
Dr. Fotis Vouzas
Assistant Professor
Department of Business Administration
University of Macedonia, Thessaloniki, Greece
e-mail: vouzas@uom.gr

Abstract
The aim of this paper is to theoretically investigate the implications of ISO 9000:2000 and EQA on HR issues in selected Greek industrial organizations in their road to quality improvement. The study sample consists of two selected industrial organizations that were judged as normal, ordinary, and representative. The data gathering was carried out through extensive and in-depth interviews in the two organizations asking several multiple informants. The study shows that organizations approach to quality is of great influence to effective human resource utilization. There is a tendency to avoid the involvement of HR department on either certification or the EQA and also it is clear that HR department status and role is still very traditional. The small sample does not allow making any generalizations for the majority of Greek organizations in all sectors of the economy. This is the first step towards an understanding of the current context and content of HRM in organizations moving towards total quality management implementing ISO 9000:2000 or EQA model. However, further studies needed to investigate similarities and differences in an international basis. The paper provides a basis for understanding the present status of HRM implementation under ISO 9000 implementation and EQA model of selected Hellenic organizations and the results can be helpful for academics and practitioners.

The author suggest that in order to have a reliable and objective depiction of the effect and influence of ISO 9000:2000 and EQA to the context and content of HRM, a thorough examination and analysis of relevant studies should be conducted which will include all the various approaches, practices and perceptions recorded so far in the literature -some of them based on empirical data and some deriving from rhetoric and “good-stories” or “how things ought to be” perspective.

Key words: Business Excellence, ISO 9000:2000, HRM, Greek Industry, Empirical research