, Employ Involvement.

1. Introduction

HR slack is a contemporary concept that is widely taken up by a number of authors and researchers in human resources management and organizational behavior literature, and recognized as an important form of slack that effects many of organizational outcomes. This concept concern with poor planning, poor management, lack of ability to invest in the capabilities of human resources, and lack of understanding some situations and circumstances experienced by human resources .

On the other hand , in the dynamic changing business environment influenced by globalization, organizations are paying more attention to developing and optimizing their management practices, and TQM as a key factor for organization success has been well recognized. Many organizations around the world have been applying TQM principles as wide process-oriented philosophy that requires changes in team working ,Continuous Improvement, Customer Focus, and employee involvement to stay competitive and to be able to respond to globalization and the updated business trends.

Scholars put forward various propositions to explain the link between HR slack and organizational outcomes , including : positive, negative, linear and curvilinear in direction and form. Thus, the present

study will analysis the role of HR slack as a determinate of TQM implementation to determine the nature and direction of this role.

The other section of this paper is structured as follows: section 2 deals with the methodology of the study, section 3 covers a detailed literature review on the subject matter, with more emphasis on the theoretical underpinnings of the concept of the study variables, section 4 covers results and findings, section 5 deals with the discussion of the results, and finally section 6 presents conclusions and suggestions.

2. METHODOLOGY

2.1 PROBLEM AND QUESTIONS OF THE STUDY

Scholars confirm that HR plays a vital role in the success of implementing TQM(Wickramasinghe ,2012 ; Abdullah et al., 2009;Spillane ,2009; Kumar ,2012). Thus, any level of HR slack will reflected in the implementation of TQM.And through the work of the researcher at the college of administration and economics / university of Duhok, he felt the existence of certain levels of HR slack in all managerial levels, which may reflected directly on the implementation of the modern managerial practices , as one dimension of TQM. Therefore, The study problem stems from the need to analyze the effects of HR slack on TQM implementation at the surveyed college , and the study problem can be formulated in the following questions:

- **WHAT IS THE LEVEL OF HR SLACK AND TQM IMPLEMENTATION IN THE COLLEGE OF ADMINISTRATION AND ECONOMICS / UNIVERSITY OF DUHOK , FROM THE TEACHING STAFF MEMBERS' POINT OF VIEW?**
- **TO WHAT EXTENT IS HR SLACK RELATED TO TQM IMPLEMENTATION IN THE COLLEGE OF ADMINISTRATION AND ECONOMICS / UNIVERSITY OF DUHOK?**

- **IS THERE ANY SIGNIFICANT IMPACT OF HR SLACK ON THE LEVEL OF TQM IMPLEMENTATION IN THE COLLEGE OF ADMINISTRATION AND ECONOMICS / UNIVERSITY OF DUHOK?**

2.2 OBJECTIVES OF THE STUDY

This study aims to achieve the following objectives:

- Determine the level of HR slack in the college of administration and economics /university of Duhok?
- 2.Determine the extent to which the principles of TQM are implemented at the college of administration and economics /university of Duhok
- View the role of HR slack on the TQM implementation at the college of administration and economics /university of Duhok.

2.3 IMPORTANCE OF THE STUDY

The current study is a modest contribution to the literature of HR slack and TQM by extending previous studies, and analyzing the impact of HR slack on implementing TQM. The study is expected to serve as research deeping in the relationship between HR slack and implementing TQM in high education sector, where most prior researches focused on implementation of TQM in industrial sector, hoping that the results of the study will provide the leaders of the surveyed college with information to find out how to deal with HR slack, as well as assist them to recognize the potential of TQM implementation.

2.4 THEORETICAL FRAMEWORK AND HYPOTHESES OF THE STUDY

Figure (1) shows the theoretical framework of the study, which is developed based on the theoretical and conceptual framework. The proposed model contains two main variables: The first is HR slack as an independent variable, and the second is TQM as a depended variable, which consists of four principles,

namely: Team working, Continuous improvement, Customer Focus , and employee involvement .

