Chapter 1
Introduction and Background
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1.0 Chapter overview

This chapter gives a brief description on the introduction part of this research, overview of Total Quality Management (TQM) and Employees’ Job Satisfaction, background of the study, some important definitions of TQM, principles of TQM, problem statement, research objectives, research questions, research framework, independent (Organizational Culture, Organizational Polices, Employee involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, Customer Focus, Employees’ Empowerment), dependent variables (Employees’ Job Satisfaction), and proposed model. Further sections of this chapter are followed by brief description about the terms used such as significance, future aspect & scope, limits, and end section deals with the process of organization of the study.

1.1 Introduction of Total Quality of Management (TQM)

Modern business is a highly vying and competitive enterprise. The concept of competitive advantage is prime objective of almost all big business organizations in today’s cut-throat competition. Total Quality Management (TQM) is basically known as a tool to make organization competitive within this globalized, advanced informational and technical environment. TQM has become a frequently used term when we discuss about quality. In today’s scenario whether we are competing internationally or nationally we face constant change in globalized market and it enhance the scope of dependences on money maker intermediates. This kind of alteration practice enlarges the competition among companies and their market related strategies. Customer has become God for every competitive organization. Customer plays a central role in every organization. Every organization must satisfy its customer for long survival in this new era.

Nowadays, TQM is considered to be an integrated management approach which helps the organization in its efforts to capture maximum market share, satisfied customer and increased profit. Every organisation attempts to satisfy its customers through providing qualitative products as well as services and achieving this objective is possible
by its employees. Therefore, the concepts like industrial democracy, employees’ participation, empowerment, T&D, and TQM are being implemented strategically to increase the employees’ job satisfaction. Being the prime objective of customer satisfaction, organization needs to focus on quality continuously. Hence, quality is becoming an essential aspect of today’s competitive business, and it will be an essential requirement for the survival of the organization in future.

The quality management has received significant attention during the last decades and its benefits are enormous. According to Deming, quality means improved productivity. Juran added that improved quality means improved productivity, and Garvin confirmed their findings with the words, “quality and productivity have similar roots” (Hoffman and Mehra, 1999).

The definition of quality depends on those who are defining it? With the passage of time defining the term quality has become complicated. Two parties basically define quality such as Manufacturer and Customer. Quality means getting everyone to do what he has agreed to do and does it right the first time improvement efforts of various group of the organization so as to provide products/services at level which allow customer satisfaction (Feigenbaum).

Dynamic environmental, technological changes and top-notch administration method cannot be implemented without the full devotion of their working employees’. Definitely dedicated and creative personnel bring increments in the performance level of an organization; it is the vital plan of every business, in this competitive world. Companies have implemented total quality management (TQM) successfully only due to well recognition and effective management of compensation system of their employees. Total Quality Management (TQM) tries to put together all departments (like design, engineering, finance, production, marketing and customer service) and factors of production to fulfil the needs, desires and wants of customers along with the goal of an organization on continuous basis. The simple objective of TQM is “Do the right things, right the first time, every time”.

“According to the big five schools of TQM, namely, Deming, Juran, Feigenbaum, Crosby and Ishikawa, TQM is an integrated approach that gears towards synergizing all the functional activities across an organization with the primary objectives of improving
quality of products and services as well as increasing customer satisfaction (Crosby, 1979; Feigenbaum, 1983; Ishikawa, 1985; Deming, 1986; Juran, 1988). First time, the world class journey of TQM started with manufacturing segment afterwards extensively spread to the service and other industries. Effects of TQM were positive for the organization as well as for their workforce.

Positive connection between TQM and job satisfaction has well documented in various research studies. It appears that business leaders have good reason to pay close attention to TQM and workforce job satisfaction. Workforce satisfaction has positive impact on TQM implementation. It helps the organization in cost cutting (eliminate waste; retain the best employee for a longer time), sale maximization, capture market share, profit maximization, growth of business. Employees’ satisfaction is a source of competitive advantage. Employees’ satisfaction has been positively associated with higher work motivation, higher job performance, training and development, retention of talented people.

Total Quality Management (TQM) facilitates an ethical organizational atmosphere to satisfy employees. Job satisfaction makes the employees to achieve the main objective of a firm. Total Quality Management (TQM) creates an effective communication and coordination among all the departments, employees’ participation, employees’ empowerment and it leads to employees’ job satisfaction.

However traditional work practices, management philosophy and attitudes especially to employee job satisfaction which could resist a successful implementation of TQM. This occurred in many cases because of lack of knowledge, managerial culture and understanding on the part of employee task within implementation of TQM programmes. Understanding and lack of understanding are important elements which lead to the successful execution or failure of implementing TQM practice. That’s why an organization needs to focus and put efforts in the implementation of TQM.

1.2 Employees’ Job Satisfaction

There are so many ways and solid reasons available for job satisfaction which payback companies to decrease in complaints, grievances handling, and non-attendance, yield, and termination, leftover scraps. Job satisfaction improves workforce regularity in
jobs, self-confidence, productivity and quality. Job satisfaction is strongly connected with employees’ health, commitment, self-esteem, level of motivation, and also a good sign for their long life.

In 1996, Brown conducted a study on employees’ as a result they established a positive connection between customer satisfaction and their own job enjoyment. “Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory”-Andrew Carnegie, the famous American Industrialist.

Effective leadership quality of a leader enhances its workforce morale, motivation, total output, sense of responsibility towards their organizational as well as personal objectives. Good management has the potential for creating high morale, high productivity, and a sense of purpose and meaning for the organization and its employees. “Empirical findings by Ting (1997) show that job characteristics such as pay, promotional opportunity, task clarity and significance, and skills utilization, as well as organizational characteristics such as commitment and relationship with supervisors and co-workers, have significant effects on job satisfaction”. A careful management of job related characteristics is required to increase their level of satisfaction.

To ensure job satisfaction for a long period depends on vigilant planning of top level of management and full determination of their workforce towards their work. Top managers should give regard to the theory of Herzberg’s (1957) and Maslow's (1943) because these theories included a good package of elements which support, inspire, and motivate their workforce positively to meet challenges of this dynamic world. An organization must manage a transparent reward system for their workforce because it is necessary that salaries distribution should be attached with job responsibility, experience, skills, knowledge, and total output rather than on the basis of seniority.

