2. REVIEW OF LITERATURE

2.1 INTRODUCTION

The review of the previous studies on various areas that is related to Human Resource Management and Total Quality Management characteristics covered. The review helps the researcher to find the application of concept at different research field in the different manner. The researcher is to know the kinds of authors’ ideas and their research interpretation, how they contributed that with their own research areas, and how it makes more developmental activities in the field. The researcher is to learn thorough knowledge related to their research where the previous researchers not consider the concept of human resource management and total quality management applications in other field of theirs research. That is found it as the research gap for this research. This chapter is fully covered the human resource management and total quality application at various research area.

The following reviews are collected from various research peer reviewed journals; reviews are arranged here as the chronological order of the year. The reviews are most related to the research area. So, it is very much helpful to the researcher to do their research in an effective way.

2.2 REVIEWS OF PREVIOUS RESEARCH

Roland, et al., (1997) study entitled on "Social Impact of Implementing a Quality Policy in European Organizations", the objective of the study was the
social impact of the implementation of a quality policy in various European organizations. Questionnaire method was used to collect the data from the respondents. According to lists provided by quality certification bodies 250 companies were randomly chosen from the 15 countries of European Union. A total of 3213 questionnaires were distributed to nationwide, 765 were returned (total response rate 23.8%). Reliability and validity also checked, cronbach's alpha represent acceptable rate. A total of 76 organizations were in nine countries (UK, Germany, France, Spain, Portugal, Denmark, Sweden, The Netherlands and Belgium) participated in the focus groups. They represented the four intended groups as follows: quality organizations (46%); companies implementing a quality policy (28%); social partners (18%); and government bodies (8%). A heterogeneous sample of companies had been selected, based on three factors: industrial activity (services vs. manufacturing); production process (technology intensive vs. labour intensive); and company size (small vs. large). The factors like commitment (employees’ satisfaction, work motivation, job involvement, organization involvement, individual creativity), training (management development activities, white collar training activities, blue-collar training activities, behavioural training, technical training), career attention (frequency of performance appraisals, quality of performance appraisals, educational prerequisites, promotion opportunities, social surveys), work problems (rate of absenteeism, occupational, accidents, social conflicts), variable work schedules (part-time contracts, number of temporary employees, fixed-term contracts, flexible work schedules, overtime), and teamwork (cross-functional linkages,
frequency of team work, measurement of processes) were tested by correlation analysis, Analysis of covariance (ANCOVA). The study resulted that the social impact was viewed as mainly related to the employees’ commitment, to upward communication, job security, career attention, quality of union/management dialogue and training, these all showing a positive relationship with the implementation of the quality policy.

Varun, et al., (2002) conducted a study to examine the relationship between perceived transaction costs and the concept of relationalism within buyer-supplier dyads. Respondents were asked to fill a designed instrument specifically with respect to the dyadic relationship involving the selected supplier and component of 730 organizations. 203 respondents were fully responded after two rounds of solicitation, it shows the response rate of 27 percent. 66 per cent of respondents manage their purchase and transaction activities within the firm, it includes 11 percent in the top management cadre, and 32 percent in other management classes (IS, case, supplier-relationship, etc.). To ensure no response bias, statistical tools like factor analysis, t-tests, structural equation modelling (SEM) and Chi-square analysis were conducted on sales volume, number of employees, product type, component type, and order frequency between early and late respondents. The results shared that a positive role of Information Technology in partially offsetting the negative relationship between transactions costs and relationalism. The results suggest that the decision to use Information Technology within the dyad can encourage a commitment to establishing relational behaviour.
Ana Bele´n, (2004) made a study on "TQM as a competitive factor; A theoretical and empirical analysis", the objective of this paper was to analyse the effects that TQM has on the organisational results from a competence-based perspective. Stratified sampling method was followed for this research. The data was collected from both industrial sectors (industrial ceramics, machinery, and paints and glazes) and services sectors (hotels, dealerships and transport companies). The industries had classified into three categories like small firm (11-50 workers), medium-sized firms (51-250 workers), and large firms (more than 250 workers). Data were collected from a random sample of industrial and services firms. Personal interview was conducted with the managing directors of the 2695 firms across Spain. Out of this study 231 respondents were fully responded, the hypothesis was performed using structural equation modelling (SEM). The study concluded that suitability of the competence-based perspective (CBP) for research into TQM, as it allows the ambiguity surrounding this concept to be reduced, and delimits its influence on competitive advantage. Thus, TQM is understood to be a valuable strategic option for the company since it acts as an important competitive factor with a relatively significant capacity to explain the variations of the results.

Andrew Smith, et al., (2004) made a study titled "The impact of organisational change on the nature and extent of training in Australian enterprises". The aim of the study was to investigate the relationship between the introduction of new management practices and provide training. The sample of this study was 3421 Human Resource (HR) managers, which were medium and
large size organizations in Australia. Questionnaire method was adopted to collect the primary data. In this regard 584 useable questionnaires were return from respondents (response rate was 18%). Reliability and validity were also checked. The newly implemented management practices (team working, total quality management, lean production, business process re-engineering and the learning organisation) were tested for the relationship with training. Statistical tools like descriptive statistics, regression analysis and chi-square test were used. The study concluded that new management practices have a significant impact on training provision in enterprises.

_Arawati Agus, (2004) study entitled on "TQM as a Focus for Improving Overall Service Performance and Customer Satisfaction: an Empirical Study on a Public Service Sector in Malaysia", the purpose of the study was to identifying the relationship between TQM and overall performance as well as the strength of their manifest indicators. The study was conducted at the public service sector in Malaysia. There were two questionnaires developed, data's were randomly collected from both top officers (on TQM practices) and customers (on customer satisfaction). Respondent of 430 top officers and 430 customers were included for this study as sample. Reliability and validity were checked, the cronbhc's alpha value represented convergent rate of above 0.70. The TQM factors (Top Management Commitment, Customer Focus, Benchmarking, Training (Quality Related), Employee Focus) and customer factor were tested by correlation analysis and structural equation modelling. The statistical tools were find the relationship between customer satisfaction and overall service performance. The findings_
suggest that employee focus was a very important factor in TQM implementations followed by training, customer focus, benchmarking, and top management commitment. The results also exhibit the unique contribution of TQM towards service performance and customer satisfaction.

