Chapter 2
Literature Review
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2.0 Chapter overview

Chapter number two starts with discussion about evolution & TQM concept which is represented in the literature of top Total Quality Management (TQM) gurus such as Deming, Juran, Crosby, Feignbaum and Ishikawa. There are some past researches also which shows the connection between TQM components and employees’ job satisfaction. Further sections will describe the summary of individual’s contribution by all gurus in the field of quality management and job satisfaction of employees’, a table which shows the comparison of five top quality gurus. The chapter reviews the literature on employees’ job satisfaction as well as important components of TQM such as (Organizational Culture, Organizational Polices, Employee involvement, Training & Education, Rewards & Recognition, Team Work, Customer Focus, Rewards & Recognition, and Employees’ Empowerment) which affects Employees’ Job Satisfaction.

2.1 Evolution of TQM

Concept of quality and its meaning has changed and evolved over time. However, quality concept is not a new issue but has been existed for so many years. In 1995 Powell pointed out: “TQM’s origins can be traced to 1949, when the union of Japanese scientists and engineers formed a committee of scholars, engineers, and government officials devoted to improving Japanese productivity and enhancing their post-war quality of life and American firms began to take serious notice of TQM around 1980.”

In early 20th century meaning of quality management was limited to ensure that the products met the criteria or specifications. In the early days of manufacturing products an operative’s work was inspected and a decision was taken whether to accept or reject it. With the passage of time as business grew at large scale full time inspection jobs were created. Some problems arose due to creation of inspection function launched like due to some technical problems, requirement of skilled workers, lack of inspections department training, to increase the level of output inspectors were ordered to accept the defective
products, expert workforce were permoted to perform different task and incompetent worker were assigned operator’s task in manufacturing department.

This type of process starts with set up a different inspection section under the supervision of chief inspector. With the foundation of these department new services like valuable training, copy of records, methods and tools to measure the authenticity of products were developed. Hence quality control department was evolved. Quality control manager was responsible for approving the product design quality and all services provided by them.

During 1920’s statistical theory was implemented for better and effective quality control system. First time in 1924 Shewhart introduced a new control chart. Afterward, Deming came in lime light to develop the TQM concept. However, in late 1940’s production companies less exercised these quality control techniques to manufacture their products.

During 1940’s Japanese industries were smashed. To come out this problem they found the reason for this failure and started once again their industries by following the approaches and quality control techniques of Deming, Juran, and Feigenbaum. Companies were using statistical sampling techniques to assess quality and at the same time quality control charts were used to inspect manufacturing procedure.

During early stage of 1950’s Japanese developed and used quality management practices in their plants. In 1960’s quality management techniques were widely used by manufacturing companies. At the same time in 1960’s all top gurus defined the concept in a broader way.

Quality was not limited to be viewed in production department only but by the entire organizations. All functions and departments of an entire organization were involved and accountable for their quality related efforts. Entire organizations were equally liable and distributed the total expenditure of bad quality. The concept of Quality affected the whole organization not only production department. However, the definition of quality was changed and noticed at the end of 1970’s. Before 1970’s concept of quality management was not taken seriously, old concept and techniques of production were used and later on products were improved.
Although, in 1970’s and 1980’s several US companies were out of the competition in foreign market and lost their market share because of poor quality products. First time in 1969 Japan, America, and Europe sponsored “an international conference on quality control, was held in Tokyo”. For the first time in his paper Feigenbaum used the term “total quality” and gave importance to wider issues like planning, organization, and responsibility of management.

Ishikawa published a paper; and explained how “total quality control” was different in Japan, and its significance for the “company’s wide quality control.” He also described the importance of all level of management to spread the quality inside the organization. In the same way, top management should provide a supportive work culture and should try to educate their people to enhance total quality control in the company. However, in late 1970’s company-wide quality management was common in Japanese companies. In early 1980’s companies started to follow quality revolution and they found their initiative efforts was delivered successfully.

In 1982 department of Trade & Industry published that Britain’s worldwide market shares were decreasing and this affected the living standard of people. A campaign was held in 1983, its overall objective was to convey the positive effects of quality control. It also described that an organization could be competitive and maintained its long survival by producing quality of products for consumers.

Hence, International Standardizations Organization (ISO) 9000 was internationally recognized as a standard for quality management system. ISO includes a number of standard which specify the requirement for documentation, implementation and maintaince of quality management system.

Now, TQM is considered an important technique to manage quality in products which affects the company's overall output, performance and publicity. Feigenbaum (1961) in his book Quality Control “defined TQM as an effective system for integrating the quality-development, quality maintenance, and quality-improvement efforts of the various groups in an organization so as to enable production and service at the most economical levels which allow for full customer satisfaction”.