Hoppock defined, “job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job” (Hoppock, 1935). There are so many outdoor elements affects employees’ job satisfaction that is why an organization must find out the crucial factors which create a positive feeling inside them.
Some scholars like Culbertson, 2009; Korunka, Scharitzer, Carayon and Sainfort, 2003 considered job satisfaction as an important dimension not only employees point of view but it is indicator of organizational success and future survival. Numerous researches conducted in service industry to test their quality management showed a positive and important connection exists among customer satisfaction and employee job satisfaction (Akdere, 2009; Brown and Lam, 2008; Hallowell, Schlesinger and Zorntsky, 1996; Zeithaml, Berry and Parasuraman, 1996). In fact “customer satisfaction” can be achieved through satisfaction of employees. Furthermore, Schroeder et al., 2005 viewed that due to evolution of quality increase the interest area of several academicians and practitioners in operation management. In fact different authors have different aspects and views while defining job satisfaction. Hoppock (1935) suggests a set of factor are the reason of people satisfaction. Vroom (1964) find out that employee’s role at their workplace defines their level of job satisfaction. In his own definition he said an “affective orientation on the part of individuals toward work roles which they are presently occupying”. Furthermore, Spector finds out job satisfaction of employees’ depends on the level of happiness and unhappiness with their work because of this reason liking and disliking arise in any job role.

Positive feelings and attitude of people for their job at workplace describes the level of job satisfaction. In fact, employees’ expectations and desire of satisfaction arise when they start working with an organization. Employees’ level of satisfaction depends to what extent their prospected desires are match the real world. People behavior at workplace is closely linked with employees’ job satisfaction (Davis et al., 1985). Employees level of satisfaction for their job reduce complaints and grievances, absenteeism, turnover, and termination, wastage and positively brings punctuality in workers, and improves positive feeling, morale and productivity and quality. Armstrong (2006) commented that favorable attitude and feelings of people at workplace indicate the level of workers’ job satisfaction where as on the other hand unfavorable attitude and negative feelings represent workers’ job dissatisfaction. George et al., 2008 represented various aspects of individual regarding their job satisfaction these are people attitude towards their work role they play, co-workers and supervisor support, cooperation and their pay. In addition, Kaliski (2007) found that fulfillment of desire e.g. well recognition,
comparative salary as given by competitors firm, transparent promotion scheme, and other benefits to complete their expected aim leads to job satisfaction.

Statt (2004) in his definition “job satisfaction define to what extent a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation”. On the other side disappointment and unhappiness in regards with job decrease the sense of loyalty, increases number of absenteeism, as well as in accidents. In the words of Spector (1997) organization should follow the guidance of human values. All employees or people who are attached with organization must be treated fairly and with respect. Satisfied employees will be more effective in their work and it is a good sign of balanced sentiments and feeling. Behaviour and attitude of employees affect the overall performance and actions of the organizations. Positive behavior towards job will decide their level of satisfaction whereas, negative attitude and behavior reflect their abhorrence and dislike that they experience in their job.

Rue and Byars different factors which effect employees job satisfaction at their work such as managers concern for people, job design (scope, depth, interest, perceived values), their compensation (internal and external consistency), working environment and conditions, social relationship, perceived long-range opportunities, level of aspiration and need achievement. Furthermore, Herzberg’s two factor theories probably define motivator factor which are causes of job satisfaction and lacking of hygiene factors which are cause of job dissatisfaction. Herzberg’s (1976) hygiene factors includes company policies, supervision, interpersonal relations, work conditions, salary status and job security where as motivator factors includes accomplishment of goals, well recognition procedure, nature of work, assigned responsibility and accountability, continuous arrangement of training sessions, career development and growth. Among all factors reward is considered as an important factor which reflects more satisfaction level of employees and cause of greater performance efforts.

Vanderberg and Lance (1992) during his study found that there is a significant connection between employees’ loyalty and work related satisfaction. His study represents higher job satisfaction the higher is the level of employees’ loyalty. Employee absenteeism increases the cost of companies therefore, HRM department must find out the permanent solution of this problem and should find out some ways to decrease or reduce it
to its minimum. Through job satisfaction approach managers can reduce absenteeism to its minimum. Today managers must consider the impact of the employee’s perception for the nature of his work and the level of overall job satisfaction. Financial rewards and compensation are most crucial factor of employees’ job satisfaction. Numerous research studies represent the fact that motivated workforce and level of motivation have a great impact on productivity, and performance of business and its growth.

1.3 Background of the study

Kanji (1990) defined TQM, “The way of life of an organization committed to customer satisfaction through continuous improvement. This way of life varies from organization to organization and from one country to another but has certain principles which can be implemented to secure market share, increase profits and reduce costs”. TQM can be describes as a quality management approach to spread the quality related knowledge and attentiveness among people.

A survey of literature finds that TQM have two side “hard” and “soft”. The “hard” aspects are (technical) side like manufacturing, design process, technique and tools, arithmetical practice control, amendments in design and practices of organizations. “There are seven basic TQM tools that an organization can use to improve quality such as Process Flow Charting, Scatter Diagram, Tally Chart, Pareto Analysis, Histograms, Control Charts and Cause and Effect Analysis to interpret data (Psychogios and Priporas, 2007)”.

The “soft” (or “philosophical”) aspect of TQM can be measured in non-financial term such as organizations employees and customer’s satisfaction. “Soft” side of TQM emphasizes on human resource pattern managed by organization. A survey of studies indicates that effective management to “soft” sides of “TQM” are required for its well execution and to get positive results (Juran, 1964; Ishikawa, 1985; Deming, 1986; Dale and Cooper, 1992).

“Powell (1995, p.15) concluded that Organizations that acquires the soft elements of TQM can outperform competitors without accompanying TQM ideology”. In this study Total Quality Management mainly focuses on TQM components employee empowerment, employee involvement, teamwork, training and development, committed
management, organizational culture, rewards & recognition, customer satisfaction, employee compensation along with employees job satisfaction.

Total Quality Management (TQM) practices bring a positive change that helps the employees in improving their job satisfaction. Literature on Total Quality Management (TQM) proved that how success of it is giving profit to advanced nations like Japan, Europe, US, China. But nowadays developing countries like India are also using TQM practices in the organizations and its benefits are enormous. They are increasing their production and profits due to employee’s job performance. TQM improves quality, reduces waste, minimizes the cost of the products and increases the profits. Reduction in cost and improvement in quality of the products lead to customer’s satisfaction which is the ultimate aim of every organization. Total Quality Management (TQM) components like employee empowerment, employee involvement in decision making increase employee confidence and moral that create a healthy environment in the organizations and employee get satisfied.