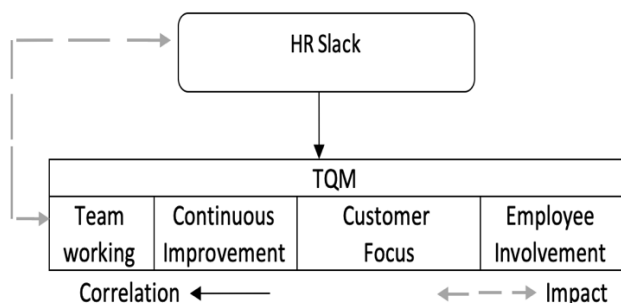


Figure (1): Theoretical framework of the study

The following hypotheses emerge from the proposed model of the study:

- First main hypothesis (H01): There is no statistically significant relationship between HR slack and TQM at ($\alpha \leq 0.05$) in the surveyed college.

From the first main hypothesis there are four sub-hypothesis as follows:

- H01_a: There is no statistically significant relationship between HR slack and Team working at ($\alpha \leq 0.05$).
- H01_b: There is no statistically significant relationship between HR slack and Continuous Improvement at ($\alpha \leq 0.05$).
- H01_c: There is no statistically significant relationship between HR slack and Customer Focus at ($\alpha \leq 0.05$).
- H01_d: There is no statistically significant relationship between HR slack and employee involvement at ($\alpha \leq 0.05$).
- Second main hypothesis (H02): There is no statistically significant impact of HR slack on implementing TQM at ($\alpha \leq 0.05$) in the surveyed college.

From the second main hypothesis there are four sub-hypothesis as follows:

- H02_a: There is no statistically significant impact of HR slack on implementing team working at ($\alpha \leq 0.05$).
- H02_b: There is no statistically significant impact of HR slack on implementing Continuous Improvement at ($\alpha \leq 0.05$).
- H02_c: There is no statistically significant impact of HR slack on implementing Customer Focus at ($\alpha \leq 0.05$).
- H02_d: There is no statistically significant impact of HR slack on implementing employee involvement at ($\alpha \leq 0.05$).

2.5 DATA COLLECTION INSTRUMENT

Primary data for this study were collected from respondents using a questionnaire consists of three basic parts as follows: First Part contain at the demographic characteristics of respondents; the second part was devoted to measuring HR slack which consist of (16) item supplied from different studies and researches such as (Moovendhan,2015), (Othman , 2017), and(Wefald et al.,2010);the third part was devoted to measuring TQM which consists of (16) items developed by the researcher based on different studies and researches such as(Munizu ,2013), (Esin and Olcay ,2014) , And (Al-Damen , 2017).

The research depend on a 5-points Likert scale ranging from strongly disagree (1) to strongly agree (5).In order to ascertain the ability of the questionnaire to measure the variables of the study, Reliability of the questionnaire was measured using the Cronbach's Alpha. The values of Cronbach's Alpha where (0.97) at the total level of the scale, (0.97) for HR slack, and (0.96) for Total Quality management for HR,thus, it can be concluded that the measures have an acceptable level of reliability .The Kolmogorov-Smirnov Test was applied to ensure that the collected data follow the normal distribution, The results of the analysis showed that the

calculated P-Values were 0.952 and 0.154 for both HR slack and TQM, respectively, Both values were higher than the value of the significant level of the study ($\alpha \leq 0.05$), thus, it can be concluded that the collected data follows normal distribution, and the conditions for statistical analysis are applicable on it.

The collected data have been analyzed by using various statistical techniques such as: Mean, Standard Deviations, Coefficient of Agreement, Person Correlation Coefficients, and Regression Analysis. The Statistical Package for Social Science (SPSS) was used.

3. LITERATURE REVIEW

3.1 THE CONCEPT OF HR SLACK AND ITS EFFECTS

The term "Organizational Slack" is first coined by March and Simon (1958), however organization theorists Barnard (1938) and Thomson (1967) long before have argued that Manager's role is to deploy slack to protect the core of the organization from external environmental pressure (Moovendhan, 2015:15). In contemporary organizations, the organizational slack can be configured in a variety of ways, and there is a wide field of its application in organizations, where there is financial slack, customer relationship slack, operational slack, and HR slack (Dallabona & Beuren, 2017).

Among the different types of organizational slack addressed in the literature, the focus of this study is on the HR slack that has steadily generated scholarly attention. The emergence of HR slack is explained by the process of learning how to make current operation more effectively (Goerzen & Beamish, 2007).

HR slack is defined as "the specialized and skilled human resources that are rare and absorbed that need to be protected by the manager as they are prone to attrition and poaching" (Voss et. al, 2008:147-164). In a definition that has been commonly used (Titus and

Welbourne, 2015:2) define it as "the number of employees needed to generate a given unit of sales". Another definition describes HR as "the number of surplus sailors relative to the number required by the capacity (tonnage) of the ship" (Sgourev and Lent, 2017:1295).