“Ishikawa (1990) defined TQC or company-wide quality control as Quality control consists of developing, designing, producing, marketing, and servicing products and
services with optimum cost-effectiveness and usefulness, which customers will purchase with satisfaction. To achieve these aims, all the separate parts of a company must work together”.

To survive in this competitive world organization will have to maintain a competent quality management system. Companies take services of professional and experts for giving continuous session of training to their workforce on quality. Companies are using a new concept of quality in a strategic way. Successful companies are now ensuring that quality management gives them a competitive edge; they focus on customer satisfaction by meeting or exceeding customer expectations.

In 1970’s every industry was focusing on improving quality of products in order to achieve maximum market share. In various industries several quality excellence standards are already set for performing business activities. Companies that don’t meet these set standards will not be able to survive in the future.

2.2 TQM Concept from Top Quality Management Gurus

To be aware of the whole progress of TQM, we should consider the philosophies of famous person. To identify the concept of TQM different quality gurus such as Crosby (1979), Ishikawa (1985), Deming (1986), Feignbaum (1991), and Juran (1993) contributed in a broad way to bring out an wide-range of literature. These all quality management gurus were considered the most important gurus for developing TQM. To understand the concept and foundation of TQM, we include five gurus in our study. One by one the following text will represent the most essential principles and practices of TQM as explained by all quality gurus.

2.2.1 Deming Approach to TQM

W. Edwards Deming is known as the Father of quality control. In 1940’s Deming was working as a statistics professor at New York University. Later on, his US client sent him to Japan and there he shared his professional tips with various Japanese companies to enhance quality management practices. In 1951, Japanese honoured him by announcing Deming Prize. It was given annually to those organizations that present excellent quality products. Later on, American business also started considering Deming’s philosophy to
improve quality. Several factors of Deming philosophy perceived from conventional ideas of quality. He described that top management and leaders should play an important role in company’s quality improvement.

Traditionally, production department worker were liable for producing poor quality of products due to lack of efficiency, sluggishness or negligence. Although, Deming viewed only 15% of quality issues were really happened because of workers’ errors, the rest of 85% is due to fault in process and poor management system. He suggested that it only depends on the management system to correct all problems related to quality by providing supportive work culture that promotes quality and help them to use their inner hidden talent, calibre, so that numerical quotas should be eliminated. Company’s top authority is responsible to share their vision, mission, for continuous improvement of all levels of employees’.

Deming (1986) philosophy on quality can be described by his famous “14 principles”. By practicing these 14 principles an organization can improve their quality management programmes. These principles described that top authority should be committed towards quality related efforts and should systematically involve their departments, clients, and raw material suppliers etc. Deming pointed out that quality management and continuous improvement cannot be happen without organizational change and that comes from top managers.

Only top authority are liable for all most quality related issued; they must clearly set their standards and expectations for work, and provide them methods and system to get success in their goals. Employees need good working atmosphere to produce qualitative products. In 1986, Deming stressed on the other factors like measurement of customer requirement and satisfaction, relationship with suppliers, functional teams are important to identify and work on quality problems, regular training and education to enhance employees’ skills, to insure contribution of employee so that goal of continuous improvement can be achieved.

After studying Deming management methods Anderson (1940a) and Zhang (2000), “developed a theory of quality management. They found out that top management and leaders’ efforts for the creation of a cooperative and learning organization to facilitate the implementation of process management practices, which, when implemented, support
customer satisfaction and organizational survival through sustained employee fulfilment and continuous improvement of processes, products and services” by practicing Deming management methods.

Quality depends on the ability of management to control its system and process. Deming (1986) used “methodological practices, including the use of specific tools and statistical methods in the design, management and improvement of process; which reduce the inevitable variation that occurs from “common cause” and “special cause” in production”.

“Common causes” of variations are known as systematic and shared by so many operators, machines or products. Management includes poor products design, raw material, and poor working conditions. Only management is responsible to take care of these issues. “Special cause” includes lack of knowledge, poor skills and poor performance. These are the responsibilities of employees only.

Deming (1986) proposed 14 principles of TQM, which are as listed below:

1. Create constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and provide jobs
2. Adopt the new philosophy. We are in new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change
3. Cease dependence on mass inspection to quality. Eliminate the need for inspection on mass basis by building quality into the product in the first place
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move towards a single supplier for any one item, on a long-term relationship of loyalty and trust
5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs
6. Institute training on the job
7. Institute leadership the aim of supervision should be to help people and machines and gadgets to do better job. Supervision of management is in need of overhaul, as well as supervision of production workers
8. Drive out fear, so that people may work effectively for the company
9. Break down barriers between departments. People in research, design, sales, and production must work as a team, to free see problems of production and in use that may be encountered with the product or service

10. Eliminate slogans, exhortations, and targets for the workforce asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the workforce

11. (a) Eliminate work standards (quotas) on the factory floor. Substitute leadership.