*Rita Arauz and Hideo Suzuki, (2004)* study entitled on "ISO 9000 Performance in Japanese Industries", the purpose of the study was to identify the factors that determine the performance of ISO 9000 standards in Japanese industries. Questionnaire method was used to collect the data from ISO 9000 certified companies in Japan. The questionnaire was mailed to 718 ISO 9000 certified small, medium, and large size companies (information technology (IT) and telecommunications, construction, real estate, financing, service, utilities, retailing, and manufacturing) nationwide. A total of 294 questionnaires were received, its response rate was 41 percent. Out of 294 received questionnaires, 292 questionnaires were fully responds and considered for final research. Reliability checked by cronbach's alpha method, it represented convergent response rate. The factors like Motivational Aspects, Implementation Process Aspects, Organizational structure, Implementation team, Auditing, Quality activity, Employees’ involvement, Management information systems (MIS), Maintenance Activities, Performance Measures, Internationalization, Cost, Quality, and Sales were select as research hypothesis. In order to test the hypothesis, statistical data analysis includes t-test of the means, factor analysis, and regression. The results from the analysis confirm the research hypothesis that motivation, implementation process, maintenance activities, and previous/existent quality measures influence
significantly the performance of ISO 9000 standards among Japanese companies. Overall, it was accurate to state that the role of management within the company was decisive when the decision to obtain ISO 9000 certification was part of the organizational goals. At the same time, the participation and commitment of employees were milestones to a successful certification.

Wood, et al., (2004) analyse a study on "Revisiting the Use and Effectiveness of Modern Management Practices", the aim of this study was to assess the use of newly implemented operational practices (total quality management, just-in-time, team working, and empowerment) had indeed increased within manufacturing by revisiting a sample of firms from the original study. The survey was conducted on two bases; the first survey was conducted in the year of 1996 at the manufacturing concern in UK. Stratified sampling method was adopted. In this interview schedule method there were 564 employees from 1116 organizations included (response rate 51 percent). Among the restricted samples 66 percent of the respondents were the chairman and/ or managing directors of the organization. The second survey was prosecuted in the year 2000. The purpose of the second survey was to revisit manufacturing firms that were included in the 1996 study and to extend the sample to service sector organizations. The total sample consisted of 513 organizations, 126 of the manufacturing companies from the original survey, which represented 22.3% of the original 1996 manufacturing sample and 24.6% of the new 2000 sample, and 387 newly sampled organizations from the service sector. The four service industries sampled were financial services, public administration, health and social work, and transport and
communications. Data was collected through interview schedule method from the Chairman and/or Managing Directors, Directors, and secretary or senior executive. The study finds that the success of the modern management practices in manufacturing companies increased substantially between 1996 and 2000, and the practices were not limited to manufacturing. Service companies made equal use of total quality management and human resource practices, though they made less use of operational practices such as just-in-time. There were only minor differences between sectors in the reported success of the practices, with manufacturing companies tending to report greater success with operational practices.

Ali Mohammad Mosadegh Rad, (2006) study entitled on "The impact of organizational culture on the successful implementation of total quality management", the purpose of the study was to determine the impact of cultural values on the success of TQM implementation in Isfahan University Hospitals (IUHs). Stratified random sampling method was followed for this study's sample selection. Data was collected through questionnaire method. Questionnaires were distributed to 750 hospital employees of IUHs in Iran. 684 questionnaires were returned and from those, 679 questionnaires were fully responds. 12 questionnaires were distributed to the hospital managers, these questionnaire contain the information regarding barriers to TQM success. Reliability and validity were also checked, the value represented convergent rate. The study factors were classified into two categories, eight most common principles of TQM (leadership and management, strategic planning, focus on customer, focus on employees, focus on suppliers, focus on material resources, process management and performance
results) and five domains of TQM implementation barriers (human resource, performance appraisal, strategic, structural and process barriers) were tested with the chi-square, Mann-Whitney and Kruskal Wallis tests, and correlation coefficients analysis to find the relationship between variables. The study resulted that TQM had the most effect on process management, focus on customers and leadership and management and less effect on focus on suppliers, performance results, strategic planning and focus on material resources. Human resource problems, performance appraisal and strategic problems were the most important obstacles to TQM success respectively. The success of TQM in hospitals with organic organizational structure and medium organizational culture was higher than mechanistic and bureaucratic hospitals with weak organizational culture.

*Arif Hassan, et al., (2006)* measured employees’ perception of human resource development (HRD) practices, to explore whether ISO certification leads to any improvements in HRD system, and to examine the role of HRD practices on employees’ development climate and quality orientation in the organization. Data were collected through questionnaire method from eight organizations in Malaysia, in which four had obtained ISO 9000 series certifications. The study sample consists of 239 employees of both managerial and non-managerial cadre of both HR and other department. 4.31 percent of respondents are having work experience in this organization and 56 percent of them were belongs to male category. The study analysed the factors namely Quality oriented (customer orientation, quality consciousness, quality improvement, monitoring and feedback, data collection for quality improvement and feedback, employees having a sense
of pride in doing good quality work etc) and HRD practice (career system (manpower planning, potential appraisal and promotion, and career planning and development), work planning (role analysis, contextual analysis, and performance appraisal system), development system (learning and training, performance guidance and development, and other mechanisms of development) self-renewal system (role efficacy, organizational development, and action-oriented research), and HRD system (organizational values, reward and recognition, information, and empowerment)). Statistical tools of descriptive statistics and t-test were test the hypothesis. The study showed that the large inter-organizational differences were there in HRD practices. In general, employees’ ratings were moderate. ISO certified companies, compared to others, obtained higher means on some HRD variables. Organizations with better learning, training and development systems, reward and recognition, and information systems promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, and reward and recognition systems.