1.4 An outline of TQM

In earlier, stages of II World War there were some organizations that were practicing the concept of TQM. Dr. W. Edwards Deming attributed towards TQM philosophy. He was generally known as the creator of TQM philosophy. Walter A. Shewhart invented statistical quality control in the form of TQM tool. In 1931, Walter was available for his cost-effective technique to manage quality of produced goods/service to the organizations. For the first time it was implemented “at Western Electric Company’s Hawthorne plant in 1926”, where, Joseph Juran was practicing his quality management activities by using this method. Dr. Edwards Deming developed and practicing his concept of TQM at large scale in the established organization in Japan. “Deming has come to be viewed as the father of quality control, quality circles and quality movement”. In the late 1920s he was in Chicago working as “an employee at Western Electric Company he found worker motivation level to be degrading and economically unproductive; incentives were tied directly to quantity of output”.

Walter A. Shewhart who was working with Bell Telephone Company as a statistician teamed up with Deming in 1930s. Walter A. Shewhart methods and new
statistical techniques positively influenced Deming and practiced as a suppliant of their conventional methods of management. A combination of Shewhart’s methods and Deming statistically approach to successful execution of managing practices helped the manager to determine at what time they need to interfere in organizational process and when they would not.

During World War II Deming got an opportunity to test their philosophies of management along with Shewhart’s statistical approach and techniques to manage quality. As a result manager found that TQM techniques could be speedily learned and implemented by those employees who were involved in production process. During 1947, Deming was in Japan to stress out it’s badly war affected economy. Japanese were well known of Shewhart’s statistical approach and techniques to manage quality that is the reason they send an invitation to Deming to distribute their knowledge on statistical control. They invited Deming to lecture on statistical control. In 1950 a series of lecture took places on “SQC” and his technique emphasized that worker participation is necessary for the improvement of product quality along with adoption of statistical devices. Juran published his quality control handbook in 1951.

Japanese drastically have increase in their exports by implementing of all methods to improve their quality of products. Qualitative products were supplied and used by consumers from corner to corner of the world. During 1970’s and 1980’s manufacturers of U.S were practicing these methods and techniques to improve their productivity and quality which helped them to be competitive in the business.

Different schools of thought and consultants stressed on various sides of TQM that have changed with the passage of time. These are known as “hard” and “soft” side of TQM which affects employees’ technical, operational, social/managerial or behavioural point of view positively. TQM works with the help of these acronyms which consist of CQI (continuous quality improvement), SQC (statistical quality control), QFD (quality function deployment), QIDW (quality in daily work), TQC (total quality control), etc.

The basic elements “of TQM, as expounded by the American Society for Quality Control, are 1) policy, planning, and administration; 2) product design and design change control; 3) control of purchased material; 4) production quality control; 5) user contact and field performance; 6) corrective action; and 7) employee selection, training, and
motivation.” Total Quality Management (TQM) can be described as SQC + Collection of other related factors. In this regards Deming considered that all factors are crucial and should be implemented carefully in the success of TQM. In 1928, he published his book “Out of Crisis”. His book suggested managers that supportive atmosphere and working culture inside the organization positively affect on the quality of products/services. Japanese also used this strategy to achieve their short-term monetary objectives. He emphasized that his approach and philosophy are important to maintain a healthy relationship between management and workers. On the other side, While Deming gave instruction to the companies to involve in quality production instead of increase the number of their quantity. With the use of statistics Deming generated the method for managers that how to find out the quality related problems and solve it in achieving their companies overall objectives.

Nowadays, TQM requires continuous process improvements; participative management; and optimum use of teams. Participative management is a new form of employees’ involvement in management related activities against the replacement of traditional methods of management. Management and leaders involve in making policies, strategies, and giving direction to their subordinates to execute their task effectively. These kind of practices helps to management to improve their production process; proved as an important source of motivation to their employees’ and give them satisfaction that they are empowered enough to take action whenever they find a problem in execution of their work.

Second characteristic of TQM is concerned with continuous improvement in overall process which includes setting of short-term objectives towards attainment of quality inside the organization, because profit at large scale can be earned in long-term through regular practice of short-term total quality control. Managers should follow this approach because it gives benefit to make a good relationship with workers while implementing TQM successfully.

Third important characteristic of TQM is Teamwork, which benefits the organization in number of ways. A Cross-functional team helps the organization in solving different department’s problems at the same time. These kind of multitasking approaches
of team groups bring all workers together for sharing their information, experience; recognize problem, positive attitude, confidence, tactics of work, etc. So that employees can understand their job role in a better way and perform it accordingly to achieve the objectives of an organization.

TQM is a long-term process of management. Effective TQM requires cooperation, well planning of policies, strategies of top management, along with well execution, continuous improvement, arrangement of employee’s development program etc. TQM is a universal approach for business to capture “market share” instead of “profitability”. Therefore, organizations have a control on their “market share” and continuity in quality improvement and control on cost increase profit in long-term. Whereas, it focuses on getting return on short-term stockholders, higher return will be considered the better one. TQM is well recognized by Japan companies rather than companies of America. Business environment can vary from country to country for example companies of US, basically focus on short-term planning, assessment of stocks, and keep an eye on quarterly results. That is why monetary commission and incentive schemes are attached with short-term goals of top management to lower level of management. In other words, TQM is basically the management of quality at all level in the organization. TQM mainly focuses on products/service quality and price because customers must be willing to know that what they are getting and how much they are going to pay for it. These above said two reasons are good to create satisfaction of consumers, reliability and in their long time retention.

1.5 Definition of TQM

Total Quality Management (TQM) is an initiative of managers in delivering the high level of qualitative products as well as services. TQM is also known as the management method to improve the total output or production of the business. TQM is a systematic way to spread quality straight from corner to corner inside an organization by including everyone from top to lower level employees’ along with raw material suppliers and customers.

These kinds of practices to manage quality enhance the scope and profit of an organization. Dr. W. Edwards Deming developed the concept of “TQM includes
techniques for achieving efficiency, solving problems, imposing standardization and statistical control and regulating design, housekeeping and other aspects of business”.

