

The Impact of Total Quality Management on Human Resource Efficiency in Faisal Islamic Bank of Sudan: A Theoretical and Methodological Framework

Authors

- Mohanad Mubarak Alajab Fadlalmoula [1], Eltayeb Ibrahim Ali [2]
- [1] Email: mohanad.alajab@gmail.com
- [2] Department of Chemical Engineering, Sudan University of Science and Technology (SUST) Email: eltayebasall@gmail.com

Abstract

This study examines the impact of Total Quality Management (TQM) on human resource efficiency at Faisal Islamic Bank of Sudan. It presents a comprehensive theoretical and methodological framework outlining the preparatory stages of the research, including the identification of the research problem, formulation of research questions and hypotheses, and the development of appropriate research instruments. The framework highlights the potential role of TQM in enhancing human resource performance and establishing a foundation for improving employee efficiency and overall service quality. This paper provides an in-depth overview of the research design and preparation process, culminating in the pre-data collection and survey readiness phase, thereby laying a solid groundwork for subsequent empirical analysis and hypothesis testing.

المستخلص

تتناول هذه الدراسة أثر إدارة الجودة الشاملة (TQM) على كفاءة الموارد البشرية في بنك فيصل الإسلامي السوداني. وتقدم الدراسة إطاراً نظرياً ومنهجياً شاملاً يستعرض المراحل التحضيرية للبحث، بما في ذلك تحديد مشكلة الدراسة، وصياغة الأسئلة والفرضيات، وتطوير أدوات البحث المناسبة. يسلط هذا الإطار الضوء على الدور المحتمل لإدارة الجودة الشاملة في تعزيز أداء الموارد البشرية وإرساء قاعدة لتحسين كفاءة الموظفين وجودة الخدمات بشكل عام. كما يقدم البحث نظرة متعمقة لعملية تصميم وإعداد البحث، وصولاً إلى مرحلة ما قبل جمع البيانات وجاهزية الاستقصاء، مما يضع ركيزة صلبة للتحليل التجريبي واختبار الفرضيات في المراحل اللاحقة.

Keywords: Total Quality Management; Human Resource Efficiency; Islamic Banking; Employee Performance; Service Quality.

Introduction

The importance of TQM as a tool for enhancing organizational performance has been increasing in recent years, particularly within financial institutions. Faisal Islamic Bank of Sudan has been working on implementing TQM practices to improve service quality and enhance its human resource efficiency. This study aims to explore the relationship between TQM and human resource efficiency by establishing a comprehensive research framework and conducting a theoretical and methodological analysis before moving to data collection.

1. Objectives of the Study

- **To analyze the impact of TQM** on human resource efficiency at Faisal Islamic Bank of Sudan.
- **To assess the effectiveness of TQM** in enhancing the work environment and improving employee productivity.
- **To establish a methodological framework** including the research design and development of research tools required to analyze the relationship between TQM and human resource efficiency.

2. Research Gap

While there is considerable attention on TQM and human resource efficiency, studies that specifically examine the relationship between these two areas within banking in developing economies are limited. This study seeks to fill this gap by providing a deeper understanding of how TQM impacts human resource efficiency in institutions such as Faisal Islamic Bank of Sudan.

3. Hypotheses

- **Hypothesis 1:** TQM positively impacts employee satisfaction and performance efficiency.
- **Hypothesis 2:** TQM practices contribute to improved banking service quality and enhanced customer satisfaction.
- **Hypothesis 3:** Continuous training and motivation support the role of TQM in enhancing employee performance.

4. Research Methodology

4.1. Study Design

This study follows a mixed-methods approach that integrates both quantitative and qualitative techniques, employing the following tools to collect data:

- **Questionnaire:** A questionnaire was designed to address aspects related to TQM, human resource efficiency, job satisfaction, and employee engagement with TQM

practices. It includes rating scales to assess the perceived impact of TQM on employee performance.

- **Interviews:** Interviews consist of qualitative questions designed to capture insights from managers and employees on the implementation of TQM, challenges encountered, and expectations of the system.

4.2. Data Collection

4.2.1. Sample Identification and Questionnaire Distribution

This phase involved preparing a strategy for distributing the questionnaire to the selected sample of employees. Sampling criteria were established to ensure a representative cross-section of employees in terms of job roles and experience, contributing to diverse perspectives.

4.2.2. In-depth Interviews

The interviews serve as qualitative tools to gather detailed information on the experience of TQM implementation, focusing on training, motivation, and change-related challenges. The purpose of these interviews is to gain comprehensive insights into employee perceptions of TQM and any obstacles they may face.

4.2.3. Current Stage

At this point, the study has reached the pre-data collection stage, with research tools and sample selection complete, and the questionnaires and interviews prepared. This preparatory stage paves the way for the subsequent data collection and analysis phases, establishing a solid foundation for future analysis, including hypothesis testing and examining the relationship between TQM and human resource efficiency.