Ching and Chung, (2006) studied "The impact of human resource management practices on the implementation of total quality management". The empirical study analysed the impacts of HRM practices on the implementation of TQM. Samples were selected from the HR managers or chief executive officers (CEOs) of high-tech companies in Taiwan. There was a response rate of 20.66 percent. Only 64 questionnaires were returned in which 62 are valid. Cronbach’s alpha-values in this study were all greater than 0.80. The two major factors like
HRM practices and TQM practices were tested with correlation coefficient analysis. The study finds that the effect of HRM practices on the implementation of TQM and concluded that the practices of “training and education”, “incentive compensation”, and “employee development” produced the greatest influences on TQM. The HRM implementation significantly affected the TQM practices of “culture change and development”, “customer satisfaction management”, and “statistical quality control” to a greater extent than the other TQM practices. The study concluded that HRM practices have a significantly positive effect on the implementation of TQM. Also implementing HRM practices a significant impact on employee and customer satisfaction.

*Mohinder and Anastasia, (2007)* made a study on "The impact of HRM practices on organisational performance in the Indian hotel industry". The study included the sample of 845 hotels, which range of three stars, four stars and five stars hotels. Questionnaire method was used to collect the data from HR personnel. A total of 439 usable questionnaires were received, including 265 chain hotels and 174 non-chain hotels. Principle component factor analysis with varimax rotation and cronbach’s alpha analysis were determined the reliability and validity. Factors of HRM system like “recruitment and selection”, “Man power planning”, “Job design”, “Training and development”, “Quality circle”, “Pay system” were tested with one-way ANOVA and correlation analysis. The results indicate that the hotel performance is positively associated with category and type of hotel and also the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle, and pay systems.
Tan, (2008) investigated the relationship between employees' career development and career-related HRMP, affective organisational commitment, and the mediating role of perceived organisational support in Malaysian industries. The sample size of the study was 329 employees of various industries in Malaysia. Respondents were categorised by work experience, education background, and job position. Reliability and validity were checked, cronbach's alpha value is 0.80. The variables like career development opportunities, internal promotion, supervisory support, pay satisfaction, perceived organisational support, and affective organisational commitment were tested through confirmatory factor analysis and structural equation model. The study resulted that Career development opportunities expand one’s career horizon, while supervisors play an important role in providing informal career advice, extending career networks, and recommending appropriate training or promotional opportunities. And also the workers would maintain good relationship with immediate supervisors. The study confirms that career-oriented organisational practices help increase an employee’s commitment to an organisation. Overall, career development opportunities bring the most affective effects to an organisation.

Amarjit, et al., (2010) studied "The relationship between transformational leadership and employee desire for empowerment". The study’s focal population was comprised of the workers of restaurant (fast food and full service) and hotel/motel service in the Lower Mainland region of Canada and the Punjab region of India. This study used purposive sampling to choose 1,800 employees of hotel industry in which 496 questionnaires were returned (230 responses from Canada
and 266 responses from India). 23 of which were not usable. In this study factors of Transformational Leadership (TL) approaches (means like lack of employees’ understanding of the mission, goals, and objectives, communication barriers, lack of time, cultural barriers, shortage of staff, high employee turnover, managers’ lack of understanding of the degree to which transformational leadership needs to be implemented, etc.) and employee-desire for empowerment (EDFE) were tested through one way ANOVA. The study result shown that the degree of improvement in EDFE was positively related with perceived TL implementation in the hospitality industry in both countries. At the same time the study analyses observed some important differences in both countries restaurant and hotel/motel industries while implementing TL approaches. However the impacts of TL implementation at restaurant among employees in both the countries were high. But, among hotel/motel employees EDFE was low in Canada and high in India. In addition to cultural power distance, impact of TL implementation in EDFE was significantly lower in India than in Canada, and levels of TL were significantly lower among restaurant employees than among hotel/motel employees.

Arash and Reza, (2010) made a study entitled on "Correlation Analysis of Service Quality Gaps in a Four-Star Hotel in Iran", the purpose of this study was to assesses the service quality gaps based on expectations and perceptions of customers in a four-star hotel in Isfahan as the major tourism focal point in Iran. The sample of the survey includes 38 customers of the hotel, Questionnaire method was used to collect the primary data from customer. The reliability of data was calculated by the Cronbach’s Alpha with the value of 0.833 which was
satisfactory. The factors like Reliability, Responsiveness, Security and confidentiality, Access and approachability, Communication, Understanding the customer, credibility, Tangibles, Courtesy, Price, Competence, and Flexibility were tested by correlation analysis with demographic factors. The demographic analysis represent majority of the sample of respondents contains young people (71.1% less than 35 years old). In this category, 15.8% of respondents were between 15 and 25 years old and 55.3% are between 25 and 35 years old. 68.4% of customers were men and 31.6% are women. Most of the customers (50%) have bachelor degree and 74.4% earn more than five million rials per month. 31.6% of respondents were single, while 68.4% of them were married. 32% of respondents have experienced the hotel more than two times. The findings imply that almost all of the service quality gaps were positive and “price” as a service quality dimension has the highest positive value. “Communication” also has the highest correlation with other service quality dimensions.

Bard and Anders, (2010) studied the relationships between perception of multiple best practice HRM and employee outcomes in the study entitled “Does best practice HRM only work for intrinsically motivated employees?”. Questionnaire was distributed to the HR department of four Norwegian organizations employees, 1416 employees were selected as sample through web-based (questback) tool, out of this 838 respondent fully answered the questions. The data (Fair compensation, Information sharing, Empowerment, Intrinsic motivation) were analysed through factor analysis and the hypothesis tested by hierarchical moderated regression. The study found that the intrinsic motivation
moderates the relationship between empowerment and information sharing and employee outcomes.

*Cagri and Osman, (2010)* made a research entitled “The effects of organizational training on organizational commitment”, with the aim of studying the impact of organizational training on employee commitment. The empirical study focuses on employees’ emotional and affective responses towards their organization. Questionnaire method was adopted to collect the data from the four – star and five – star hotel employees of Izmir city in Turkey. Total of 314 questionnaires were distributed to 13 hotel employees, and 298 questionnaires were fully answered and returned. Factor analysis was used to check the training scale quality, multiple regression analysis was used to test the hypothesis relating to motivation for training, access to training, benefits from training, and support for training. The study result shows that the dimensions of training positively affect the employees’ commitment.