All gurus deliver a good perceptive of TQM philosophy, principles and practices. In the corporate world “there are several quality awards such as the quality Deming Prize (1996) in Japan, the European quality award (1994) in Europe, and the Malcolm Baldrige national quality award (1999) in United States of America”. Each “award” is dissimilar and full-fledged with different features.

It is the key strategy of organizations to enhance its overall qualitative production and efficiency towards maintaining competitiveness advantage and achieving world class-status. In today’s environment we use TQM as a dominant practice to execute their functions at all level inside the organization. “Research has proven strategic benefits of quality management programs and better quality is proven to contribute to huge market share and return on investment and improve the area of strategic performance manufacturing and service industries has become the spotlight of global industries and it is considered to be one of the major contributors to the global economy and thus, quality management program is strategically important for gaining a competitive advantage (yang et al., 2003)”.

In recent years, importance is given to human related aspects, more emphasis on involvement and development of workforce while practicing TQM. Several researchers argued about the unbeaten execution of TQM require “softer” practices. TQM is important to carry out its production process in a quality manner. It is a helpful tool for the employee in order to act on the strategies and rules framed by the industry. TQM policy must be framed for improving the productivity and also makes the employees feel satisfied in their job in the organization.

TQM builds a passion among employees to perform their job, creates self awareness and personality traits. Motivated and creative employees can set performance standards for him and set up a friendly competition among co-workers. Employee’s career satisfactions teach competitive skills and knowledge to others workers of the organization which help in achieving the main goal of organization. TQM does not achieve quality not
TQM functions an overall effectiveness higher than the individual output from the subsystem such as design, planning, production, distribution; quality tools, employees’ involvement, customer satisfaction and continuous improvement are essential beliefs of TQM philosophy. TQM brings competitiveness, efficiency and changeability in a business firm. Deming (1988) emphasized on his famous 14 principles to make higher level of management policies, strategies, and direction inside the organization.

Kanji (1997) mentioned “TQM is a benchmarking tool for quality management and that top managers need to develop a quality culture within the organization through active participation in leadership and involving all the employees’ to be more innovative”. Employees’ participation invents new ideas, management skills and transforms the new idea into practice. For the effectiveness of TQM some elements are required like leadership & top management support, teamwork, empowered employees, employees’ participation, innovation play an important role. It is said that happy workforce positively participates to manage quality related activities as well as actively participates in decision making.

Literature has shown that job satisfaction is more associated with achievement of firm goals and towards its success. Increased customer satisfaction contributes to get competitive advantage. Although through using of group capabilities, managerial potential, skills and even staffs, it is resulted in quality improvement and organizational efficiency (Nourae et al., 2013). TQM programs improve productivity gained in the long run, although setting the associated systems in place did not results in significant productivity change to winning awards. Organizational culture is found to be a dominant practice of TQM which helps in improving employees’ job satisfaction.

TQM gives suggestion to top leaders about what type of strategies and practices they should adopt for effective participation of employees’ to control over quality process and in decision making. Some research studies, outside of Malcolm Baldrige Award program discussed the relationship between effective strategies and their practices to bring out effective performance for the organization.
“Park- Dahalgaard et al. (2001) suggested that TQM as a continuous process as a fusion of eastern and western ideas”. According to McAdam & Henderson (2004) “the future of TQM as influenced by market changes is likely to result in less structured TQM approaches and more devolved, empowered, customer facing TQM activity. While TQM exponents may argue that these elements have been in existence for some time, there is clearly a need for TQM to become more mobile and agile to meet such challenges”.

“A technical definition of TQM given by the American Federal Office of Management Budget Circular (Milakovich, 1991) as TQM is a total organizational approach for meeting customer needs and expectations that involves all managers and employees in using quantitative methods to improve continuously the organization’s processes, products and services”.

Finally, the US General Accounting Office defines TQM as The new approach to the art of management that was developed during World War II and seeks to improve product and service quality and increase customer satisfaction by restructuring traditional management practices. The application of TQM is unique to each organization that adopts such an approach.

For Dale (1999) “TQM is the mutual co-operation of everyone in an organization and associated business processes to produce products and services which meet and, hopefully, exceed the needs and expectations of customers. TQM is both a philosophy and a set of management guiding principles for managing an organization”. Therefore, TQM is an art of managing the whole to achieve excellence.

“According to Ahire & O'Shaughnessy (1998) firms with high top management commitment produce high quality products despite variations in individual constructs, and, second, that in firms with low top management commitment, four other constructs, i.e. customer focus, supplier quality management, empowerment, and internal quality information usage are primary predictors of product quality”.

“Taylor (1995) while study on ISO 9000 certified organizations found that many ISO 9000 organizations which are planning TQM show poor levels of understanding of the latter's purpose and very few are yet measuring customer satisfaction beyond the requirement to measure complaints”.
Howard Weiss and Mark Gershon observed in Production and Operations Management, the terms quality management, quality control, and quality assurance often are used interchangeably. These functions are directly responsible for the continuous evaluation for the effectiveness of the total quality system.

However, information related to TQM must be imparted through training among all employees so that they can become liable to improve the quality related process. Several research papers emphasized that basic principles and tool of TQM are differently used to get positive results.

Finally, we can analyse TQM in three words that consist of: Total refers to the whole; Quality refers to ability of your product or service to satisfy to customer and Management refers to an art, of controlling, leading and planning. Therefore, TQM is the art of managing the whole to achieve excellence.

From the above definitions, two aspects comes out that TQM comprises: tools and techniques as well as management concepts and principles. Techniques and tools referred to as the ‘hard’ aspects of TQM, while management principles refer to the ‘soft’ side. All gurus suggested that to focus on ‘hard aspect of TQM’ an organization must review and take help of statistics and systematically implement to control the quality. Conversely, TQM includes so many different features like consumer satisfaction, teamwork, quality culture, employee empowerment, involvement, training and education etc.