4.2.4. Research Preparation Steps

The study includes multiple preparatory stages to establish a cohesive research framework, which is essential for future data collection and analysis:

- **Literature Review:** This step provided a foundation for the study, involving a comprehensive review of existing literature on TQM and human resource efficiency to define key concepts, formulate hypotheses, and develop research questions

5. Literature Review Summary

5.1. Total Quality Management (TQM) and the Islamic Perspective

The literature states that quality is a concept as old as human civilization, representing precision, perfection, and excellence (Al-Assaf, 2008). In modern management, TQM is viewed as a "competitive weapon" essential for the success of industrial and service

organizations (**Abdel Rahim, 2010**). From an Islamic perspective, TQM aligns with several Sharia-based principles:

- **Accountability (Al-Raqaba):** Islamic monitoring, whether internal or external, ensures that objectives are executed precisely according to Sharia standards, which matches the quality control principle in TQM (**Abdel Rahim, 2010**).
- **Collective Responsibility:** TQM principles emphasize that quality is the responsibility of all employees. This mirrors the Islamic view that an individual's responsibility extends to their family and society (**Abdel Rahim, 2010**).

5.2. Institutional Context: Faisal Islamic Bank of Sudan (FIBS)

Faisal Islamic Bank of Sudan (FIBS) is a pioneer in Islamic banking, established in 1977. The bank's philosophy is built on an Islamic-oriented and Sudanese-featured strategy that commits to quality and excellence (**Faisal Islamic Bank Website, 2020**).

- **Mission and Vision:** The bank's mission is centered on achieving "Best Efficiency" and a "Sound Financial Position" by integrating modern banking technologies and community development (**Faisal Islamic Bank Website, 2020**).
- **Quality Commitment:** FIBS emphasizes a qualitative leap in its services to ensure customer satisfaction and maximize owners' rights through excellence in performance (**Al-Suwyan, 2007**).

5.3. TQM and Human Resource Efficiency

The literature highlights that human resource efficiency is the cornerstone of organizational performance (**Al-Assaf, 2008**).

- **Training and Development:** Efficiency is maintained through continuous qualification of the workforce to keep pace with global banking updates (**Al-Assaf, 2008**).
- **Supportive Environment:** TQM practices at FIBS focus on "Caring for Employees," creating a work environment that directly enhances employee productivity and resource management effectiveness (**Faisal Islamic Bank Website, 2020**).

5.4. Challenges in Implementing TQM

Despite the strategic benefits, the literature identifies several challenges that may impede the success of TQM. **Al-Zubaidi (2009)** emphasizes that the lack of continuous support from senior management and the absence of a quality-centered organizational culture are primary obstacles. Furthermore, structural limitations can hinder effectiveness. For instance, institutional data indicates that at FIBS, functions like "Public Relations" are currently departments under administrative assistants. The literature argues that for such

functions to effectively support TQM, they should be independent directorates reporting directly to the General Manager (Al-Zubaidi, 2009; Faisal Islamic Bank Website, 2020).

6. Discussion

The preparatory steps completed so far provide a structured framework for the study, with research tools and a methodology ready to support comprehensive data collection. This study represents a valuable contribution to understanding how TQM can enhance human resource efficiency within financial institutions.

7. Conclusion

The application of TQM offers a promising opportunity for financial institutions to improve human resource efficiency. This study highlights the theoretical and methodological framework essential for examining this relationship. Data collection in the upcoming phase is expected to shed light on TQM's impact on employee performance, forming a solid basis for developing comprehensive strategies that support human resource efficiency.

References

1. Afana, Y. (2010). *Knowledge Management in Business Organizations*. Israa Library, 1st Edition.
2. El-Farra, S. M. (2006). *The Relationship Between Knowledge Management and Service Quality*. 1st Edition.
3. Al-Zubaidi, A. A. (2009). *Information Technology and Knowledge Management*. Safa Publishing and Distribution.
4. Abdel Rahim, M. A. (2010). *Total Quality Management*. Arab Thought House.
5. Myers, N. (2013). *Knowledge Management in Business Organizations*. Israa Library, 1st Edition.
6. El-Farra, S. M. (2012). *Applications of Total Quality Management in Service Organizations*. 2nd Edition.
7. Al-Assaf, A. (2008). *Quality Management Techniques in Organizations*. Al-Zahra Publishing.
8. Faisal Islamic Bank Website: <https://fib-sd.com>.
9. Al-Suwyan, A. A. (2007). *Islamic Banks and Contemporary Challenges*. Dar Al-Marikh Publishing.
10. Saleh, A. H. (2015). *Islamic Economics and Challenges*. Arab Thought House, 2nd Edition.
11. Abdullah, M. (2009). *Applications of Islamic Economics*. Dar Al-Nahda Al-Arabiya.