According to (Othman, 2017:400-401), the concept of HR slack was associated with the unwillingness of the HR to work, laziness, negligence and the resulting lack of achievement of the organization's objectives and the slow progress in achievement, as well as the lack of optimal investment of the resources, absence and delay in the permanence, and all lead to decrease the productivity of HR and their performance, and thus decrease the productivity of the organization.

For the purpose of the current study, the researcher presents the operational definition for HR slack as the human resource loss of motivation towards work, failure to perform the duties entrusted to them with the seriousness required, and show laziness and acceptance of low levels of performance.

Regarding the effects of HR slack, the results of the previous studies showed a direct effects of HR slack in many organizational outcomes (e.g. performance, innovation, profitability, speed of respond to environmental complexities, strategic behavior, and competitive advantage). However, these results were not uniform as to whether the effect was positive or negative (Fonseka et al., 2013:279-306; Titus, and Welbourne, 2015; Sgourev and Lent, 2017:1294).

Some results of previous studies suggested that HR slack has a generally positive impact on organizational outcomes as it leads to innovations, relaxes the control and serves as a fund that may be used even in uncertain situations, enables organisations to respond to environmental changes, And also represents the degree to which uncommitted

resources are available for the organization (Lecuona & Reitzig, 2014; Richtner and Ahlstrom, 2006; Azizi and Nematollahi, 2010; Fonseka, 2013) .

In constraint , others indicated that HR slack has negative impact on organizational outcomes as excess human resources in the organization , from a certain point, can fail to have a positive impact on innovation , minimize performance , lead to inefficiency, breeds complacency ,and discourages entrepreneurial management styles, which in turn have a direct effect on organizational growth ((Dreyer and Gronhaug ,2004; Yang, Wang and Cheng (2009); Azizi and Nematollahi,2010:1458; Bradley et al., 2011).

While the results of other studies showed that HR slack has an optimal amount and because of its U-shaped format in its relationship with organizational outcomes more or less than this optimal point can have an adverse impact on organizational outcomes. Too little slack is as harmful for organizational outcomes as too much. Reaching to this optimal amount also needs a kind of HR slack management that leads distributing resources so that maximize organizational outcomes (Andersen , 2009; Titus , and Welbourne ,2015).

3.2. TOTAL QUALITY MANAGEMENT

3.2.1 TQM DEFINITION AND PRINCIPLES

Although the term quality is quite widely used by practitioners and academics, there is no generally agreed definition on it, since different definitions of quality are appropriate under different circumstances.

In business literature, a modern definition of quality derives from Juran's "fitness for intended use. This definition is the major premise of the TQM philosophy, and basically says that quality is "meeting or exceeding customer expectations"(Wilkinson, and Daleuman ,1994:75). The TQM philosophy focuses on quality as a business imperative in which all employees are charged with satisfying customer needs, whether these

customer groups are internal or external to the organization (Kumar ,2012:14).

According to (Wickramasinghe, 2012:837) TQM is an "organization-wide process-oriented philosophy that requires changes not only in production systems, but also in decision-making processes, employee development, and employee participation and involvement".(Indumathi 2016:159)See TQM as a "management system in continuous change, which is constituted of values, methodologies and tools, the aim of which is to increase external and Customer Focus with a reduced amount of resources". According to Al-Damen, 2017:194) it defined as a culture adopted by the organization and deployed to all employees in the organization, in order to achieve the customer satisfaction.

For the purpose of the current study, the researcher presents the operational definition for TQM as an Integrated management system designed to improve quality at every level of the surveyed college , based on the philosophy that the quality is responsibility of everyone in the surveyed college , and the , required the implementation of several principles , namely , team working , continuous improvement , Customer Focus , and employee involvement.

Regarding the principles of TQM , there is a consensus view that organizations should follow a number of principles in an integrated way for successful TQM implementation .The researcher chose the following four TQM principles the following are Principles of TQM Based on the work of (Indumathi,2016:162; Mathur, 2011; Huai, 2012; Madanat and Khasawneh ,2017 ;Al-Damen ,2017):

- a. Team Working :Teamwork refers to "the range of interactive and interdependent behavioral processes among team members that convert team inputs into outputs" (McElwan , 2017 :2), it means

that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals (Indumathi, 2016:162).