*Chang, et al., (2010)* conducted a study on “The effect of TQM practices on employee satisfaction and loyalty in government”, with the aim to verify the employee satisfaction and loyalty of service oriented organization of Taipei city government in Taiwan. Stratified sampling method was used to choose the sample of 13 out of 39 TCG district units. Self- administered questionnaire was distributed among the employees, 200 employees were participated in the survey and 167 questionnaires were usable. Structural equation model (SEM) analysis was chosen to analyse the paths. The study result shows that employee compensation,
empowerment, teamwork and management leadership are significantly and positively associated with employee satisfaction. And also, employee satisfaction is positively related to employee loyalty. Thus, the study contributes to the service management literature by proposing theoretically and testing empirically a perspective that links TQM practices to employee satisfaction and loyalty within the context of government.

Dinh, et al., (2010) in their article titled “Total quality management (TQM) strategy and organisational characteristics: Evidence from a recent WTO member”, investigated the relationship between the implementation of total quality management (TQM) and company characteristics namely size, type of industry, type of ownership, and degree of innovation. In this empirical study, 500 questionnaires were distributed to the managers of ISO 9001 certified companies of Vietnam, both in manufacturing and service sector. 204 questionnaires were finalised to include in the analysis among the 222 questionnaires which were received. The following 11 factors were developed as TQM models - leadership and top management commitment; employee involvement; employee empowerment; education and training; teamwork; customer focus; process management; strategic planning; open organisation; information and analysis system; and service culture. Statistical tools like chi-square test, MANOVA and Structural equation modelling were used. The structural equation modelling analyses illustrate that even though both manufacturing and service sector companies’ were implemented TQM practices; it is successful only at top management commitment and customer focus, compare than other factors. And
also, the result found that most of the large size companies’ implemented TQM practices successfully while comparing with medium size and small size companies.

Indra Devi, (2010) conducted a study on "Does Implementation of ISO 9001:2000 Enhance the Communication Dynamics in Organizations?", the objective of the study was to determine whether there has been enhancement in the internal communication dynamics as a result of the implementation of the ISO 9001:2000 quality management system in the organization. The study was conducted at the telecommunication company which has obtained the ISO9001:2000 quality management system (QMS) certification in Malaysia. Survey method was adopted for this study. The respondents for this study were drawn from employees from the level of middle managers and below in the company, the total of 246 employees’ was in this category, out of which 123 employees were randomly selected. Questionnaire was distributed to the selected employees, 120 questionnaires were useable, this represent 97.56 percent response rate. Reliability and validity has checked after pilot study, Cronbach alpha values ranging from 0.72 to 0.79. The variables like Changes in organisation as a result of implementing ISO 9001:2000, Upward communication, Downward communication, Horizontal communication, Management collaboration and empathetic climate, and Communication dynamics and climate were tested with descriptive statistics and paired t-test was used to determine whether there was significant difference between the communication dynamics and climate before implementation of the ISO 9001:2000 QMS and after its implementation. The
study result found that the implementation of ISO 9001:2000 QMS in the organisation has had positive impact on the internal communication of the organisation. The study analysis found that as a result of implementing the QMS the quality of the upward, downward and horizontal communication has been enhanced significantly. The improvements appear to have resulted from the introduction of practices such as team briefing. Communication programmes, team working and so on. The management had become more supportive and facilitative providing opportunities for the subordinates to communicate their problems as well as work improvement which could enhance efficiency. The functional result was greater participation and involvement among the employees.

Jai Prakash and Naval Bajpai, (2010) study entitled on "Effective Leadership and its Linear Dependence on Job Satisfaction: A Comparative Study in Public and Private Organization in India", the purpose of the study was to find impact of effective leadership on job satisfaction of employees in public and private sector. The sample of the study was the managerial and non-managerial staff of one public sector and one private sector organization. The employees were selected through simple random sampling based on that 250 employees selected from each organization, Samples were selected from all the departments of the respective organizations like production, finance, personnel etc. Questionnaire method was used to collect the primary data from both sector employees. Reliability and validity were tested, Cronbach’s alpha was found to be 0.8. The study variables were tested by the statistical tools like z-test, regression and ANOVA. The study finding suggested that the effective leadership score was high
for public sector organization as compared to private sector organization. It was surprising to note that employees perceive that the leadership was much effective in public sector organization. Reason may be explained by the structured leadership system of the public sector organizations. Public sector organization provides a professional structural set up of leadership which probably was perceived better by the employees. As compared to public sector organization, private sector organizations provide individual leadership. This makes a visible difference in terms of perception of leadership among employees. The study concluded that effective leadership not only increases job satisfaction but also improve productivity, organizational commitment and climate of the organizations.

Tsung Hsien Kuo, et al., (2010) elicited the determinants of information technology (IT) professional work change and investigates the impact of such changes on IT professionals, in their paper “Employee empowerment in a technology advanced work environment”. An empirical study was conducted in the field of high-tech industrial organizations in Taiwan. Data was collected through questionnaire from 40 technological companies with 20 samples each. The questionnaire composed four parts including work redesign, empowerment, organizational commitment, and personal background. A total of 428 was usable out of 467 samples. Reliability and validity tests were conducted; the Cronbach's alpha of each constructs was greater than 0.927, which indicates a strong reliability for our survey instrument. Utilizing the maximum-likelihood method the proposed model was tested. The results confirmed that both work redesign and
empowerment generate positive and direct influence on employees’ commitment. Specifically, the effect of work redesign was amplified on employee commitment through the implementation of employee empowerment.

Veronika, et al., (2010) in the study entitled “Suggestion systems in organizations: what motivates employees to submit suggestions?”, investigated the processes underlying employees’ involvement with suggestion systems and examined the relationship between interactional justice of the suggestion system, valence of the suggestion system, employees’ wellbeing, and motivation of employees to submit suggestions. The study was conducted with the blue-collar employees of the manufacturing companies of Germany. The study included 123 samples out of 142 employees chosen for the study. The reliability and validity were checked. The study hypothesis resulted that from the moderated mediation model, the processes underlying employees’ involvement was positive relationship with “valence of the suggestion system” and, “interactional justice” and “motivation”. Thus the study suggested that the level of employees wellbeing always between high and moderate, but not ceiling the low level.