(b) Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership

12. (a) Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality

(b) Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means, inter alia, abolishment of the annual or merit and rating of management by objective

13. Institute a vigorous program of education and self-improvement

14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody’s job.

2.2.2 Juran’s approach to TQM

TQM is a systematic activity related to delight customers, empowering employees to generate high revenue and lower manufacturing cost (Juran and Gryna, 1993). Among top five gurus, Joseph Juran work is considered to a great extent in the field of quality management. First time he engaged in quality management programme at Western Electric Company. Juran (1951), wrote his book “Quality Control Handbook” and became popular in the field of quality.

In 1954, Juran was in Japan to deliver his lectures to manufacture units on quality to improve the quality of products. In context of quality there were some similarities and differences between Juran and Deming’s philosophies. Juran recognized that almost quality programmes were failed due to incompetent management rather than workforce.
To achieve or manage quality involvement of all departments is required in a firm. To improve quality a firm requires time to time “assessment of quality, supplier quality management, using statistical methods, quality information system and competitive benchmarking”. Juran was more focused on QC circles, self managing teams and assignment work, to encourage quality development, improvement in communication, and coordination among management and employees. Also Juran recognized the significance of top holders commitment, employee empowerment, total contribution of employees and well recognition and reward system.

He emphasized that it is essential to understand the need of customer, how to delight them by improving quality management practices. Identifying customer needs is not an easy task it should be done very carefully, because it includes energetic, vital investigation and assurance that the products meet with their expectations. Products must meet the customer requirements.

Therefore, market investigation is an important tool or way to identify customer’s needs. To ensure design quality, he proposed and used some techniques including quality function deployment, experimental design, reliability engineering and concurrent engineering.

Juran focused in his definition of quality and cost of quality; he stressed with defining quality as fitness for use rather than simply conformance to specifications; Juran developed the concept of cost of quality, which allows us to measure quality, which allows us to measure quality in dollar terms rather than on the basis of subjective evaluations; it is called Juran trilogy. These processes are “Quality Control (QC)”, “Quality Improvement (QI),” and “Quality Planning”.

Juran considered quality management as tree process. He suggested the approach to manage quality that consists of: the sporadic problem is detected and acted upon by the process of quality control. To solve these problems it requires a different process it is known as quality improvement. These problems are traceable to an inadequate quality planning process.

2.2.2 (a) Juran Universal Process For Managing Quality:-

Three quality processes are namely “Quality Planning”, “Quality Control”, “Quality Improvement” developed by Juran.
• **Quality planning Includes:** establish quality goals, identify customers, discover customer needs, develop product features, develop process features, and establish process controls.

• **Quality Control Includes:** choose control subjects, choose units of measures, set goals, create a sensor, measure actual performance, interpret the difference, and take action on the difference.

• **Quality Improvement Includes:** prove the need, identify projects, organize project teams, diagnose the causes, provide remedies and prove remedies are effective, deal with resistance to change, control to hold the gains.

Quality costs are defined in four broad categories by Joseph Juran. These quality costs help to evaluate the firm’s cost related to quality. This information is valuable to quality improvement process. The four quality costs are listed below

• **Internal failure costs:** These cost are known as (scrap, rework failure analysis, etc.) and are directly associated with defects found before the product is transferred to the customer;

• **External failure costs:** It includes (warranty charges, complaint adjustment, returned material allowances, etc.) and more associated with defect found when product is shipped to the customer;

• **Appraisal costs:** These are namely (incoming in process and final inspection and testing, product quality audits, maintain accuracy, testing equipment, etc.) and incurred in determining the degree of conformance to quality requirements;

• **Prevention costs:** It includes (quality planning, new product review, quality audits, supplier quality evaluation, training, etc.), incurred in keeping failure and appraisal costs to a minimum.

2.2.3 Crosby’s Approach to TQM

In (1979) Crosby found “important principles and practices for a successful quality improvement program, which includes, management participation, management responsibilities for quality, employee recognition, education and continuous training, reduction of the cost of quality (prevention cost, appraisal cost, and failure cost)”. His
principles emphasized on “avoidance rather than after the event inspection, doing things right the first time, and producing zero” defect of products/services.

Crosby identified that errors can be aroused for two reasons: due to short of familiarity and less interest of the employees who are going to implement quality improvement programme. Generally, quality problems arise from the human errors. Lack of knowledge and shortage of familiarity can be reduced by using continuous training and education program. Lack of attention and interest can be reduced with their commitment and efforts towards attainment of their goals or (product zero defects of products). Full attention and focus of employees help to prevent the poor quality.