- b. Continuous Improvement : A major component of TQM is continuous improvement. The term continues refers to both incremental and breakthrough improvement, it is designed to ensure efficient and effective utilization of the resources of the organization and to achieve a quality driven culture (Al-Damen, 2017:195).
- c. Customer Focus: Organizations must remember to implement TQM across all fronts keeping in mind the customers . Understanding and meeting (internal & external) customer needs, demands, and satisfaction, and creating work culture with strong customer orientation, it is the customer who have the final say in judging the organization. (Indumathi ,160 ;Madanat and Khasawneh ,2017:25).
- d. Employee Involvement: Employee involvement is necessary for the success of quality programs. This can be achieved through looking for opportunities to raise the level of employee's competence, sharing information and experiences between the teams and groups and focusing on employee's motivation and loyalty (Al-Damen ,2017:195).

3.3 REVIEW LINKING HR AND TQM IMPLEMENTATION

Human Resource plays a vital role in TQM implementation; TQM as a philosophy is based on a principle that all organization staff should collaborate with each other for purposes of producing high quality products and services in order to meet customers' demands; and as a strategy aims to generate and transfer more efficient and superior services, through achieving cooperation between organizational members

(Siregar et al 2017:1).

According to (Sarolta ,2006:331-340) HR have an active forming place in implementing TQM, and the quality of HR influences HR development and influences overall the effectiveness of TQM processes, especially at the introductory stage of TQM implementation; therefore ,HR should be well-trained, and the organization should motivated them financially and morally to keep self-control and then serve organization's efficiency .For the successful implementation of TQM, the organization should give necessary training to all their HR to improve their proficiencies in their tasks. Effective training in management and improvement in quality bring success for the organization (Siregar *et al.*, 2017:1-2).

Several authors underlined the importance of integrating HR strategy with TQM strategy for achieving greater benefits from TQM(Bou & Beltran ,2005). Moreover it was reported that HR is an important enabler of TQM implementation, and quality management can result in a change in the how HRM functions operate, it can lead to a modification and readjustments of the HRM practices (Madanat and Khasawneh ,2017).

According to (Kumar,2012) implementing TQM within an organization has extensive implications for HR , heemphasizes that TQM requires self-control, autonomy and creativity among HR calling for greater active co-operation rather than mere compliance, whilst this may be necessary if TQM is to be successfully implemented.(Indumathi ,2016) indicates that implementation TQM requires empowerment of all human resource through increased communication, education and training. Successful implementation requires the use of specialist knowledge. "Experts" are used to set up quality standards, procedures and work practices to effect the cultural change of the

organization.

4. RESULTS

4.1 THE POPULATION OF THE STUDY and DEMOGRAPHIC PROFILE

The teaching staff members at the college of administration and economics/university of Duhok were approved as a population of the study, as they are the main HR at the college, because they responsible directly for the achievement of the main objectives of the college, which are teaching, scientific research, and society service. The total number of the study population are (132)teaching staff members during the academic year 2017/2018. There were 69 sets of questionnaires distributed randomly to teaching staff members, 100% were returned and were properly completed and eventually collated for the study.

Tables (1) below shows the profile of the respondents.(63.8%) of respondents are males and (36.2%) are females. Their age is categorized into 3 groups with (11.6%) aged in the range of below 30 years old, (72.5%) aged in the range above 30 - 45 years old and (15.9%) aged more than 45 years old. Regarding the academic qualification, majority of them were Master holders that constitute (88.4%),PhD. holders are (11.6%). Pertaining to working experience of the participants at the surveyed college, (56.5%) had been working For 3- 7 years, (5.8%) had been working for less than 3 years; the remaining respondents (37.7%) had more than 7 years. Regarding the scientific title, majority of them (62.3%) were assistant lecturer holders, (26.1%) were Lecturer holders, the remaining respondents (11.6%) were assistant professor holders.