Zhongjun, et al., (2010) made a study on “Using behavior theory to investigate individual-level determinants of employee involvement in TQM”, with the objective to isolate individual-level factors that would enhance or hamper employee’s involvement in continuous improvement activities related to work quality in chine’s manufacturing concern. In this empirical research, 490 employees are randomly selected through roster basis of their serial number and
received 462 filled questionnaires in which 396 questionnaires were usable. Descriptive statistics, univariate, multivariate and Structural Equation Modelling (SEM) decomposes the empirical correlation or covariance among the scale items (indicators) to path coefficients among the latent constructs. Reliability and validity were also checked. The research found that employee involvement in continuous improvement activities related to work quality is most significantly influenced by intention to involve, followed by self-efficacy, and perceived empowerment; attitude towards involvement is the most important determinant of intention to involve, followed by professional ethics, self-efficacy, subjective norm, and perceived empowerment; and attitude towards involvement is influenced firstly by perceived usefulness followed by perceived risk.

Ali Turkyilmaz, et al., (2011) conducted a study on “Empirical study of public sector employee loyalty and satisfaction”, and identified the factors which determine the level of public employees’ job satisfaction. Data were gathered from face to face survey in Istanbul branch of social security department. Among the collected 246 data, 220 were found satisfactory for data analysis. Occasional missing data on variables were handled by replacing them with the mean value. The factors namely Empowerment and participation, working condition, reward and recognition, team work, training and individual development, job satisfaction and job loyalty were tested with tools like factor analysis, multiple regressions and Structural Equation Method (SEM) find the more related variables through model fit. The studies find that there was a strong relationship between employee satisfaction and loyalty in a branch of a public sector Social Security Institution in
Turkey. Training and personal development was found the most effecting factor of employee satisfaction. And also there was a positive relationship between working conditions and satisfaction.

*Arwiphawee Srithongrung,* (2011) analysed Illinois state full-time career employees attitudes toward leadership, management practices and organizational commitment in the workplace in the study titled “The Causal Relationships among Transformational Leadership, Organizational Commitment, and Employee Effectiveness”. Among the four hundred and sixty surveys, 156 were properly responded. Nine variables namely Idealized Influence, Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, Internalization Commitment, identification Commitment, Exchange Commitment, Extra-role Behaviour, and Desire to Remain were tested. Path analysis was used to test the variables. Based on the analysis it is suggested that the transformational leadership has direct and indirect impact on employees’ effectiveness.

*Badral, et al.,* (2011) in their descriptive research entitled “Factors affecting the Empowerment of Employees (An Empirical Study)”, measured the factors affecting employee empowerment in sistan and baluchestan university-Iran. Data were collected through questionnaire method, 91 questionnaires were distributed to managers, deans, research assistants and educational assistants and 204 were distributed to official employees and day employees of the institution on the basis of stratified sampling method. The factors like job enrichment, devolution, performance-based rewards, participative management, suggestion system, team-
work formation and participation in goal-setting were tested with the statistical tools like binominal test and wilcoxon signed rank test. It is understood that the employees’ participation is needed not only to decision making but also to organizational goal setting. It is concluded that the organization allowing the empowered employees to participate in team work, helps the employees to participate in organizational goal setting.

*Carmen Cabello, et al., (2011)* in their paper titled “Leveraging the innovative performance of human capital through HRM and social capital in Spanish firms”, explained the effect of human resource management practices on social and human capital. In this empirical study conducted with innovative Spanish sectors’ R&D department total of 85 questionnaires were collected, which represent 13.73% total population. The study analysed selection procedures, development programmes, empowerment and use of incentives on compensation. Hypotheses were tested and the structural equation model was used. It is identified that HRM practices, such as selection processes based on employees’ potential to learn, specific training, career management, mentoring programmes, feedback appraisals and the use of individual compensation incentives have a positive influence on the value and uniqueness of human capital. And also HRM practices, such as selection processes based on interpersonal skills, empowerment and employees’ participation in decision making, and the use of team-based incentives in compensation have a positive influence on the firm’s social capital.
Humborstad and Chad Perry, (2011) in their paper entitled “Employee empowerment, job satisfaction and organizational commitment an in-depth empirical investigation”, explained the relationships between the perceived empowerment practice and employees service effort, turn over intention, and employees job attitudes. Data were collected from front line service employees of four-star and five-star hotels at Macau SAR of China using questionnaire. Out of 445 questionnaires distributed to the respondent, 316 respondents replied and 290 questionnaires were selected in the sorting. Statistical tools like t-test, structural equation model and chi-square analysis were used. It is found that even though the Chinese employees accept empowering management practice, it was not significant with service effort. Thus the organization needs to take effort to implement empowerment practice that helps to lead more job satisfaction, organizational commitment and lower turnover intention.

Koen Dewettinck, et al., (2011) studied the relationship between leadership empowerment behaviour, employee psychological empowerment and employee attitudes (affective commitment and job satisfaction) and behavioural intentions (intention to stay) in their research entitled “Linking leadership empowerment behaviour to employee attitudes and behavioural intentions”. 743 front line employees of insurance sector were invited for survey on the basis of web-based survey method. 381 responses were usable for the analysis. The variables represent 0.70-0.92 value of reliability when checked by cronbach’s alpha reliability method. The gathered data were analysed through chi-square test, correlation coefficient and AMOS structural equation model. The study explained the
existence of the direct relationship between leadership empowerment behaviour and job satisfaction and affective commitment. Psychological empowerment partially mediates these relationships. Employee attitudes were also shown to be related to behavioural intentions.

*Leroy Robinson, et al.,* (2011) wrote an article entitled “Implementing service recovery through customer relationship management: identifying the antecedents”. The article enumerates the relationship between service sector firms’ service recovery practice and the usage of firm service technology. In this descriptive research, 352 questionnaires were distributed to the front-line service employees (245 - male and 107 - female) of U.S.A service sector firms through online survey instrument. The factors like employee empowerment, job satisfaction, self-efficacy, employee ratings of the service firm’s service recovery practices, and service technology usage were analysed. The study resulted that there exist a significant relationship between the empowerment of employees and their job satisfaction and perceived self efficacy. Also there was a significant relationship between job satisfaction and self efficacy and service recovery.