He advocated the significance of supervision style adopted by organizations for successful implementation of quality development programme. Only top management and leaders are the key to successful quality improvement programme. He changed the philosophy and perception of managers not to allow and admit quality related deficiencies in products/services. This would help in reducing work expectations and standards in their jobs. Successful quality improvement requires employee understanding about quality improvement programme. Crosby found and stressed that employees’ working attitude is influenced by the firm management style.

To estimate the quality management development, he has presented the quality management grid. These grids are converted in stages improbability, beginning, enlightens, understanding and belief. All these five steps help to judge improvement in measurement of management understanding, working people mind-set, value to organizations status, dilemma managing, and expenditure of quality as percentage of Sales and summary of firm in quality position. The evaluation of quality status is measured by “quality management maturity grid and cost of quality”. These all are the most important ways for managers to calculate their quality position.

“Crosby offered 14 steps for guiding firms who are using or running quality improvement programs. These steps are states as under:

(1) Management commitment: To make it clear where management stands on quality.
(2) Quality improvement team: To run the quality improvement program”.
(3) Quality measurement: To provide a display of current and potential non-conformance problems in a manner that permits objective evaluation and corrective action.

(4) Cost of quality: To define the ingredients of the cost of quality, and explain its use as a management tool.

(5) Quality awareness: To provide a method of raising the personal concern felt by all personnel in the company toward the conformance of the product or service and the quality reputation of the company.

(6) Corrective action: To provide a systematic method of resolving forever the problems that is identical through previous action steps.

(7) Zero defects planning: To investigate the various activities that must be conducted in preparation for formally launching the Zero Defects program.

(8) Supervisor training: To define the type of training that supervisor need in order to actively carry out their part of the quality improvement program.

(9) Zero defects day: To create events that will make all employees realize, through a personal experience, that there has been a change.

(10) Goal setting: To turn pledges and commitment into actions by encouraging individuals to establish improvement goals for themselves and their groups.

(11) Error causal of the quality improvement program. Removal: To give the individual employee a method of communicating to management the situation that makes it difficult for the employee to meet the pledge to improve.

(12) Recognition: To appreciate those who participate.

(13) Quality councils: To bring together the professional quality people for planned communication on regular basis.

(14) Do it over again: To emphasize that the quality improvement program never ends”.

2.2.4 Feigenbaum’s Approach to TQM

TQM is a valuable method for integrating the quality expansion, quality maintenance and quality enrichment within different department in the organization. He stressed that with the efforts of all departments of an organization can run quality
improvement programme successfully. Feignbaum indicated the various groups in a firm like marketing, engineering, production, and service that are enable to work in a systematic and economic way to satisfy the customer needs. Feigenbaum advocated that successful quality administration consists of four most important steps as listed below:

1. By setting quality standards;
2. Through appraisal conformance to these standards;
3. Act accordingly if standards are not met;
4. Start planning for improved in these standards.

Feigenbaum also stressed that an organization needs to take action to tackle the poor quality problems. He argued that to manage quality chain a firm needs to identify all customers’ requirements whether they are satisfied with the delivered products/services or not. To attain quality an Organization needs “all functional activities involved together such as marketing, design, purchasing, manufacturing, inspection, shipping, installation, and service etc”.

A firm can maintain quality by identifying and analysing customer requirement through market research. It is a basic essential step for managing quality. Feigenbaum stressed that TQM is a systematic approach to maintain quality through “high degree of effective functional integration among people, machines and information”. Total quality method is a powerful foundation or tool for TQM as defined by Feignbaum.

Total Quality system consists of a firm’s wide operating work structure, well and effective documentation, integration of all production factors and managing procedure, for instructing and set up coordination among course of action of individual, by using the tools and knowledge in an effective and convenient way to ensure total satisfaction of consumer and reasonable cost of quality.

He admitted that two factors affect the product quality are technology and human resources. Technological part consists of machines, materials and processes. Human resources consist of operators, foremen, and other firm personnel. Between these two factors human resources have an impact on quality to a great extent. He stressed that focus must be made on the prevention of poor quality rather than detecting it when the problem occurred. Line, staff, and operators are involved in maintaining quality.
According to Feigenbaum, essential components of TQM are “top management commitment, employee participation, supplier’s quality management, information system, evaluation, communication, use of quality costs, and use of statistical technology”. Feigenbaum addressed that employee must be recognized for his quality related efforts and innovative ideas. To maintain quality cooperation is required in everyone’s work. The valuable and continuous training and education programme focuses these three main areas such as: “quality attitudes, quality knowledge, and skills”.