1.6 Principles of TQM

There are a number of key principles can be identified in defining TQM, it includes as under:

1. **Put customers first**: - In total quality management (TQM) customer is known as a driving force for an organization to improve its continuous performance. Delivering better quality products/services improve customer satisfaction and relations. Only customers decide the level of quality that’s why customer is known as the central part of the organization. Whatever you do to quality improvement only customer determines whether your efforts are worthwhile. Juran argued in (1988) customer can be divided in two different parts 1. Internal customer 2. External customer. Internal customer includes all employees who are attached with
the organization. External customer includes (clients, government, regulatory bodies, public) who define the quality of service/product delivered. Customer is known as the king of the company because of huge competition in the market. Continuous improvement and availability of qualitative product enhance their level of satisfaction. Time to time an organization needs to make ‘customers’ data, customers’ complaints and benchmarking in order to improve the customer orientation.

2. Continuous improvement: - As suggested by TQM theories the finest approach to increase in the organizational output is to continuous improvement in performance of the organization. By using analytical quality tools and creative thinking continuous improvement become more effective and efficient. Continuous improvement is concerned with long-term improvement opportunities, by using the ‘hard’ aspect of TQM. If the objectives and strategies are well planned quality management can be achieved. Quality management can be maintained by using management philosophy and necessary support of everyone in the organization. Companies should continuously make effort to improve manufacturing methods and quality procedures. According to Anderson et.al. (1994) continuous improvement is an integral part of TQM; its focuses on customers’ satisfaction.

3. Team Work: - Fourth principle is concerned with team work. In the modern framework of TQM, team work is considered as a positive ingredient for continuous improvement because continuous improvement can be achieved only through whole team efforts. Team work helps in quality management. Cross functional teams are helpful for all organizations in order to make the work more flexible and develop mutual trust among members. Quality management is not concern with production department only, while each and every department needs to participate in this context.

4. Employee Empowerment: - Empowerment is also known as a valuable principle of TQM. When management commits and empowers its employees it gives them confidence to control over the work process, is the cornerstone of TQM. Empowered employees involve in decision making process. Empowered employees use their skills in a better way that increases a sense of responsibility.
Participative management helps in retaining the best employees for the long time in an organization. Confident employees will take better decision to improve quality management process.

5. **Continuous training and education:** - Continuous training and education is required for effective management of TQM. Oakland (1993), believes that training is the single most significant component in trying to improve quality. Dale (1999) defines training, a common language throughout the business. Continuous training and education is required to be competitive in this new era. Technology is changing day by day that requires training on continuity basis. To work effectively with changing techniques and tools to manage quality training is required. Some authors argued that top managers and shop floor workers receive more training in the area of using quality tools, quality awareness and customer focus. Time to time employees should receive regular training on methods and concepts of quality to improve quality of products/services. Effective TQM implementation programme calls for a training policy, which should be a part of achieving excellence quality management. Time to time training evaluation process is required for continuous quality improvement.

6. **Top management commitment and support:** - Upper defines principle of TQM needs top management commitment and support. They work as a main driver for implementing successful TQM process. Dale (1999) argued that top managers “have to take charge personally, lead to process, provide direction, exercise forceful leadership, including dealing with those employees who block improvement and maintain the impetus”. Torrington and Hall (1998) argues, “senior managers need to define the quality objectives of the organization to provide direction and clarity and to communicate the continually within the organization.” Ahire and O’Shaughnessy (1998) “firms with high quality products despite variations in individual construct, i.e. customer focus, supplier quality management, empowerment and internal quality information usage are primary predictors of product quality”. Management commitment is a valuable and longer term. It requires a close visible involvement during TQM implementation. When Taylor (1995) was studying TQM, found that “many ISO 9000 organizations
which are planning TQM show poor levels of understanding of the latter’s purpose and very few are yet measuring customer satisfaction beyond the requirement to measure complaints”. Many authors found that senior management involvement, understanding & customer focus are must for TQM success. For further successful TQM implementation requires strategic management, leadership, training in the organization.

7. **Participative management:** - it identifies an important management style in quality management, pointed out by Crosby (1979) in his book quality is free. There is a difference between TQM and other management approaches. It is more democratic. TQM’s most appropriate style of management is participative management. Successful implementation of TQM requires Participation of employees’. Active participation can be increased by employees’ ownership of organizational development programme thus it is suspected to be more influential in the implementation of TQM than the “passive” reception through training. Successful TQM implementation requires management employee and shop floor workers cooperation. It is characterizes as a collective instrumentalism which reflects the blend of collective and individual concerns.

8. **Organizational Culture:** - It is the most dominating practice among all ‘soft’ aspects of TQM. Generally, organizational culture influences people’s actions and reference points, thus alerts their actions in the perception of all aspects of their work has been extended to include quality. Organizational culture should aim at developing employees’ ability to work together as a team to manage quality. Quality culture develops a bonding trust, good relationship among the members for continuous improvement. Good relationship helps the organization to achieve quality improvement.

9. **Fact based decision making:** - Decision making must be only on data, not personal or situational thinking.

10. **Communication:** - Communication strategy, method and timeliness must be well defined.

11. **Process centred:** - Fundamental part of TQM is to focus on process thinking.

12. **Integrated system:** - All employees must know the business mission and vision.
13. **Strategic and systematic approach**: - Strategic plans must integrate quality as core component.

   Above all are the examples of important principle of TQM. There are still a few more principles that were used by previous researchers in defining principles of TQM. TQM and other acronyms like CQI (continuous quality improvement), SQC (statistical quality control), QFD (quality function deployment), TQC (total quality control), and etc. is used to describe quality management philosophies. All these quality management acronyms provide a support to manage overall quality and increments in total output. As a result an organization increase their overall profit and able to make them competitive in this dynamic world.

   A study, by Zhang, (2000), defines TQM as “A management philosophy for continuously improving overall business performance based on leadership, supplier quality management, vision and plan statement, evaluation, process and control improvement, product design, quality system improvement, employee participation, recognition and rewards, education and training, and customer focus.”

1.7 **Problem statement**

   “Total Quality Management (TQM) is widely used term in the western world, although it is found that not all companies are easily able to successfully implement and manage this program (Tata et.al.1999)”. Companies which successfully implemented TQM once are unable to sustain it. Reason being that, these companies fail to assess how the implementation of the program affects employees’ performance and their satisfaction so; there is a need to find out how TQM is being utilized in Indian ISO certified companies and how TQM components are related to the employees job satisfaction.

