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A PERFORMANCE OF TOTAL QUALITY MANAGEMENT PRACTICES EFFECTS ON EMPLOYEES 'WORK RELATED ATTITUDES' IN ORGANISATION

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ABSTRACT

The purpose of this paper is to examine the impact of total quality management (TQM) practices on employees' work-related attitudes, such as job involvement, job satisfaction, career satisfaction, and organizational commitment. The results indicate that training and education have a significant positive effect on job involvement, job satisfaction, and organizational commitment. Empowerment and team work significantly enhance job involvement, job satisfaction, career satisfaction, and organizational commitment. Continuous improvement and problem prevention significantly enhance job satisfaction and organizational commitment. Customer focus does not contribute to job involvement, job satisfaction, career satisfaction, or organizational commitment.

Keywords: TQM Practices, Work related attitudes, Impact of TQM, Criteria, Methodology, Job Satisfaction, Career Satisfaction, Job Involvement, Discussion

Introduction

Total quality management (TQM) is essentially a management philosophy, and it has become the preferred approach for improving quality and productivity in organizations. Various terminologies have been used to describe the general concept of TQM. These include "total quality control", "total quality leadership", "total quality improvement program", "continuous quality improvement", and "total quality service.

This study focuses on TQM in practice (that is, what an organization does to demonstrate its commitment to TQM) rather than TQM in theory or TQM as organizational change. These included task characteristics, job involvement, job satisfaction, career satisfaction, and organizational commitment. The same author described job involvement in terms of an individual's "ego involvement" with work – that is, the extent to which the individual identifies psychologically with his or her job an important aspect of TQM is empowering employees to be more involved in their jobs and to participate in TQM decision-making activities. TQM requires maximum participation of employees at all levels, and employees who have a greater variety of tasks and who deal with a greater variety of people at work feel more involved in their jobs.

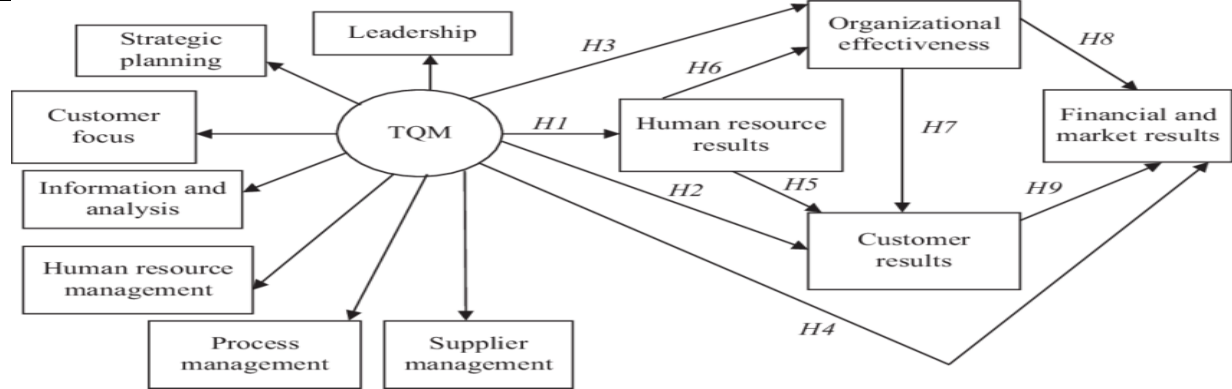


Figure- 01.

TQM Practices:

This study focuses on TQM in practice (that is, what an organization does to demonstrate its commitment to TQM) rather than TQM in theory or TQM as organizational change. In this practical sense, Zeitz et al. (1997) viewed TQM practices as being formal, programmatic, and behavioural. Ross (1993) defined them as a set of practical measures, such as continuous improvement, meeting customers' requirements, reducing rework, long-range thinking, increased employee involvement and teamwork, process redesign, competitive benchmarking, team-based problem-solving, continuous monitoring of results, and closer relationships with suppliers.