2.2.5 Ishikawa approach to TQM

Among top five gurus, kaoru ishikawa is well known and famous to develop the quality tools. His quality tools are called “cause and effect diagrams, also called fishbone and ishikawa diagrams”. All ishikawa diagrams are in practice to solve quality related problems. He stressed the importance of “internal customer” (all people attached with an organization), the next person involve in production. However, he was the first quality guru who emphasized the maintaince of total quality management organization as a whole not only managing quality in their products/services. Company’s every employee must come together and work for a common vision and mission. Quality initiative must be taken as a serious consideration with the involvement of every employee at every level in the organization and should be welcomed for their creative ideas.

In 1985, Ishikawa argued that quality management is just not to provide products and services, but also after sale services. Successful firms are the firms that believe quality enhancement is a never ending process or mission. Committed employees will never stop learning and can ensure continuous improvement to achieve quality management. Whole worker contribution is a key to successful execution of TQM practice. Quality Circles are known as a tool of TQM. Like other gurus he also focused on the value of education and training. He stated that quality starts and ends with it.

In 1985, ishikawa was associated with the development and advocacy of universal education in the seven QC tools. “These tools are as stated below:

- Pareto chart;
- Cause and effect diagram (Ishikawa diagram or fishbone diagram);
- Stratification chart;
Scatter diagram;
Histogram;
Control chart.
Check sheet;”

Cross functional teams’ work effectively to identify and find out the solution of quality related errors. Ishikawa (1985) emphasized on that cross functional department can corporate to satisfy the customer needs and requirements, and the selection of suppliers’ process is based on the standard of quality rather than cost.

“Ishikawa developed concept of TQM. It consists of six fundamental principles. These are listed as below:

- Cross-functional management;
- Respect for humanity as a management philosophy;
- full participatory management;
- Customer orientation-not producer orientation;
- Using facts and data to make presentations-utilization of statistical methods;
- Quality first-not short-term profits first;
- The next step is your customer-breaking down the barrier of sectionalism;”

2.2.6 Results from Quality Gurus: -

After studying the approach to TQM of the five gurus, it is evident that each guru has his own different approaches or aspects. The principles and practices of TQM proposed by these quality gurus provide the author a better understanding of concept. Their approaches offer a solid foundation to conduct this study. However, “their approaches to TQM are not totally same, they do share some common and some different points these are as listed below:

1. "It is very important to control the processes and improve quality system and product design. The focus is on prevention of product defects, not inspection after the event.

2. It is top management’s responsibility to provide commitment, leadership, empowerment, enthusiasm encouragement, and the appropriate support to technical and human processes. It is top management’s responsibility to determine
the environment and framework of operations within a firm. It is imperative that management foster the participation of the employees in quality improvement, and develops a quality culture by changing perception and attitudes toward quality.

3. The firm’s strategies, policy and evaluation activities are fully emphasized.

4. Quality is known as a systematic firm-wide activity from suppliers to customers. All functional activities, such as marketing, design, engineering, purchasing, manufacturing, inspection, shipping, accounting, installation and service, should be involved in quality improvement effort.

5. Employee education and training is emphasized in changing employees’ beliefs, behaviour, and attitudes; enhancing employees’ abilities in carrying out their duties.

6. Every employee should be recognized and rewarded for their quality improvement efforts.”

2.2.7 Summary of Individually contribution by all quality gurus

**W. Edward's Deming (1986):**

- He stressed on top management and leaders’ responsibility for quality management.
- His 14 principles guide organizations in quality improvement.

**Joseph Juran (1993):**

- He recognizes quality as “fitness for use”.
- He developed the concept of cost of quality as defines in earlier study.

**Philip B. Crosby (1979):**

- He emphasized on producing zero defect products.
- Developed 14 steps to improve quality.
- Focused on employees’ knowledge and attention.

**Armand Feignbaum (1991):**

- Quality is continuous and never-ending process.
- Focused on technical and human aspects.
Dr. Kaoru Ishikawa (1985):
- He identifies concept of “internal customer”.
- Developed cause and effect diagram which is known as fishbone or ishikawa diagram.
- Developed seven QC tools.

2.2.8 Comparisons of Five Top Quality Gurus in the key Elements

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Table 2.1 (Source: Lorente et al., 1998)
2.3 A Review on past researches

Diachronic researchers have found the link between TQM and Employees’ job satisfaction have had limited outcome, scope and often affected by methodological constraints or inaccuracies. “Only one or two components of TQM are linked with employees’ job satisfaction and most of the previous researches are theoretical and only few provide empirical evidence to support their conclusions (Chapman and Al Khwaldeh, 2002)”.