Table (1): Demographic profile

Variables	Descriptions	Freq.	%
Gender	Male	44	63.8
	Female	25	36.2
Age	Below 30 years	8	11.6

	Above 30 -45 years	50	72.5
	Above 45 years	11	15.9
Academic qualification	Master	61	88.4
	PhD.	8	11.6
number of years' respondents have been working at the college	Below 3 years	4	5.8
	3-7 years	39	56.5
	above 7 years	26	37.7
Scientific title	Assistant lecturer	43	62.3
	Lecturer	18	26.1
	Assistant professor	8	11.6
	Professor	0	0

Source: Results of SPSS

4.2 DESCRIPTIVE STATISTICS

To determine the levels of HR slack and TQM implementation at the surveyed college, the mean values(M) were calculated and categorized into three levels that are :mean value of (1-2.33) indicates low level, Mean values of (2.34 -3.67) indicates medium level, and the mean values of (3.68-5) indicates a high level. Standard deviation (SD) used for measuring the dispersion of a set of data from its mean, whereasCoefficient of agreement (CA) used for ranking. Table (2) shows the results, and through the table the following can be inferred:

- The majority of the respondents agree that there is a low level of HR slack(mean =2.23, Standard Deviation=0.56 coefficient of agreement =%75).
- 2. The majority of the respondents agree that overall TQM is implemented at medium level in the surveyed college (mean =2.74, Standard Deviation=0.70 coefficient of agreement =74%).
- The majority of the respondents agree that the four principles of TQM for HR (Team working

,Continuous Improvement, Internal Customer Focus, and Employee Involvement) are implemented at medium level in the surveyed

Variables	TQM	Team Working	Continuous Improvement	Internal customer focused	Employee Involvement
HR slack	-.482**	-.447**	-.425**	-.335**	-.421**

college.

- Among the four principles of TQM, the highest importance level was for Team working (Mean = 2.89, Std. Deviation = 0.65, coefficient of agreement =78%), while the lowest importance level was for employee involvement (Mean = 2.49, Std. Deviation = 0.74, coefficient of agreement =%70) .

Table (2): Descriptive statistics of study variables

No.	Variables	M	SD	CA %	Degree
1	HR slack	2.23	.56	75	Low
2	TQM	2.74	.70	74	Medium
3	Team working	2.89	.65	78	Medium
4	Continuous Improvement	2.80	.80	71	Medium
5	Customer Focus	2.77	.65	77	Medium
6	Employee Involvement	2.49	.74	70	Medium

Source: Results of SPSS.

4.3 CORRELATION ANALYSIS

A correlation research design was used as the study is intended to test the first null hypothesis of the study (H01), and the results of the correlation analysis are summarized in table (3). The results reveal that the HR

slack is highly correlated with TQM ,team working ,continuous improvement ,internal customer focus , and employee involvement($\alpha \leq 0.01$). Therefore, the first main null hypothesis and the four sub-hypotheses that derived from the main hypotheses were rejected, so the alternative hypotheses where there is a negative statistically significant relationship between HR slack and TQM at ($\alpha \leq 0.05$) in the surveyed college.

Table (3): Results of correlation analysis

Notes: ** Correlation is significant at the 0.01 level (1-tailed), n=69.

Source: Results of SPSS

4.4 REGRESSION ANALYSIS

For the purpose of testing the second hypothesis of the study (H02), a set of simple regression analyses were used. The first simple regression analysis was carried out in order to find out the extent to which HR slack explained TQM implementation, so it is depended on R^2 . Table (4) demonstrates the results, and according to the results (23%) of the variance in the values of TQM implementation is explained by HR slack ($R^2 = 0.232$), and the rest of the percentage (77%) is explained by other variables. The regression model is significant ($F = 20.247$, $\alpha = 0.00$).

Table (4): Results of regression analysis between HR slack and TQM Implementation
Dependent variable: TQM

Model	Sum of Squares	Df.	Mean Square	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
Regression	5.518	1	5.518	.232	.221	.52202	20.247	0.00
Residual	18.258	67	.273					
Total	23.776	68						

Source: Results of SPSS

The second simple regression analysis was run to determine the impact of HR slack as independent variable on team working as dependent variable, and the results are summarized in table(5). According the results there is a statistically significant impact of HR slack on Team working, in the surveyed college (Beta= -.447, T= 4.093, $\alpha = 0.00$)

Table (5): Results of regression analysis between HR slack and Team working

Dependent variable: Team working

Source: Results of SPSS

Looking at the impact of HR slack on continuous improvement, the third simple regression analysis was performed, and table (6) shows the results. The simple regression analysis between these two variables according to the results (Beta = -.425, T= 3.843, $\alpha = 0.00$) indicate that there is a statistically significant impact of HR slack on Continuous improvement, in the surveyed college

Table (6): Results of regression analysis between organizational slack and continuous improvement

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	4.140	.359		11.523	0.00
Organizational slack	-.601	.156	-.425	-3.843	0.00

Dependent variable: Continuous improvement

Source: Results of SPSS

The forth simple regression analysis was carried out to determine the impact of HR slack on internal customer focus, and the results are summarized in table (7). According the results there is a statistically significant impact of HR slack on physical engagement, in the surveyed college (Beta= -.335, T=2.910, $\alpha = 0.00$).