   Past researches are theoretical in nature and a small number of empirical researches give information in support of their experiments. So many previous empirical studies analyze data by using descriptive statistics (frequencies and means) to relate TQM components and job satisfaction and very few used inferential statistics (correlations and multiple regressions). Most of the previous researches discussed the importance of TQM practice in improvement of the operational performance, companies’ performance and customers focus. Previous studies discussed that “TQM and employees’ job satisfaction
have had limited outcome in scope and probably affected by methodological constraints or inaccuracies (Ooi, Bakar, Arumugam, vellepan, loke, 2007 and Ankur jain, 2010)”. To overcome of the above problem, this study is going to contribute in the literature through systematic way to confirm the relation between the “soft aspects of TQM and employees’ job satisfaction” in Indian context.

However, very few studies have been accomplished to test this relation with TQM and employees’ job satisfaction in India. Due to instability of management system, managers keep on changing their perception regarding their employees’ and they are not able to focus on the observation system and operation process as a result organization cannot report continuous improvement trends of process and their operation. Managers are not able to use their valid information in their strategic decision making process and planning. TQM and employees’ job satisfaction has created valuable impact on industrial companies. Lack of attention towards TQM, criteria of components resulted in diminishing level of quality in organizations and organizational disorders. Environmental changes in organization and its requirement cause to pay more attention in various perspectives of quality management system.

Now the products are producing through global standards because quality plays an important role to be competitive. Integrated use of value resulted into raising high quality of products and services. Particularly, this research study is going to find out the connection between “TQM components and employees’ job satisfaction”.

The proposed study will try to examine that with which magnitude TQM Components like (Organizational culture, organizational Policies, Employee involvement, Employee Training & Education, Employee Rewards & Recognition Team Work, Customer Focus, Employees’ Empowerment,) are related to job satisfaction of employees helping the organizations to achieve their goal? Lack of TQM components can affect the successful TQM implementation in the organization and that is directly related to employee’s job satisfaction.

**1.8 Research Objectives**

Particularly, this research is going to find out that how TQM components benefit the organizations, along with industries and also measuring the connection between TQM
and employees job satisfaction. Mainly it focuses to identify the set of “TQM” components that would be an efficient channel to calculate the employees’ job satisfaction. This research also finds out that which TQM components are more concern with employees’ job satisfaction.

1. To recognize the basic components of Total Quality Management (TQM) in Indian ISO certified industries/organizations.
2. To investigate the magnitude of relationship between key components of TQM and job satisfaction of the employees of organizations under study.
3. To establish the TQM components in Indian perspective.
4. To suggest the modified TQM practices with respect to the diversity of employees, processes and technologies, required for the higher level of job satisfaction.

1.9 Research Questions: -

Due to lack of investigation that shows the connection between TQM components and employees’ job satisfaction our research will collect some facts from a survey that describes at what extent these above said TQM components is concerned with employees’ job satisfaction. To know the answer of such questions on the basis of above said research objectives we tried to generate some research questions:

1. What is Total Quality Management (TQM) all about?
2. Do Total Quality Management (TQM) components have positive effects on employee’s job satisfaction?
3. What are the positive impacts of TQM strategies on workforce perception and their job satisfaction?
4. Which TQM components and practices are strongly associated with employee’s job satisfaction?
5. What will be the proposed model which shows the connection with components of TQM and employees’ job satisfaction?
6. How does this proposed model be successfully executed and exercised practically?
1.10 Research framework

Overall aim of this study is to investigate the relationship between TQM components and employees’ job satisfaction of ISO certified organizations. To examining this relationship we developed a proposed model it consists of a set of TQM components that directly affect employees’ satisfaction. The connection between TQM components and job satisfaction has shown in figure 1.1 in the research framework. This Study will acts as a bridge to measure the distance through a deep investigation and judgemental perception about TQM and job satisfaction. This proposed model suggests that higher the availability of components of TQM will give higher level of satisfaction to employees’ regarding their job.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
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<tbody>
<tr>
<td><strong>Components of Total Quality Management (TQM)</strong></td>
<td><strong>Employees’ Job Satisfaction</strong></td>
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<td>Organizational Culture</td>
<td></td>
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<td>Leadership &amp; Top Management Commitment</td>
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<td>Employees’ Empowerment</td>
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<td>Training &amp; Education</td>
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<td>Team Work</td>
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<td>Customer Focus</td>
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<td>Rewards &amp; Recognition</td>
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<td>To Ensure Total Employee involvement</td>
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Figure 1.1: Research Framework
1.11 Independent variables: - particularly, this section informs that TQM includes under described components; such as customer focus, organizational culture, teamwork, leadership and top management commitment, rewards and recognition, workforce empowerment and training and education. The definition of components of TQM practices are described below:

I. Customer Focus: - customer focus is concerned to know the efforts of all organizations which continuously try to investigate customers’ taste, need, wants, desire and future preferences (Philips et. al 1983). Companies need to investigate in the market continuously to get ideas to enhance their quality of produced goods/services and also follow extensive complaints/ information from customers (Ooi, Bakar, Arumugam, Vellapan, Loke, 2005). “Berry et. al. (1988) recognized five principle measures used by customers to judge the quality of products and services are tangible deals with the appearances of the physical facilities equipment personnel and communication material, reliability, responsiveness, assurance, empathy or the provision of caring, and individualized attention to customers”. According to Garvin (1984) products’ quality can be measured in eight ways “which are performance, features, reliability, conformance, durability service ability, aesthetics and perceived quality in terms of the products reputation or how it compares to similar brands”. On the basis of these measures we can assess customers’ perception about product and service quality. On the other hand, manufacturing firms’ measures customer satisfaction on the basis of product performance (features, reliability, and perceived quality), post purchase, service ability, durability, conformance, responsiveness and empathy. Same measures are used to measure customer satisfaction in service industry. Customer is known as the boss for the business. A company cannot neglect customer needs and expectations to increase their market share. Customer (includes internal customer like all employee who are working or attached with the organization in any firm, as well as external customer who are going to consume the quality of products and services) by Kumar, Sunanda Aug, 2012.

II. Organizational Culture: - According to Ooi et. al. 2005 culture “refers to a set of values and guiding belief shared by members within an organization”.