*Qayyum, et al.,* (2011) made a study entitled “A Preliminary Investigation of Employee Motivation in Pakistan’s Banking Sector” to find the motivational factors among the public and private banking employees in Pakistan. Questionnaire method was used to collect the primary data. Banks were randomly chosen and 200 questionnaires were distributed in which 165 were completed and returned giving an overall response rate of 82.50 percent. The samples were tested
by frequency analysis, standard deviation, rank and, mean and mode analysis. Twelve motivational factors (High salary, seniority based promotion, personal development/learning, balanced work and family life, stable and secure future, relaxed working environment, fringe benefits, physical working environment, benefits after retirement, chance to benefit society, opportunity for advancement, social status/prestige) were used to find the motivation level. It is found that employees of both private and public banking ranked “high salary” and “seniority based promotion” in to very high. The other factors such as “working environment” and “after retirement benefit” were ranked more by public bank employees than private bank employees. The study also found that employees of public sector bank differ significantly in ranking the motivational factors.

*Terje Slatten, et al.,* (2011) explained the relationship between employees’ perceived service quality, employees’ turnover intentions, role clarity, and empowerment and coaching in their paper entitled “Service quality and turnover intentions as perceived by employees Antecedents and consequences”. The data were collected through structured questionnaire from 1076 front line employees of service sector companies in Norway. Regression analysis and descriptive statistics like mean, standard deviation and correlation analysis were used to test the variables. It is found that Employees’ perceived service quality was negatively related to employees’ turnover intentions and empowerment, coaching and role clarity were positively related to employees’ perceived service quality.
Uma Sankar Mishra, et al., (2011) made a study titled "CRM in Banks: A Comparative Study of Public and Private Sectors in India" to find the adaptation of customer relation management (CRM) in both public and private sector banks at the state Orissa in India. Structured questionnaire method was used to collect the primary data. The study includes 337 respondents, which were executives/officers and staff of both public and private sector banks operating in Orissa. The questionnaire were finalised after conducting pilot study. Out of total samples, 242 respondents from public banks and 95 of them were from private banks. The variables like Convenient Working Hours, Proximity to Office / Home, Attractive Financial Products, Company Salary Accounts, Availability of ATMs, Excellent Customer Service, Recommended by Friends, No Other Banks Nearby, and Overall Excellent Reputation were tested by t-test and chi-square analysis. The study revealed that the public banks were ahead of the private banks in attracting and retaining customers because of good personal relationship with the customers. Reasons for opening accounts with a bank by the customers are factors like convenient location, overall reputation, etc. Private Banks are offering more value-added services for special group of customers (class-banking approaches). However, both the banks were not lagging far behind to match the customer’s expectations. The roles of the front office people were quite important in attracting and retaining the customers as reported by the bankers of private banks and large-sized public sector banks.

Verda Khan, et al., (2011) study analysis on "Impact of Organization Culture on the Job Satisfaction of the Employees (Banking Sector of Pakistan)",
the aim of the study was to known the role of organization’s culture on the job satisfaction of the employees belonging to the banking sectors in Pakistan. Stratified sampling method was used to collect the data from both private and public sector banking employees at both the city of Rawalpindi and Islamabad in Pakistan. There were 150 questionnaires distributed in the ratio of 3:1 between private and public bank i.e 100 questionnaires in the private banks where as 50 in the public banks. Reliability and validity were checked, the cronbach's alpha value represents the acceptable rate. The factors like Job satisfaction (pay, promotion, co-workers, and supervisor's support) and Organization culture (Communication, Rules and policies, Super visor support, Rewards and benefits) were tested by descriptive statistics, regression analysis and factor analysis tested the validity of the variables. The result shows that supervisor support and open communication make a significant impact on job satisfaction’s level (p <0.05). Whereas, rules and policies, rewards and benefits has no impact on the job satisfaction of the employees. Thus the study concluded that the employee job satisfaction depends upon individual to individual nevertheless supervisor support and communication was not the only determinant of job satisfaction.

*Anood E. Haddad, et al., (2012)* attempted to find the effect of perceived services quality dimensions on customers’ satisfaction for the rebranded telecommunication companies and the effect of the moderating role of demographic variables, in Jordan. Primary data were collected from the existing subscriber of the telecommunication services industry. There were 450 questionnaires distributed to the telecommunication subscriber but 392 of them
were responded properly. 385 samples were only included for analysis. The variables like Tangibility, Reliability, Responsiveness, Competence, Empathy, Perceived Quality of Service, and Customer Satisfaction were analysed with factor analysis, ANOVA, and regression analysis. Descriptive statistics like mean, median, and standard deviation also used for this study. The study found that 44.8 percent of the respondents did not refer rebranded name of telecommunication service instead of former telecommunication service name. Demographic variables like gender, income, education level, and occupation were tested, in this education level and gender has the least effect on customer satisfaction with analysed variables, and also the relationship between perceived services quality and customer satisfaction were differs for the two rebranded telecommunication companies.

Dana Yagil, (2012) conducted a study titled "The mediating role of engagement and burnout in the relationship between employees’ emotion regulation strategies and customer outcomes", to examine the association of emotional regulation with customer satisfaction and loyalty intentions as mediated by employee burnout and engagement. Convenience sample method was adopted, the respondents for this study were first-line service employees and their customers, data were collected through questionnaire method. 135 service providers (service representatives, sales people, waiters, nurses, hotel, shops, banks, medical organizations, beauty parlours, hair salons, cable TV services, cellular phone services, manpower organizations, educational organizations, and insurance companies)–customer dyads in Israel. The selected variables like
Engagement, Burnout, Deep acting, Surface acting, Satisfaction, and Loyalty intentions were tested using mean, standard deviation, correlation, and structural equation modelling. The structural equation modelling tested the fit of the model. The study showed that engagement fully mediates the relationship of deep acting and burnout partially mediates the relationship of surface acting, with customer satisfaction and loyalty intentions.