This involves the combined efforts of all members of the organization from senior management to workers and clerks. TQM thus has a people-oriented approach and incorporates many aspects of organizational behaviour. Effective TQM environments allow all employees to participate in achieving an organization's quality goals. All employees are held accountable for quality and are provided with tools and training to fulfil their responsibilities. TQM is based on the assumption that the employees who are closest to the daily operating procedures are in the best position to understand and improve the quality of those procedures. It aims to create an environment in which positive relationships exist between managers and employees and in which people feel motivated to do their best. Research leading toward a standard definition of TQM is reviewed here, making the case that a clearer definition of TQM is emerging from the literature. This definition is necessary prior to further research in the area, especially in light of the many commercial programs all claiming to be TQM. The authors' review leads to a set of constructs describing the use of TQM in practice, from which a questionnaire is developed to elicit information from companies regarding their quality practices. The primary purpose of this topic is to use the information elicited from companies to build a descriptive model of the relationship between these TQM practices and measures of organizational performance. In analysing these relationships using the LISREL software, a full model certifying key relationships was not certified. Within this larger hypothesized model, however, many strong relationships were confirmed. Strongest among these were measures relating operational performance to company financial measures, suggesting a back-to-basics stance in quality management. Another surprising, find was a negative relationship between employee fulfilment and other success measures.

The effectiveness of quality management initiatives resulting in sustainable competitive advantage and enhanced business performance has been a major subject of interest for business and academia like. Much has been written about the philosophy of Total Quality Management (TQM) and its impact on competitive success. Quality management has been identified as the prime driver for enhanced business performance. To facilitate their drive towards higher quality levels, many companies are using self-assessment tools to measure their current status on TQM and to plan future process improvement activities.



Figure- 02.

Work related attitudes:

Personality traits or dispositions are receiving increased attention as antecedents of work-related attitudes. Employees with positive affect are more likely to have positive attitudes to themselves and others, and tend to have an overall sense of well-being, whereas those with negative affect tend to feel anxious and tense (Luthans, 1995).

Guimareas (1996) identified several indicators for work-related attitudes. These included task characteristics, job involvement, job satisfaction, career satisfaction, and organizational commitment. The same author described job involvement in terms of an individual's "ego involvement" with work. That is the extent to which the individual identifies psychologically with his or her job. Moreover, pleasurable or positive emotional states result from positive appraisals of one's job or career.

In addition, a sense of organizational commitment induces a sense of attachment or loyalty among employees towards the organization (Guimareas, 1996). Similarly, according to Lundy et al. (1993), employee attitude reflects job satisfaction and the individual's commitment to the organization. Companies have used several indicators to measure the extent to which their focus on quality leads to improvement in employees' satisfaction, attitude, and behaviour. These indicators have included employee satisfaction, attendance, turnover, safety and health, and number of suggestions made to improve quality and reduce cost (Butler, 1996). The study of the relationship between job satisfaction and job performance is one of the most venerable research traditions in industrial-organizational psychology. This relationship has been described as the "Holy Grail" of industrial psychologists (Lundy, 1989).

A qualitative and quantitative review of the relationship between job satisfaction and job performance is provided. The qualitative review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance. A person can have thousands of attitudes, but within the sphere of organizational behaviour. Researchers focus their attention on three types of work-related attitudes. They include job satisfaction, job involvement, and organizational commitment. Work-related attitudes refer to how you feel, what you belief and how you act towards various aspects of a job, your work environment and the people involved.

List of Attitude and Behaviour:

- Positive Attitude: This is one type of attitude in organizational behaviour.
- Negative Attitude: A negative attitude is something that every person should avoid.
- Neutral Attitude: This is another type of attitude that is common.
- Sikken Attitude: Save.

Job satisfaction and organizational commitment are related to many outcomes of interest, such as absenteeism, performance, and turnover. Therefore, companies track feelings toward work and try to create more positive attitudes.



Figure- 03.

