DECLARATION

I, Ms. Geeta Rani certify that the work embodied in this thesis is my own bonafide work carried out by me under the supervision of Dr. Balgopal Singh at Banasthali Vidyapith. The matter embodied in this thesis has not been submitted for award of any other, diploma, degree or fellowship.

I, hereby declare that the thesis entitled “A Study of Relationship among Total Quality Management (TQM) Components and Employees’ Job Satisfaction” submitted for the Degree of Doctor of Philosophy is my original work. I have given credit to and referred to the researchers wherever their works have been cited in the text and the body of thesis.

Place: Banasthali Vidyapith (MS. Geeta Rani)

Date:
ACKNOWLEDGEMENT

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Sincerely

Geeta Rani
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LIST OF ABBREVIATION

- **TQM**: Total Quality Management
- **QC**: Quality Control
- **SPSS**: Statistical Package for Social Sciences
- **S.D**: Standard Deviation
- **ISO**: International Standardizations Organization
- **TQC**: Total Quality Control
- **HRM**: Human Resource Management
- **MNCs**: Multi National Corporations
- **NCR**: National Capital Region
- **KMO**: Kaiser-Meyer-Olkin
- **OC**: Organizational Culture
- **OC1**: Management encouraged the employees to fix problems.
- **OC2**: Reporting of work-problem in the company is encouraged.
- **OC3**: In place of individual job functions or independent work situations, well organized teams are utilized to organize the work.
- **OP**: Organizational Policies
- **OP1**: To encourage the employee participation in quality improvement program the company follows the salary promotion scheme.
- **OP2**: In this company position and promotions are linked to work quality.
- **OP3**: Company rewards the excellent suggestions in financial terms.
- **OP4**: Payment policies of the organization are good.
- **OP5**: Promotional policies of organization are good.
- **EI**: Employee Involvement
- **EI1**: The Company in which I work has cross-functional teams.
- **EI2**: This Company uses to have several Quality Circles (within one function).
- **EI3**: Employees keep themselves actively involved in quality-related activities.
- **EI4**: This firm implements suggestions activities widely.
- **EI5**: Most suggestions from the employees are implemented after evaluation.
- **EI6**: Employees of this firm are very committed to the success.
- **ETE**: Employee Training & Education

- **ETE₁**: For recognizing employees' quality improvement efforts this company keeps on modifying working conditions.

- **ETE₂**: Major achievement from the continuous improvement and empowerment efforts are formally celebrated.

- **ETE₃**: Employees are encouraged to accept education and training in this company.

- **ETE₄**: The Company makes available possible resources for employee education and training.

- **ETE₅**: In this company most of the employees are trained to use quality management procedures (tools).

- **ETE₆**: Quality awareness education is given to employees.

- **ETE₇**: Specific work-skill training is being provided to all employees.

- **ETE₈**: Employees are regarded as valuable, long-term resources throughout their career.

- **ERR**: Employee Rewards & Recognition

- **ERR₁**: Rewards and penalties are for the employees are clearly defined.

- **ERR₂**: Recognition and reward activities effectively stimulate employee commitment to quality improvement.

- **TW**: Teamwork

- **TW₁**: Concepts of high-performance work teams, is systematically introduced to all team members, managers, supervisors, technical and support people in the company.

- **TW₂**: To support the work team approach roles for employees have been formally structured.

- **TW₃**: Clearly defined mission and operation guidelines are prepared by each team has developed.

- **TW₄**: The work teams and the functions perform by them are entirely independent and managed by the group itself.

- **TW₅**: Each work team meets on regular basis to solve problems and explore opportunities in its work area.
- **TW₆:** A structured method to examine the work flow and processes is followed by work teams to improve the effectiveness of the functions.
- **TW₇:** For gaining direct feedback from both external and internal customers a predefined process is followed by each work group in the firm.
- **EE:** Employee Empowerment
  - **EE₁:** To support and enhance effective people and team processes there is comprehensive culture in the company.
  - **EE₂:** In case of any problem in the work, employees are permitted to take decision.
  - **EE₃:** To maintain the open, highly empowered work environment, the company minimizes artificial barriers. For example, there are few “status” distinctions between managers and workers.
  - **EE₄:** Information-passing processes such as team meetings and regular state of-the-business assemblies are a regular part of work.
  - **EE₅:** Training and follow-up support help the workers to become team players, customer advocates, trainers, problem solvers, and team decision makers.
- **EJS:** Employee Job Satisfaction
  - **EJS₁:** I am satisfied with the work of my job in total.
  - **EJS₂:** As a whole I am satisfied with my co-workers.
  - **EJS₃:** I am satisfied entirely with the supervision.
EXECUTIVE SUMMARY