Hoseong and Beomjoon, (2012) conducted study on "The relationship between employee satisfaction and customer satisfaction" with the aim to examine the relationship between employee satisfaction (ES) and customer satisfaction (CS). This study was administered with the cooperation of one of leading private education companies in Korea. In this study 500 customer samples were randomly selected from about 50,000 customers nationwide. Questionnaires were sent to 372 customers who agreed to participate in the survey. 285 questionnaires were returned, 227 samples (227 pair of customers and corresponding employees) were used in the final analysis after discarding the incomplete questionnaires. Two major models were formulated for this study employees’ model that includes role ambiguity, role conflict, job satisfaction, commitment, and intent to stay, working condition, pay, and co-workers; and customer’s model that includes interaction quality, outcome quality, and customer satisfaction, trust, and customer loyalty. Reliability and validity were checked to confirm the overall goodness-of-fit indices of the measurement model. Statistical tools like factor analysis, correlation and Structural equation methodology (SEM) were applied to test the hypothesized model. The study results indicate that ES leads to CS but CS did not affect ES,
which suggests that the relationship between ES and CS is unilateral rather than bilateral. The study suggested the top level management in the service industry to take an active role in recruiting employees who were confident in their abilities and who display pro-social dispositions.

_**Hsin-Hua Hsiung and Kuo-Pin Yang,** (2012) studied the linear and quadratic relationships between job satisfaction and age, gender, marital status, organizational tenure and official rank. Police officers were systematically selected for this study. 800 questionnaires were distributed to police officers in 14 districts city police department headquarters in the capital of Taiwan. Out of which, 443 questionnaires were returned, response rate was 55 percent. Finally 367 completed questionnaires were selected as study sample. Reliability and validity were checked, Cronbach’s alpha convergent average rate is 0.80. The factors like job satisfaction, self-efficacy, behavioural responses, and social desirability were tested by descriptive statistics, chi-square test, t-test, regression analysis, and confirmatory factor analysis. The study results revealed that job satisfaction has positive and linear relationships with considerate voice and patience, inverted U-shaped relationships with aggressive voice and neglect, and a negative linear relationship with exit. According to the regression analysis, considerate voice and aggressive voice had varying relationships with job satisfaction. Further, the t-test results found that considerate voice and aggressive voice tended to be exhibited by different employee groups. Such findings suggest that voice behaviours were heterogeneous and should be distinguished from each other.
Vijayakumar, et al., (2012) conducted a study titled "The Retention of Employees of MNC of Information Technology Companies, Bangalore City, India", the objectives of this study were to find the significance of HR practices in job satisfaction and the relationship between job satisfaction and employee retention. The study was conducted at the IT industry, the sample of this study were Twelve IT industry's HR managers at Bangalure in India. The variables regarding HR practices like staffing, performance management, reward, development and career management, HR delivery, knowledge, learning teamwork, relationship, culture policies, and intention to stay in their respective organizations were tested. Descriptive statistics chi-square test, t-test, and Karl Pearson’s Coefficient of Correlation were employed to test the drafted hypotheses and statistically validating the analysis. Averages, percentage, ratios were also used to analyse and present the data in a clear and understandable manner. It is found that employee retention was significantly related with fair-competitive salaries, work environment, and on the basis of nature of supervision. The study concluded that the managers must concentrate more on employees affecting area like individual development and career development. And also compensation was the major turn over factor of IT industry. So, the managers needed to determine which factor to be concentrated more to improve retention.

Karina and Raymond, (2012) examined the links between pre-intervention working conditions and well-being, levels of participation in planning and implementation, employees’ reports of changes in procedures, and intervention outcomes. This study was conducted in a local government organization in the
Danish elder care sector. There were 583 employees in 31 teams participated in the study. In each elder care centre about half of the employees (51% of the sample) provided care to elder people who were still in their own home (homecare) and the remainder worked in residential elder care homes. At Time 1, questionnaires were distributed to 551 staff and 447 questionnaires were returned, yielding a response rate of 81 percent. At Time 2 the questionnaire was distributed to 521 staff and 274 returned the questionnaire (response rate 54 percent). The cronbach’s alpha value represent at Time 1 was .73, and .74 at Time 2. The factors of intervention process measures (Employees Participation and Changes in procedures) and outcome measures (Social support, Autonomy, Job satisfaction, Affective, and well-being) were tested by t-test, ANOVA, and structural equation modelling. The study showed that the participation and changes in work procedures were significantly associated with post-intervention autonomy, social support and well-being. And also the results indicate that employee participation in intervention processes was associated with perceived changes in work procedures.

*Ming Chieh, et al.,* (2012) in their study "The Mediating Effect of Quality of Service on the Effectiveness of Employee Training and Customer Satisfaction", examined the mediating role of quality of service in the relationship between the effectiveness of employee training and customer satisfaction. The study was conducted at Chinese restaurant in north and south regions of Taiwan. The questionnaires were distributed to 200 employees-customers dyads of 40 restaurants. The factors of employee training, customer satisfaction and quality of services were tested using correlation analysis and structural equation modelling.
The variables like environment, service, product, tangibility, reliability, reactivity guarantee, empathy, reacting learning behaving were analysed. The study showed that the effectiveness of employee training is positively related to quality of service and quality of service was positively related to customer satisfaction. Moreover quality of service plays a mediating role between the effectiveness of employee training and customer satisfaction.

*Muhammad Imtiaz, et.al.,* (2012) studied the "Impact of Physical Attractiveness on Selection and Recruitment Process". Primary data was collected through questionnaires-survey method. 250 questionnaires were distributed by mail with instruction to employers and employees of different organizations working in United Arab Emirates, Pakistan, United States of America, Saudi Arabia, United Kingdom, and Bahrain. It is found that physical attractiveness has no direct impact on hiring decision of manager at the time of recruitment and selection but it somehow influences the hiring decisions made by managers. Thus the study concluded that decision of hiring managers does not necessarily based upon the physical attractiveness but it is influenced by various other factors which include candidate’s appearance, his/her dressing style and educational qualifications.