Table (7): Results of regression analysis between HR

slack and internal customer focus

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.519	.265		13.291	0.00

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	4.078	.298		13.681	0.00
Organizational slack	-.532	.130	-.447	-4.093	0.00
Organizational slack	-.336	.115	-.335	-2.910	0.00

Dependent variable: Internal customer focus

Source: Results of SPSS

Looking at the impact of HR slack on Employee involvement, the fifth simple regression analysis was performed, and table (8) shows the results. According to the results , there is a statistically significant impact of HR slack on Employee involvement, in the surveyed college (Beta = -.421, T= -3.800, $\alpha = 0.00$).

Table (8): Results of regression analysis between HR slack and Employee involvement

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.713	.333		11.144	0.00
Organizational slack	-.551	.145	-.421	-3.800	0.00

Dependent variable : Employee involvement

Source: Results of SPSS

Based on the results of simple regression , it is clear that the results showed a significant impact of HR slack on

Total Quality management, team working ,Continuous improvement , Customer Focus , and employee involvement ; therefore the second main null hypothesis and the four sub-hypotheses that derived from the main second hypotheses were rejected, so the alternative hypotheses were accepted.

5. DISCUSSION

The results of descriptive statistics showed low level of HR slack which reflects low level of poor planning , poor management , lack of ability to invest in the capabilities of human resources , and lack of understanding some situations and circumstances experienced by human resources at the surveyed college. On the contrary , these results also reflects high level commitment of HR to apply rules and instructions , high degree of readiness to perform business and taking responsibility, high commitment to the official working hours , and not accepting the low levels of performance at the surveyed college.

According to the results of descriptive statistics, the implementation of overall TQM was in medium level, which indicates that top management of the surveyed college gives medium attention to raising the level of overall TQM implementation representing by its four principles (Team working ,continuous improvement, customer focus, and employee involvement).

Based on the results of the correlation analysis between HR slack and TQM implementation , that have been shown to be significant and negative , it is clear that the high level of TQM implementation is associated with the low level HR slack, and vice versa. This results Highlights the importance of HR in TQM implementation , it also reflects that when organizations aim towards TQM implementation they adopt more constructive approach to decrease HR .These result are in line with the result of (Wickramasinghe ,2012) study who shows that when

organizations aim towards TQM implementation ,they adopt more constructive approach to the management of human resources (HR) by upgrading the role of HR function, and redesigning existing human resource management (HRM) practices to fit into quality plans and objectives. This result is also is consistent with (Kumar ,2012) point of view who believes that Human Resource plays a vital role in TQM implementation.

According to the results of regression analysis, HR slack impact significantly on TQM, this means HR slack is one of the predictors of TQM, and the results produce an intriguing picture of the impact of HR slack on TQM implementation .This results provide a clear message to the top management in the surveyed college, which is if they want to raise the level of TQM implementation, they should focus on the decreasing the level of HR slack. The results also show that the impact of HR slack on Team working was stronger than the impact of HR slack on the others TQM principles (based on Beta values). This means that HR slack could predict the success of implementing team working greater than prediction the success of other TQM principles.

The results of this study make important contribution to the HR slack literature ,which is the relationship between HR slack and TQM implementation is dependent not only upon the available amount of HR slack, where the results showed low levels of HR slack , however, has a significant negative impact on the implementation of TQM, and these results are consistent with the results of many previous studies (e.g.Andersen , 2009 ; Bradley et al., 2011;Titus , and Welbourne ,2015) which showed that too little of HR slack is as harmful for organizational outputs as too much. However, these results are not in line with the results of other studies (e.g. Lecuona & Reitzig, 2014; Richtner and Ahlstrom, 2006; Azizi and Nematollahi, 2010; Fonseka, 2013)which indicated that low levels of

HR slack have a positive effect on organizational outputs.