Total Quality Management (TQM) is a philosophy that focuses on producing zero defects products to quality control in order to eliminate waste and to achieve the lowest manufacturing cost, increase productivity and profit of the firm. Total Quality Management (TQM) is a continuous improvement process which involves all departments, tools, all people, suppliers and customers as well. TQM is a never ending process to improve the quality of the products/services to satisfy customers’ requirements. Total Quality Management (TQM) practices and processes involve all employee of the firm which can improve the communication between the firm and their employees. Successful Total Quality Management (TQM) implementation needs commitment of all employees in the organization. Every employee involves improving quality of products/services at every operational stage. Total Quality Management (TQM) is a philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, and production, customer services, etc.) to focus on meeting customer needs and organizational objectives on continuous basis. The simple objective of TQM may be articulated the right things, right the first time, every time.

This study sought to investigate a relationship among TQM components and employees’ job satisfaction. Based on extensive review of TQM literature, seven TQM components - Organizational Culture, Organizational Policies, Employee Involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, Employees’ Empowerment, were designed, modified and proposed for this research study. Questionnaire is divided into two parts namely demographic profile and questions related to company’s overall performance. Questionnaire part-A, demographic profile keeps tracks on the general information of respondent. Particularly, this section contains respondents’ gender, race, age, year of working experience with current company their position level in the company, marital status and their education level.

Questionnaire part B, contains 39 questions. In this part questions were designed to find out the relation between TQM components and employees’ job satisfaction. This part was divided into eight dimensions namely (Organizational Culture, Organizational
Policies, Employee Involvement, Employee Training & Education, Employee Rewards & Recognition Team Work, Employees’ Empowerment,) and Employee Job Satisfaction. Questionnaire was distributed randomly to employees from different job levels who were working in the companies. A cover note was attached together the questionnaire for explaining the purpose of research study, assuring them of the confidentiality of their responses, and instructing them to complete the questions. Out of 500 questionnaires distributed to employees of ISO certified companies, 400 usable questionnaires were returned, yielding a response rate of 80% percent, which is considered acceptable.

In this study Judgemental sampling method was used to select the organizations as well as the respondent’s for filling up the questionnaire. After successfully collecting the data through questionnaire the data have been edited, coded and classified and further it has led to the next step is data analysis.

SPSS version 16 is used for factor analysis to determine the factors contributing to TQM. To understand and validate structure of TQM factors maximum likelihood method for factor extraction with Varimax rotation is used. Data have been analyzed by using descriptive analysis frequencies, means and standard deviation. This section describes the Mean value and S.D of all factors of TQM - Organizational Culture, Organizational Policies, Employee Involvement, Employee Training & Education, Employee Rewards & Recognition Team Work, Employees’ Empowerment,) and Employee Job Satisfaction. One Sample t-test is used to test the significance of sample mean with desired mean 4 that is Agree. If the value of P>0.05, the null hypothesis i.e.” sample mean is equal to test value” is not rejected and if P<0.05 it indicates the null hypothesis is rejected. By comparing the Mean value of items with test value four (4) i.e. Agree, than it is concluded that, whether the response of respondents is that they agree with the statement or not.

The Pearson Coefficient of Correlation is used to test the relationship between independent variables (Organizational Culture, Organizational Policies, Employee Involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, Employees’ Empowerment,) and dependent variable (Employee Job Satisfaction). This research study has employed the scale to find out the relation between the independent and dependent variables as they are shown under:
1) 0.70 and above     -  Very strong relation
2) 0.50 to 0.69          -  Strong relation
3) 0.30 to 0.49          -  Moderate relation
4) 0.10 to 0.29         -       Low relation

For testing the hypotheses that is the relation between TQM factors and Job Satisfaction, with the minimum to maximum range of correlation. The significant maximum value of correlation between TQM factors with Employee Job Satisfaction for each case is taken to show the relation between independent and dependent factor and to decide on to accept or reject the hypotheses determined.