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Organizational culture modifies, direct and present a view and make an important contribution in the organization by “influencing the thought, feeling interaction and performance of their employees (yousof and ali, 2000)”. A wide-range of supportive culture should be spread to get the positive efforts and effectiveness of workforce, team group, and process. Furthermore, lower level of management should be empowered enough to take decision when they find any issues related to quality of production, per unit cost and total production of an organization. Dale (1999) define organizational culture within TQM concepts, it is determined as a set of values and attitude that direct an organization, is effective in terms of organizational excellence and for ensuring job satisfaction. TQM was initially implemented in western world due to culture difference between western organizations and developing countries organizations it might make the adoption of TQM difficult (Alsughayir, 2014). “Adopting a quality culture through the implementation of quality management initiatives in major aspects of the business where possible with full consideration towards building a continuous improvement culture based in realistic resources, financial and human (Yousuf and Aspinwall)”.

III. Teamwork: - Teamwork allows manpower to come together to achieve a common task in the organization (Noorliza and Zanial, 2000). Teamwork facilitates to fulfil the work related expectations, output and commitment. Teamwork “refers to the extent to which the organization practices to increase employees control in their work and facilitates them to work together (Ooi et, al. 2005)”. It creates a cooperative environment in the organization and gives autonomy to the employees to achieve a common goal. This practice and process of encouraging team work facilitate organization trust, where company recognizes employees’ abilities, capabilities, trust them to make changes and implements procedures based on their experience. Cross-functional team building helps in making an organization stronger and moves towards a successful path.

The top level of management must have to take responsibility in developing team and determining the membership of a team within the organization (Swarnalatha and Suresh Krishna, 2013). A team making process decides the level of contribution of a team as a whole and individually. Teams are made to achieve the
organizational objectives and time to time management finds out the necessary changes in the team for future.

Effective team work requires continuous supervision of managers; otherwise team will take more time to fulfil their objectives. We can conclude that success of team members depends on multiple factors like composition of the team, group processes within team, type of work itself. Therefore, management of team is not an easy process.

IV. Organizational Policies: - Organizational Polices plays an important role to enhance the total contribution of employees in the organization. Top management role is high in making policies for employees. Management should act rationally while making policies regarding welfare of employees. They should act like the Leaders are those who have followers. Leadership behaviour and job satisfaction have become famous and significant issue for past researchers. Evidence of past investigation found a significant connection among management leadership and job satisfaction. In the same way, findings of our research study represent a positive and important connection exists between leadership behaviour and job satisfaction.

Effective leadership and quality increase the motivation level of employees to work-together to achieve a common goal. Committed Leaders spread a supportive work culture in the organization. “It includes participation management, empowerment of all organizations members to focus on and achieve total quality objectives commitment to organizational system that are designed to ensure total quality and providing access to resources needed to achieve total quality goals as prescribed by Deming (1982)”.

Leadership and top management commitment involves participation of manpower to maintain quality culture throughout the company. Top level of management should continuously inform its workforce about its TQM vision, mission, long-term objectives, policies, strategies, effective compensation system which help in employees’ recognition for their best practices and for all quality related involvement and efforts. Effective policies for employees motivate them to take part in efficient execution of TQM plan of an organization. Top management must
be concerned to know about the improvement and growth reports of total quality efforts, and how much time they contribute on solving quality related problems. Top management needs to analyse and assess whether it has enough financial support to arrange the sessions of training for effective execution of TQM process. Leaders’ support and positive commitment contribute in satisfaction of employees. At the end, it can be concluded that leaders’ behaviour is a crucial factor to maintain a supportive and effective environment in the organization.

V. **Rewards and Recognition: -** Rewards refer to “benefits, such as increased salary, bonuses and promotion resulting from the annual review of performance, which encourage of superior performance with respect to goals (Juran and Gryna, 1993)”.

Rewards and recognition system is a crucial and important factor to enhance employees’ job satisfaction. Previous researches are evidence that a systematic reward implementation helps them to get more satisfaction from their job. Effective reward system is a combination of monetary and non-monetary benefits for individual and team or all working people who contribute in TQM effort. Reward system compels the workforce to maintain quality in their work for a long-time. Researchers indicated that, to get positive results of TQM an organization must focus on behavioural aspect of their workforce. Employees’ rewards system is a crucial element in determining employees’ level of job satisfaction.

Rewards and recognition is a system of a company which helps in bonding strong relationship between boss and subordinate. Recognition system creates a positive environment in the organization and motivates the employees in their task accomplishment. Yearly promotion system basis on their performance review as means of publically rewarding employees’ for their performance.

VI. **Employees’ Empowerment: -** The definition of empowerment offered by conger and Kanung (1988, p.747) “a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of providing efficacy information”.

According to Lawler (1994) employees’ empowerment is an important element of TQM. Employees’ empowerment is a key to encourage employee by assigning
authority so that they can directly deals with quality related issues/problems. Ugboro and Obeng, 2000 “indicated that empowered employees’ have higher level of job satisfaction and performance because of their involvement in goal setting and in decision making that affect their work”. Empowerment is positively associated with influencing employees’ attitude and behaviour empowerment programme creates an optimistic job experience and leads to upper level of employees’ job satisfaction.

Empowerment is basically a process of assigning authority to take decision as well as improve their performance by setting responsibility along with authority and getting information about all resources available to them. Employees’ should empower enough so that they can deal with customers’ issues related to quality directly.

Employee involvement in the definition of the quality mission is which express quality improvement ideas and employee participation in the quality improvement process. Empowerment brings out creative abilities or potential of the employee to improve the organization performance. Quality leaders’ behaviour is the key to make an employee get satisfied in his job. In automotive industry generally in a day an employee spends 8-10 hours at work, if the environment and empowerment at work are not congenial, they do not help the employee to improve personally or professionally and make him dissatisfied in all forms (swaranlatha and sureshkrishna, 2013).

VII. Training and Education: - “Deming (1986), refers the importance of education and training for continual updating and improvement”. Training gives an opportunity to workforce to enhance their skill, knowledge so that they can effectively do their work and it gives their career a new direction. Training continuously helps them to improve their career growth. Past researches consider the fact that those individuals are getting continuous training and education sessions sustain to greater level of job satisfaction than those who don’t. Developed employees are said to be competent enough to perform their task effectively. It can be concluded that training programme keep a significant effect on job satisfaction of employees’.
Numerous studies reported about the positivity of training session, as enhance their skill, knowledge, level of motivation, total output and positive attitude towards organization. Training increases the employees’ ability and facilitates them to update their skills, professional values, employee commitment and satisfaction towards the organization. At the end, due to shortage of training program an organization spread dissatisfaction and cannot retain their talented employees for a long time.