Impact of TQM

Job involvement

An important aspect of TQM is empowering employees to be more involved in their jobs and to participate in TQM decision-making activities. TQM requires maximum participation of employees at all levels, and employees who have a greater variety of tasks and who deal with a greater variety of people at work feel more involved in their jobs (Guimareas, 1996; Luthans, 1995; Kanungo, 1982). High levels of “job involvement” enhance job satisfaction, career satisfaction, and organizational commitment (Igbaria et al., 1994). TQM practices are an important aspect of successfully involving employees in processes that lead to improvement in company performance (Mohrman et al., 1996). The use of TQM practices can create a culture that encourages employees to work together across the company, improve personal responsibility, and enhance a sense of accomplishment in job tasks.

Job satisfaction

The term “job satisfaction” refers to a positive affective reaction by individuals to their jobs. In a wider sense, “job satisfaction” refers to employees recognizing that they are contributing to the overall achievement of organizational goals (Guimareas, 1996; Weiss et al., 1967). Forsyth (1995) has indicated that the important factors that are conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and helpful colleagues. Because TQM aims to create an environment that elicits the best from employees, it can be expected that TQM will lead to increased job satisfaction. Indeed, Bounds (1995) advocated the empowering of employees with increased authority and responsibility, thus allowing them to be innovative in implementing their own solutions to problems, and fostering a heightened recognition of the need for cooperation, communication, and teamwork.

Career satisfaction

“Career satisfaction” refers to the overall affective reaction of individuals to their careers (Greenhaus et al., 1990). TQM practices provide a conducive managerial environment that enhances employee motivation and the successful accomplishment of goals. They encourage employees to achieve their career goals by utilizing their skills and abilities to improve the quality of their work. Satisfied employees are more likely to provide high levels of service to their customers (Butler, 1996; Kerr, 1996) and more likely to remain with an organization, thus reducing staff turnover (Guimareas, 1996).

Organizational commitment

“Organizational commitment” refers to the degree of attachment and loyalty felt by individual employees to the organization (Guimareas, 1996 Luthans, 1995, Mowday et al., 1979). The successful implementation of TQM increases the likelihood that employees will be motivated to perform well and remain with the company. Employees who are highly

committed to their organizations contribute more effectively to company growth and success. In summary, a review of the literature suggests that TQM practices enhance job involvement, increase job and career satisfaction, and produce greater organizational commitment among employees.

The purpose of this study is to provide reliable and valid constructs of total quality management (TQM) and a measurement instrument in the context of manufacturing small to medium- sized enterprises (SMEs) and to examine the effects of these seven TQM criteria, namely: leadership, process management, supplier, customer focus, employee management, communication and quality information system (QIS) and tools and techniques on the organizational performance of the manufacturing SMEs.

TQM has continued to evolve over the past two decades and have seen many changes in its emphasis. Much of the effort has been on understanding the TQM practices that lead to superior quality and overall business performance (Feng et al., 2006). Numerous approaches to management of quality were suggested, in order to help companies improve efficiency and competitiveness through improvement of quality.