*Nadeem Bhatti, et al.,* (2012) study entitled on "The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction", the study was aimed to find the relationship between leadership style and job satisfaction among the teaching staff comprising of both male and female from public and private schools of
Lahore. The study was conducted in both public and private school. Convenient sampling method was adopted. Structured questionnaires were distributed to collect data from the different school teachers in the city. The study was 205 randomly selected teaching staff comprising of both male and female. Reliability analysis conducted by cronbha's alpha method, the value was represented the convergent response rate. There were 23 variables tested by Mean, Standard deviation, Correlation, T -test, ANOVA, and Regression Analysis, to find the job satisfaction with the leadership style. The study resulted that the male and female have same level of job satisfaction. As both work in similar position Public teachers have high level of job satisfaction because in private sector job is not secure as it is in public sector. Leadership style has a positive impact on job satisfaction. People like to work in free atmosphere where they can share and exchange their views. Employees tell their leaders fearlessly in case of anything wrong. This creates a sense of ownership among the employees that gives them satisfaction.

_Nasser Akeil Kadasah, (2012) conducted a study on “the Benefits of ISO 9000 Implementation in the Private Sector in Saudi Arabia”, the objectives was to determine the significant benefits of implementing ISO 9000, assess the differences based on organization activity and size of organization, and factor involved in ISO 9000 development, revisions, certification and implementation at different private sector organization in Saudi Arabia. This study includes 186 private firms both manufacturing and service firms with ISO 9001 certification. There were 21 variables included for this study. Reliability and validity were_
tested, cronbhc\'s alpha value represent 0.936. Factor analysis (principle component with varimax rotation) was used to reduce the variables ANOVA was used to test the significance between variables. The study finds that the satisfaction about ISO 9000 benefits was not high. The study also reveals that there was no significant difference between companies based on activity or size with regards to perception of ISO 9000 benefits.

Paul E. Madlock, (2012) examined the cultural congruency between societal and organizational cultures, and supervisors’ and employees’ communication behaviours and employees’ work alienation, satisfaction, and commitment. There were 300 questionnaires distributed to the full-time non-management employees of different types of Mexican organization (education sector 6.9%, service sector 52.6%, high tech organization 7.4%, manufacturing sector 26.1%, and other organization 7.0%) in Mexico (Southern Mexico 36 (21.4%) Central Mexico 14 (8.3%) North western Mexico), U.S.A. 181 questionnaires were returned, it represented the response rate 60.3 percent, 13 could not be used due to data missing, finally 168 questionnaire utilized for the study. Reliability and validity were also tested. Descriptive statistics and Pearson’s correlation analysis were used to test the variables like Approach, Avoidant, Communication Apprehension, Organizational Commitment, Job Satisfaction, Power Distance, Work Alienation. The research found that power, distance, communication apprehension (CA), supervisors’ avoidance messages, and work alienation were all positively related to the job satisfaction and organizational commitment of Mexican employees.
Amudha, et al., (2012) studied the Customer Satisfaction towards Quality of Service of an Indian Private Sector Bank using Factor Analysis, Industrial Credit and Investment Corporation of India is chosen for the study. Stratified random sampling method was adopted for data collection in 20 branches of ICICI bank. The branches have been selected within 100 kilometer radius in Tiruchirapalli region. Out of 600 questionnaires distributed 473 fully completed responses were received. The study hypothesis had been tested by statistical analyses like ANOVA and factor analysis. The findings showed that the customers were satisfied with the variables like maintenance of standards regarding the issue of cheque book within 5 days, Debit Card within 7 days by courier, PIN number for Debit Card the next day and Pay Order within 6 minutes. The customers were less satisfied with the services like issue of Debit card and the activation of the account. The study concluded that the loyalty towards bank has increased and the bank also deserves the level of commitment towards customers.

SeyedReza, et al., (2012) made a study on “How organizational citizenship behavior mediates between internal marketing and service quality”, with the purpose of investigating the effects of internal marketing on service quality and the mediating role of organizational citizenship behaviour in their relationship. The study was conducted in the Iranian gas company where 800 employees working. A total of 162 samples were selected from the customers and employees of the Greater Tehran Gas Company were taken. The study used a questionnaire that contains factors like Organizational Citizenship Behavior, Internal Marketing and Service Quality. Hypothesis and models were formulated through structural
equations modeling utilizing LISREL 8.53. The research findings demonstrate that internal marketing actions have a direct, meaningful and positive effect on organizational citizenship behaviours. The conceptual model shows that organizational citizenship behaviours act as a mediator between internal marketing and service quality.

*Steven M. Elias, et al.,* (2012) made a study on "Age as a moderator of attitude towards technology in the workplace: work motivation and overall job satisfaction". The study examined the relationships between the employees’ attitude towards technology in the workplace and motivation (intrinsic and extrinsic) and overall job satisfaction. 671 employees from the Inter-university of New Mexico State University, USA, who were residing in the United States of America were chosen as samples. 32 responses were removed because they were not employed at the time of data collection and 27 responses were removed because they provided incomplete data. The study tested work motivation (intrinsic and extrinsic) and overall job satisfaction towards technology. Factor analysis, descriptive statistics like standard deviation and mean, and regression analysis were also used for analysis. It is found that age moderates the relationships between attitude towards technology and motivation and overall job satisfaction within the work place.

*Vathsala Wickramasinghe, (2012)* conducted a study on “Influence of total quality management on human resource management practices”, to explore the changes occurring in the human resource (HR) function and human resource
management (HRM) practices due to the implementation of total quality management (TQM) in Sri Lankan export-apparel manufacturing firms. Out of 83 firms that obtained ISO 9001 certificate as well as registered their firm under the Board of Investment of Sri Lanka data was collected from the quality managers and HR managers of 77 firms who agreed to participate in the survey. The questionnaire included TQM practices, and the influence of TQM practices on the HR function and HRM practices. The study analysed the factors like Leadership, Information and analysis, Strategic quality planning, HR development, Quality assurance, Supplier relationship, and Customer orientation. Factor analysis, correlation and regression were used for the data analysis. The study showed that firms introduce process improvement initiatives within the HR department by upgrading - the role of the HR function; HRM practices; performance management; competence development and career planning; rewards and recognition; recruitment and selection; and HR planning and satisfaction to bring those in line with TQM requirements.

2.3 CONCLUSION

The reviews give more related application oriented knowledge to the researcher, and can learn more related ideas to apply the concept in his research area. The concept of human resource management and total quality management applied both manufacturing and service sector companies in many research at domestic, national and international research. But no research is found at private limited companies in Tirunelveli district in this kind so far.