The results of regression analysis show that (23%) of the variance in the values of TQM implementation is explained by HR slack, although this percentage is statistically significant, however, there is a large percentage that is explained by other factors. This can be explained by the fact that TQM as an organization-wide process-oriented philosophy and integrated organizational effort designed to exceed customer expectations, can be influenced by many factors such as management, workforce, suppliers, customers, organizational commitment, job involvement, training programs, incentive rewards, leadership style, organizational culture, organizational structure, organizational climate, nature of communications, etc. This view is consistent with the view of many researches (e.g. Abdullah, et al., 2009; Wickramasinghe, 2012; Indumathi, 2016) who view TQM as situational variable influenced by many factors.

6. CONCLUSIONS AND SUGGESTIONS

6.1. CONCLUSIONS

- There is a clear tendency among the respondents to agree about the existence of low of HR slack at the surveyed college.
- The result indicates that the majority of the respondents agreed on the existence of medium level of TQM implementation at the surveyed college, which means medium levels of team working, continuous improvement customer Focus, and employee involvement.
- The study found that the dominant principle of TQM in the surveyed college is team working, thus it was concluded that the college management focuses most of its attention for making full use of the skills and knowledge of all HR to the benefit of

the individuals and the organization, and to create a culture of team working.

- The findings indicate a negative significant correlation between HR slack and TQM; therefore, the management of the surveyed college can reach high level of TQM implementation when it reduces the level of HR slack.
- This study has provided empirical evidence to support the theory, when it shows that HR slack has a significant negative impact on TQM implementation, Whether the level of HR slack is low or high.
- The results highlight the importance of HR slack in affecting the four principles of TQM (team working, continuous improvement, Customer Focus, and employee involvement).
- Based on the results of the hypotheses testing, HR slack is one of the predictors of TQM implementation, this means it is possible to determine the expected levels of TQM implementation based on the extent of which HR slack practiced in the surveyed college.

6.2. SUGGESTIONS

- The necessity of reducing HR slack by spreading the culture of compliance with the rules and regulations work and the official working hours between the HR in the surveyed college, whatever its location is, and the necessity of doing what is necessary towards its job in terms of accomplishing its functions in the required form and time.
- The management of the surveyed college should continue to look for ways to reduce HR slack, and among those ways organizing training courses, creating an organizational climate that encourages HR to participate in goals setting and decision-making.
- Motivating HR towards creative thinking by

providing them with more functional autonomy, adopting a system of financial and moral incentives , ensuring that human resources have financial, financial and information resources, and helping human resources increase their knowledge and skills through empowerment and appropriate training.

- The management of the surveyed college should continue its efforts in considering TQM as a priority in its interests, spreading awareness of quality culture , look into ways to increase team working, continuous improvement, customer Focus, and employee involvement , and to involve the college in the TQM implementation at all levels.
- Adopting the principle of putting the right man in the right place at the right time , and clearly defining the authority and responsibilities of all HR.
- Setting criteria for the selection of administrative leaders, and adopting the principle of having experience in the field of TQM implementation as one of the selection criteria.
- Team working as the result show is an important principle of TQM implementation and strongly influenced by HR , therefore, the top management of the surveyed college should give this principle more attention in regards to the value of its implementation.
- 8-It is necessary for the surveyed college to be benefited from the current study model and its adoption for periodical diagnosis of HR slack and TQM implementation.

6.3. LIMITATIONS AND FUTURE RESEARCHES

Despite of the careful calculations and observations, there are a few limitations to this study .One of the limitation is related to its research design. This study was based on the determination of the level of HR slack

and TQM implementation from the teaching staff members' point of view; therefore , further studies can focus on the views of administrative leaders, administrative staff, and students.

As the sample size of the current study is small, the outcome of the study is not precisely accurate, thus there is a need to include the rest of the colleges at the university of Duhok in future studies.

This study was conducted in high education sector, therefore the findings may be applicable to this particular sector, and further studies may examine the influence of HR slack for other types of sectors ,so that the findings can be generalized to a bigger population.

As the study consider only the impact of HR slack on TQM implementation, the future studies could include more type of organizational slack that affect TQM implementation such as financial slack, customer relationship slack , and operational slack.

The study dealt with four TQM principles namely: Team working ,continuous improvement, customer focus , and employee involvement, thus future studies may examine the role of HR slack in implementing other TQM principles such as Leadership , Fact based management , Process management , and Strategic management.

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