Literature on Total Quality Management (TQM) is evidence that different authors give different definitions about TQM, but most of authors discuss or describe the involvement or empowerment of all employees within an organization. In 1999 Dale argued, previous researches represented some strength and weakness, but not any one tried to find out the ways to solve these quality related issues faced by the organizations. To find out a connection between TQM components and employees’ job satisfaction we need to identify the development of a systematic theoretical TQM model.

However, TQM is considered as most important approach to be competitive in an effective manner, to enhance their overall output by well execution of management commitment for getting world class status (Zhang et al., 2000, Chapman and Al Khwaldeh, 2002). Past researches also proved that, in organizations everywhere teamwork was found as a leading practice in enhancing employees’ job satisfaction at significant level (Keng, Abu Bakar, Veeri, Vellapan and Alexkim, 2005). Particularly, this research suggests that management must follow the philosophy of TQM for continuous improvement in its effort to enhance companies overall performance or output by adopting the following component of TQM such as organizational culture, Leadership & Top Management Commitment, Employees’ Empowerment, Training & Education, Team Work, Customer Focus, Rewards & Recognition, To Ensure Total Employee involvement.

2.4 Employees’ Job Satisfaction

Employees’ job satisfaction is most important ingredient of an organization’s growth and success (chin and saudhah, 2011). Job satisfaction has been defined and measured widely with multiple dimensions. Employees’ job satisfaction is a crucial factor that can affect the employees’ job condition. In 1976 Locke defined job satisfaction in his
words as “self-reported positive emotional state resulting from the appraisal of one’s job or from job experiences”. Employees’ job satisfaction is a sentimental response of persons for their job or optimistic and energetic move for their work role allotted by an organization (Weiss, 1976). However, there are so many factors which affect the employees’ job satisfaction like organizational culture, Leadership & Top Management Commitment, Employees’ Empowerment, Training & Education, Team Work, Customer Focus, Rewards & Recognition, To Ensure Total Employee involvement.

Successful TQM components implementation helps to reduce dissatisfaction among employees. Employees’ negative feeling can influence their working behaviour and day to day activities of the organizations.

TQM has been found an important factor to influence employees’ job satisfaction. Previous researches found a new concept that either employee’s job satisfaction effects performance or overall output (Vroom 1964, Lawler, Porter, 1967).

Satisfied employees’ can make external customer happy by delivering good quality of products and services. Hence employees’ job satisfaction has considered as an important factor towards the success and future development of the organizations (Harrison et. al., 2006). Prajoyo and Brain (2010) said that an organization can satisfy their external customer only then they have energetic, positive, committed and satisfied workforce.

By studying previous research Guimaraes (1996) found that TQM can improve job satisfaction of the working people. Satisfied employees’ feels happy and work harder and efficiently and express it through their work. Employees’ job satisfaction is increased when they are empowered enough and participate in the decision making process. It will facilitate them to have a different working situation so that they can become more competitive. Committed top management & leadership and employees’ can implement TQM programme successfully. Top management and leaders has a greater chance to affect the success or failure of TQM implantation but employees’ also play a crucial role hence without both parties co-operation success cannot be achieved.

TQM can create an impact on the employees’ as well as their job satisfaction. It is always seen and true because when there is a positive affect they will provide support and when there is a negative affect they will not. Generally leader’s focus is on the benefits of
an organizations and their decision will be made by keeping in mind the organizational benefits. Employees’ perception regarding job satisfaction can increase the chances of the completion or failure of TQM. Leaders must need to take care of employees’ and motivate them. Time to time proper direction is required to ensure that the implementation of TQM is successful. Due to this fact employees’ satisfaction is a growing issue among organizations. The feeling of satisfaction makes an employee more creative, committed and productive.

Job satisfaction can affect the individual own uniqueness and the operational atmosphere (Ooi et al., 2008). Positive work surroundings, time to time promotional opportunities, good employer and employee relations, employee to employee relations, work related features and job safety can positively affect job satisfaction level of an employee. The value, beliefs and future opportunity of employees’ such as the work principles of employees get greater satisfaction than those who has low work ethics. Through maximum participation and contribution of employees in their work can enhance their level of satisfaction.

Employees’ dissatisfaction brings more absenteeism and turnover because satisfied work force has less intention to leave the organization (Boselie and wiele, 2002). Although two type of turnover and absenteeism can be seen that are “voluntary and involuntary”. In the “voluntary absenteeism and turnover” workforce has the option to work or not. On the other hand situation of involuntary absenteeism and turnover arise when employees do not come to work when they have the unavoidable reasons. Hence attractive jobs give guidance, different range of surprises, additional benefit, liberty and self-direction to build up happiness among the majority of the workforce. Happy workers are said to be productive workers and they will produce qualitative products for the society.