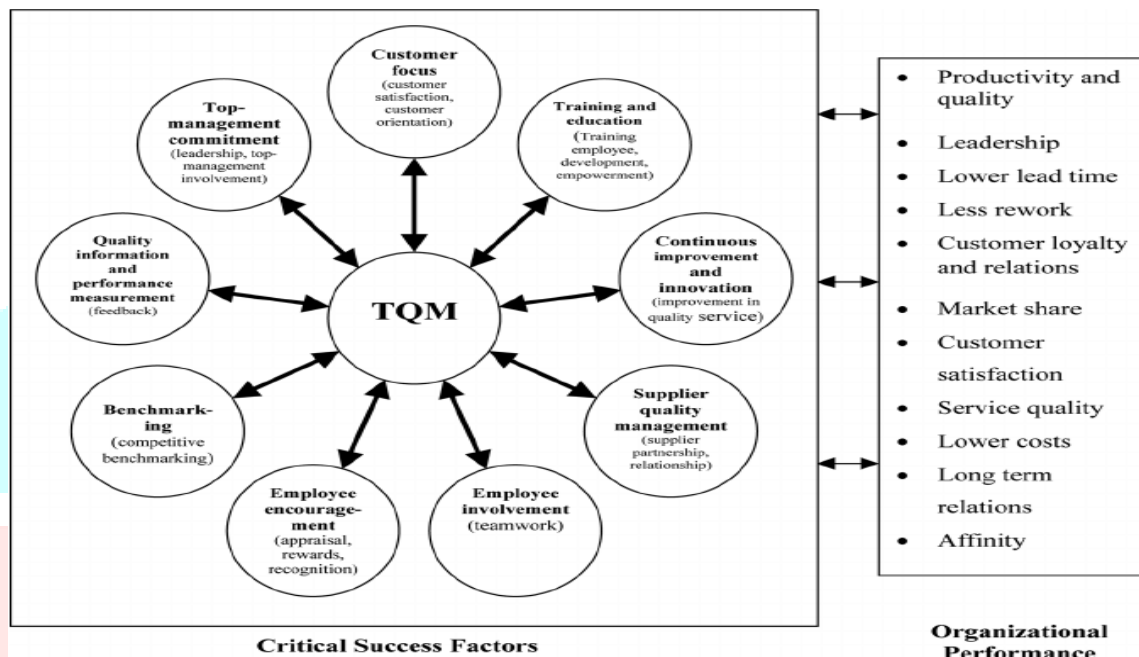


Figure- 04.

Criteria

- **Policy on quality management.**

The Quality Management Policy is a document stating the Quality Objectives of an organisation. It should be formulated by Top Management with the support of Quality experts. The duties of all internal functions of departments to ensure that quality is met.

- **Quality control circle (QCC).**

Quality control circle (QCC) is a method to observe, analyse, evaluate and solve the problem faced by a manufacturing industry in maintaining or increasing quality and production of their product. Quality control circle (QCC) helps an industry to identify the problem in maintaining the quality.

- **Training.**

Training is the process for providing required skills to the employee for doing the job effectively, skill fully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally training will be given by an expert or professional in related field or job.

- **Quality audit.**

Quality auditing is the systematic examination of an organization's quality management system (QMS). A quality audit is typically carried out by an internal or external quality auditor or audit team.

- **Other quality improvement programs.**

A Quality improvement program involves systematic activities that are organized and implemented by an organization to monitor, assess, and improve its quality of health care.

- **Top leadership involvement.**

The best leaders will ensure that employees hear back on the status of their issues. This can be a time consuming process for managers and support departments.

- **Management data and information.**

Data and Information Management (DIM) refers to the set of people, processes, and technologies supporting information assets and it comprises policies, procedures, and best practices to ensure that data information is understandable, trusted, visible, accessible, and interoperable.

- **Human resource management.**

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR).

- **Customer satisfaction.**

Customer satisfaction is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services. An organization's main focus must be to satisfy its customers. This applies to industrial firms, retail and wholesale businesses, government bodies, service companies, non-profit organizations, and every subgroup within an organization.

- **Handling customers' complaints to increase productivity.**

All in all, complaints management truly is an essential component of customer service and business success. Not only is it the means to gather valuable customer insight, it also helps your company progress to improvements that lead to reduced costs, increased profitability and increased customer satisfaction.

- **Support services and vendor programs and.**

Multi-Vendor Support Services (MVSS) enable companies to provide support services to more than one product of other manufacturers as well as their own products. For example, system vendors, such as IBM, independently provide support services for products they do not manufacture, whereas Dell and HP provide support services for their own products, as well as, for other companies' products. These companies are classified as MVSS providers.

- **Quality and operational results.**

This Master's programme in Quality and operations management supports you as a student in acquiring the knowledge and skills required to manage, improve and transform organisational processes. The master's programme gives you a thorough understanding of tools for identifying customer needs and business opportunities.



Figure- 05.