VIII. To insure total employee involvement: - Important principle in contrast of quality management is employee involvement in other words we can say that involve everyone in the organization. Employees’ encouragement level should be high and pro-active in identifying and addressing quality related problems. Organizations need to facilitate proper environment and culture to employees for involvement, suggestion scheme, measurement and recognition. All TQM gurus and consultants widely accepted that the increase of employee involvement in quality strategy brings as increased flow of information and knowledge and contribution in the distribution of intelligence to the bottom of the organization for resolving problems. Total aspects of TQM consist of everyone who is attached with the organization. Everyone should involve in quality improvement process, so that quality objective can be achieved.

Dependent variable: - employees’ job satisfaction is a dependent variable because employees’ satisfaction level is decided by all components of TQM. So, it is called a dependent variable.

1.12 Employees’ Job Satisfaction: -

Employees’ job satisfaction is a central factor of an organization’s growth and success (chin and saudhah, 2011). “According to (Locke, 1976) job satisfaction is an emotional reaction that results from the perception that one’s important job values, provided that it is to the degree that those values are congruent with one’s needs”. Dimensions of satisfaction are assigned task, colleague’s attitude and support, method of supervision, total payment and availability of promotion schemes. Employees’ job
satisfaction has proved a significant element to enhance their level of motivation as well as their total performance (Mak and Sockel).

Employees’ attachment and overall behaviour towards an organization are directly related or concern with employees’ loyalty. As discussed in TQM and HRM that higher level of job satisfaction brings loyalty among employees it enhance production of qualitative products/services as well as long-term profits (Chang, Chiu and Chan, 2010). For organizational growth and success employees’ job satisfaction play a vital role. Quick response to customer needs, employee commitment and loyalty is seen as a crucial factor in the service organizations.

Numerous researchers analysed that employees’ satisfaction is closely connected with their total commitment and loyalty for their organization. Findings of numerous researches suggest that the organization should try to enhance their satisfaction level so that they can do their work with honesty. Concept of job satisfaction can be defined as a “favourable attitude or pleasurable emotional state that results from a person job experience or fit between a person and an organization”.

Those organizations successfully implemented “TQM programs especially those that have won the Malcolm Baldrige Quality Awards show that employee job satisfaction is influenced by improvement in work environment (location, space, and amenities) (Ugboro and Obeng, 2000)”. Other factors which create a positive impact are arrangement of training session on continuous basis, employees’ participation, promotional opportunity, and chance for career growth and development. Employees’ “job satisfaction is as important as customer satisfaction as Ishikawa (1985) stated that an organization whose members are not happy they do not deserve to exist”.

In broader term employees’ job satisfaction is also influenced by availability of information about the organization’s mission, vision, values, management strategies, recognition schemes, equitable reward system, promotional and advanced carrier opportunities, involvement of total quality process, work environment that support productivity, enriched job and participation (Ugboro and Obeng, 2000).
1.13 Significance and Scope of the study

This is a well known fact that market dynamics are changing rapidly on the continuous basis. New global market is presenting new challenges, causing stressful competitive environment. Various authors have suggested a new role of TQM philosophy for business operating in the next century. Suazo (1998) proposed TQM as a holistic approach to manage the organization. Forrest (1998) has suggested that TQM concepts may be applied to implement sustainable development that provides competitiveness. Wong (1996) also concluded to the future of TQM by questioning its role for the forthcoming business scenario.

The results and findings of this study will be beneficial for the industries that may use TQM approach available to enhance company’s product superiority and services particularly in Indian context. It gives significant and wide knowledge on execution of TQM in India and distributes important strategic instructions to guide the future researcher to solve the problems which help in success of TQM implementation. The result of this study is going to help the Indian organizations to come out from their quality related issues and demonstrated different mode to stop the same problem happening again. Its awareness brings positive results to the organizations top management & leaders in the implementation of effective TQM programs. Due to lack of research in the context of TQM implementation in Indian industries we try to find out the connection between these two.

In the backdrop of above introduction it seems that job satisfaction among employees is an essential condition for an organisation to remain advance in its business competition. Furthermore, practices like TQM, employee participation, industrial democracy, etc. have their effects on job satisfaction. However, a very few researchers tried to find out the magnitude of such effects, particularly, in Indian context. The present research work is investigating the impacts of Total Quality Management (TQM) components on Job Satisfaction in ISO certified organization in India.

1.14 Limitations

Particularly this research study is concerned with the organisations that are established in Delhi-NCR region. However, persuading the organizations was quite
difficult because it include a long process and took more time to make an appointment along with the managers and their permission on sharing the information.

An additional probable drawback of this investigation is that respondents might not fill queries on serious basis. To enhance the participation level of respondents we attached a cover note along with the questionnaire. It clearly defines the objectives of the survey questionnaire.

Data were collected through the distribution of questionnaire. There are few missing data were found in the questionnaires that will affect the reliability and accuracy of the research.

Sources of this research study are books, previous researches, internet and journals. Employees’ job satisfaction is judge on the basis of the respondents thinking and observation towards their satisfaction in the organization. Biasness can be the other factor of limitation of this study.

1.15 Organization of the study

The Research work will be presented in the conventional form as lay down by the university with separate pages for the following - cover sheet, title, acknowledgement, abstract, contents, list of tables and figures.

The first chapter of the Research work is introductory in nature which introduces the areas under research, the reasons for choosing the particular area of research, and the research aim. The scenario of TQM practices in Indian industries with particular references will be discussed.

The second chapter, Literature review will expound the findings of various studies on TQM related concepts and job satisfaction elements. The study of these researches will be the basis of objectives and hypotheses of the present study.

Research Methodology shall highlight the research design, method of sampling, data collection, and data analysis. The various methods and approaches used for carrying out the research shall form the major part of the third chapter entitled Research Methodology.
The fourth chapter intends to present the processed data using tables and charts. The hypotheses would be confirmed or rejected in this chapter using statistical methods. At the end of this chapter, a summary of findings would also be presented.

The Fifth Chapter demonstrates Findings & Observations. Conclusion and recommendations will form the last chapter of the research. It may also include a discussion, about the whole study and the implications of findings for future researchers. Apart from the above-mentioned sections, the Research work would also include a reference list at the end of the thesis. Sample questionnaires and certain relevant appendix would also be included.