Top management support helps the employees to gain internal motivation through the attainment of their personal objectives. It increases their level of satisfaction while working with the organization. Boselie and Wiele conducted a research and defined job satisfaction is the way through which individuals are treated; appreciation and general satisfaction come with job security; honesty and respectful treatment; with the appreciation for the way you do your work.
It is only the effect of positive feelings and perception of human being towards TQM which helps to retain them for a long time and increase their satisfaction level (Boselie and Wiele). Satisfied employees have less intention to leave their job and to change their employers. Brief and Weiss (2011) said that job satisfaction is the emotional and intellectual fulfilment one receives from one’s job. Hence a person derives emotional gratification from his job as long as his job values are met and satisfied. This type of satisfaction is largely set and well defined by an organization’s management culture and style, to what extent freedom and empowerment is given to the employees in the organization and also defines their involvement in planning and implementation. Hence these entire upper said elements decide the level of employee’s job satisfaction.

Al Nasser et al., (2013) did not notice the link between TQM principles, employee satisfaction and customer satisfaction, but few studies found some connection between all these elements. In 1999 Morrow suggested that future researchers would do well in the area of TQM for e.g. impacts of TQM on job satisfaction. TQM strategies have an evident effect on employees’ opinion and job satisfaction (Alsughayir, 2014).

Brief and Weiss (2001) defined job satisfaction in his words as “a pleasurable emotional state resulting from the appraisal of one’s job; an effective reaction to one’s job and an attitude towards one’s job.” An individual is said to be happy when he is more satisfied with his job. Job satisfaction depends on management style and work culture of a firm total employee’s involvement, empowerment, and autonomous work position. All these components tend to influence the job satisfaction. Working individual are said to be satisfied with their jobs when they enjoy the role they play in their job. That is why we need to find out to what extent employee’s involvement affects job satisfaction of employee in India.

Employees’ job satisfaction is a favourable attitude that comes from an individual’s when they involve and perform their work in an organization for job purpose. An organization that successfully implement TQM programme and “have won the Malcolm Baldridge Quality Award show that employee job satisfaction” is influenced by the working conditions (Ugboro and Obeng, 2000). Organizations must clear mission, value and leader strategies, rewards and recognition system, and participation in the total quality process. Job satisfaction is also affected by some factors like implementation of
health and good safety provisions, continuously arranging training program, to ensure total employees involvement in setting performance standards, promotional schemes and carrier growth opportunities.

Dale (1999) defined TQM concepts, organizational culture, the set of value and beliefs within the organization, is important in term of organizational excellence to ensure job satisfaction. Employees’ “job satisfaction is an important element in the European Model for TQM (1994), the Deming Prize (1996), and American Baldrige Quality Award (1999)” (Jha, U.C, 2012). Job satisfaction spread positivity among employees and Ishikawa 1985 gave a statement that an organization whose members are not happy they do not deserve to be happy and cannot exist in this competitive global market. Hence organizations are also conducting survey on employees’ to confirm their sentiment, happiness and satisfaction level towards their current work. Such organizations are able to create happiness and job satisfaction among their employees’ are evidence of that their working people are more supportive and co-operative and willing to work for firm’s success.

Nowadays so many researchers are studying this topic because organizations existence and success depend on this important element. Hence thousands of studies have found on this topic in the journals of organizational behaviour and related field.

In (1997) Spector found some factors that directly affect job satisfaction including compensation, reimbursement, co-worker support, supervisor, type of role/task and the organization itself. Job satisfaction is a mental, sentimental state and a judgmental response of a person for his/her works. People devote their most important time period of their life to job, so, it will not be unexpected to see that at every time they eagerly try to find enjoyment, and satisfaction in their work, if it is not find at any stage of their working life they will switch and retain for the long time to other organization which fulfil their desired level of satisfaction.

To sum up it job satisfaction is basically a multi dimensional construction “that captures employees feelings and satisfaction with a spectrum of job elements that are directly and in directly related to the content of a job (Chang and Chang, 2007)” . Some studies identified that satisfied employees spread out positive vibrations among their co-workers and contribute in managing their quality related practices by presenting unique
and innovative ideas, and vigorously take part in assessment process. Therefore, it has proven key determinants of an organization's growth and success in the future.

2.5 Relationship between TQM practices and Employees' Job satisfaction

Literature on TQM confirmed the correlation between TQM and employees’ job satisfaction in different countries and different industries too (for example Guimaraes, 1996, 1997; Lam 1995, 1996, Noorliza, 1999; Noorliza and Zanial, 2000; Boselie and Wiele, 2002). Results of these studies show that employees’ job satisfaction can affect organizational outcomes, so it is an important tool for a firm (Gray et al., 2003).