Methodology

As previously noted, the present study investigated the effect of TQM practices on employees' work-related attitudes, especially job involvement, job satisfaction, career satisfaction, and organizational commitment. The independent variable in the study was TQM practice. For the purposes of the study, four broad TQM practices were considered:

- a) "customer focus";
- b) "training and education";
- c) "empowerment and teamwork"; and
- d) "continuous improvement and problem prevention".

Eighteen items were used to measure the extent of these TQM practices on a five-point Likert-type scale. The questionnaire was modified from Powell (1995). The dependent variable in the study was work-related attitudes. The indicators of these attitudes were: . "job involvement"; "job satisfaction"; . "career satisfaction"; and . "organizational commitment" (Guimareas, 1996).

These variables were measured as follows:

- "job involvement" consisted of five items measured on a five-point Likert-type scale ranging from "very high" (5) to "very low" (1) (Kanungo, 1982);
- "job satisfaction" consisted of ten items measured on a five-point Likert-type scale ranging from "very satisfied" (5) to "very dissatisfied" (1) (Weiss et al., 1967);
- "career satisfaction" consisted of five items measured on a five-point Likert-type scale ranging from "strongly agree" (5) to "strongly disagree" (1) (Greenhaus et al., 1990); and
- "organizational commitment" consisted of ten items measured on a five-point Likert-type scale ranging from "strongly agree" (5) to "strongly disagree" (1) (Mowday et al., 1979).

From 100 public and private organizations identified through the Yellow Pages of Telekom Malaysia, five private-sector companies and five public-sector companies were randomly selected. Each organization received 20 copies of a questionnaire on the subject under investigation. Of 200 questionnaires, 104 were completed and returned. Permission was sought from the management of the chosen organizations to distribute the questionnaires to employees of various levels and functions within their organizations, and questionnaires were distributed to the respondents through an office coordinator from either the quality assurance department or the administrative department.

For the purpose of analysing the data, Cronbach's alpha was used as a reliability coefficient. Correlational analysis was undertaken to determine the relationship between dependent and independent variables. Simple regression was used to explain the variance in each dependent variable.

In addition, individual TQM practices were regressed against "job involvement", "job satisfaction", "career satisfaction", and "organizational commitment". That TQM practices have a positive effect on "job involvement". That "customer focus" has a positive effect on "job involvement". That TQM practices have a positive effect on "career satisfaction". That TQM practices have a positive effect on "organizational commitment".



Figure- 06.

Discussion

On the basis of the correlation analysis, “training and education”, “empowerment and teamwork”, and “continuous improvement and prevention” have a significant positive correlation with “job involvement”, “job satisfaction”, “career satisfaction”, and “organizational commitment”. These aspects of “job-related” attitudes are thus enhanced as TQM practices increase. It is recommended that human resources departments should review and enhance the motivation, training, and retention of good employees, and that unions and employees should support the concept of TQM.

“Empowerment and teamwork” is the most important TQM practice in enhancing employees’ “job satisfaction”, “organizational commitment”, “career satisfaction”, and “job involvement”. The greater the extent of “empowerment and teamwork”, the greater the enhancement of these job-related attitudes. In this respect, the present study supports the findings of Wilkinson (1998) and Osland (1997). To the extent that “teamwork” also involves senior management, it is important that senior management be highly committed to, and engaged in, TQM practices. In addition, managers must train employees with respect to “empowerment and teamwork”. Employees should feel free to control and manage their own work areas. They should have influence over decisions and have greater opportunity to show initiative in providing quality products and/or services to their customers.

Conclusion

TQM practices were positively correlated with employees’ work-related attitudes, such as job involvement, job satisfaction, career satisfaction, and organizational commitment. TQM practices encourage employees’ participation, promote empowerment, recognize that employees play an important role in achieving the organizations’ objectives, and treat employees as primary resources. The present study confirms that this results in enhanced job-related attitudes. In summary, the present study demonstrates that TQM practices enhance job involvement, improve the level of job and career satisfaction, and encourage greater organizational commitment. The effect of TQM practices in these respects is of the utmost importance. Organizations should be committed to TQM practices and their successful implementation.

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