Results of this study indicated that hypotheses H1a for ‘Organizational Culture’, hypotheses H3a for ‘Employee Involvement’, hypotheses H5a for ‘Employee Reward & Recognition’ and hypotheses H6a for ‘Teamwork’ are accepted but there exist a low level of relation between these independent variables with dependent variable – ‘Employee Job Satisfaction’. On the other side it has indicated that hypotheses H2a for ‘Organizational Policies’ are accepted but there exist a strong level of relation between ‘Organizational Policies’ and dependent variable – ‘Employee Job Satisfaction’. It is also indicate that hypotheses H4a for ‘Employee Training & Education’ and H7a for ‘Employee Empowerment’ are accepted but there exists a moderate level of relation between these two independent variables (Employee Training & Education and Employee Empowerment) and dependent variable (Employee Job Satisfaction). Results have indicated that in India the employee satisfaction with implementation of TQM is low because of following reasons i.e. weak organizational culture, lack of employee involvement and participation, leadership behaviour and commitment, lack of cross functional teams, less connection between rewards and recognition with quality management, less cooperation among worker while working in a team. For the success of TQM and to realize the true benefit of it, following recommendations are made. There is a need to develop a supportive culture as it helps the organizations to smoothly implement TQM plan. It directly affects the behaviour of employees that brings cooperation, coordination and could help in quality management initiatives. Organizations need to facilitate suitable environment to their employees for increase in their involvement in suggestion scheme, and quality improvement process, so that the quality objective as
established by TQM principles can be achieved. The organization structure should be so
designed so that it facilitates free flow of communication in between various levels, the
appropriate structure is a flat structure that facilitates all employees to communicate and
make decisions any time when the requirement arises.

While implementing TQM an organization needs to carefully develop their TQM
implementation plan in context to type of a firm, conditions of an industry, competition in
the market and to degree of change to manage. Top management leadership and their
commitment can increase a chance to make success of TQM implementation. Well
Awareness of TQM philosophies, principles and procedures can increase internal
customer i.e. employees satisfaction as well as overall performance of an organization.
Effective leadership qualities increase the motivation level of employees to work-together
to achieve common objectives as established for TQM. They should act as a role model so
that their employees can follow them. They should be well aware and knowledgeable
regarding the TQM principles, improvement plans as well as activities, and other
organizational plans. Employees should be empowered enough to take action whenever
they encounter any problem in their work. Empowerment is positively associated with
influencing employees’ attitude and behaviour. Empowerment brings out creative abilities
or potential of the employee to improve the overall organizational performance.
Empowered employees can take the best decisions for the benefit of organizations.

Employees are required to be made aware about the TQM concept and its
implications. TQM based training and education is helpful to enhance the required skills,
knowledge, productivity and overall performance of the organization. There is need to
develop cross-functional team, it helps in making an organization stronger and moves
towards a successful path. Teamwork creates a cooperative environment in the
organization and gives autonomy to the employees to achieve a common goal. This
practice and process of encouraged team work facilitate organization trust where company
recognizes employees’ abilities, capabilities, trust them to make changes and implements
procedures based on their experience. Organizational practices and policies directly
influence the TQM implementation practices. They need to give extra attention while
making polices for employees. Top managements should frame and associate their
payment policies with quality performance of the employees. Rewards and penalties must
be clear and a systematic reward implementation helps them to get more satisfaction from their job.

Employees’ overall satisfaction depends on the availability of factors such as empowerment, rewards and recognition, training and development, leadership behaviour, commitment and their welfare policies, competitive strategies to retain, level of communication with management, co-worker and supervisor etc. Hence, organizations should pay more attention to job satisfaction of internal customers i.e. employees, because they are the key to successful implementation of TQM.

Keywords: Total Quality Management (TQM), (Organizational Culture, Organizational Policies, Employee Involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, Employees’ Empowerment,) and Employees’ Job Satisfaction.