This research provides some practical knowledge and guidance to manufacture and service ISO certified Indian industry. So many TQM components are connected to employees have seen in past research i.e. organization culture, Organizational Policies, Employees’ Empowerment, Training & Education, Team Work, Customer Focus, Rewards & Recognition, To Ensure Total Employee involvement (Guimaraes, 1996, 1997; Noorliza, 1999; Noorliza and Zanial, 2000; Dale, 1999, Oakland and Oakland 1998, 2001).

These past researches try to find out the connection between TQM components and employees’ job satisfaction. Conclusions of these researches show that they have limited scope and often affected by methodological inaccuracies. TQM creates a positive effect on their work related value, attitude and job satisfaction too. TQM implementation totally changes the organizations. These changes can be shown in new operating methods and procedures, new methods of performance appraisal, new and creative quality practices, new way to perform employees’ job.

Successful TQM implementation brings higher work load on the shoulder of front-line supervisors’ jobs and at the same time it requires fully skilled and liable person to perform this job. Hence, efficient execution of TQM programme requires skilful worker, fully participation of worker in “extra role behaviours” to do extra work along with liability and expected demand (Yeh, 2003).

Execution of quality improvement programme requires an organizational alteration. Suggestions of Various past studies show that organizational changes depend
on two sides an organization as well as working people. People react in different ways and opinions about organizational changes. Skilful and talented workforce can perceive the changes as a chance to develop their career and that brings satisfaction among employees. Hence, a TQM practice positively affects their overall performance and job satisfaction. Numerous empirical researches show the link between TQM practices and employees’ job satisfaction has demonstrated favourable and significant effects. Morrow conducted a research in 1997 including three core “TQM principles that is customers focus; continuous improvement and teamwork were used to find out the relationship between the implementation of TQM principles and work-related attitudes such as job satisfaction, communication and perception of the work environment”.

In 2006 Yang found in his empirical research based on Taiwanese high-tech companies that HRM practices help in implementation TQM practices and spread quality awareness and satisfaction among employees. More likely HRM practices like arranging training and education programme incentives schemes and overall member of staff advancement and carrier advancement are helpful in giving positive outcomes.

Results from conducted research on soft aspects of TQM such as organizational culture, Organizational Policies, Employees’ Empowerment, Training & Education, Team Work, Customer Focus, Rewards & Recognition, To Ensure Total Employee involvement have significant effect on employees’ job satisfaction. Ooi et al., 2008 confirmed in his study the importance of TQM practices and its association with the operator’s job satisfaction of electronics companies in Malaysia. It brings a considerable progress among workers whereas, teamwork is found as a dominant TQM practices.

2.6 Total Quality Management Components

This study conducted literature searches on eight TQM components as follow: organizational culture, Organizational Policies, Employees’ Empowerment, Training & Education, Team Work, Customer Focus, Rewards & Recognition, To Ensure Total Employee involvement.
2.6.1 Organizational culture: -

Culture is defined as way of life. Culture may vary from one region to another. In context of organizations it can be realized that different organizations normally do have a different type of culture, it can be defined as a set of values and guiding beliefs shared by members within an organization. Organizational culture has a significant contribution to change, guides and influence the thought, feelings, interaction and performance within the organization (Yosof and Ali, 2000). A different type of culture has a particular set of shared belief, style of leadership and strategic emphasis to bring effectiveness.

So, it won’t be surprising if we say that different organization do have element of several types of cultures. Identification of a typology of cultures helps to determine that organizations are practicing one type of culture or are dominated by different type of cultures. These kinds of practices in the organizations create a positive, motivated and helpful environment where people enjoy and value their work. This is a key to get success in this competitive work. To pursuit it effectively leaders must communicate clearly set and well defined work standards and expectations to every member of the organization. Set standards and expectations should be directed by leaders and on regular basis let their people know how their work and contribution is important for the organization. Employees should be given different kinds of projects and assignments on TQM that must Consists of their strength and weakness, and opportunities for continued earning should be provided as well. Past studies seem to be a general understanding regarding the type of cultural values and activities that contribute to the development of “business excellence”.

Dale, (1999) confirmed in his study that organizational culture is a dominant factor of TQM, is determined by set of values and guiding beliefs within the organization and important job satisfaction. Initially, TQM was implemented in western organizations and Indian organizations which might make the adoption of TQM difficult due to the culture differences. Existence of comprehensive culture in an organization supports and enhances effectiveness of people and team process. Lower level of employees is empowered to take direct action whenever they find out a technical problem that will impact quality, cost or output.
2.6.2 Organizational Policies: -

Organizational Polices play 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 so that they can follow them properly and work accordingly. Leadership plays important role in successful execution of organizational Policies in the organization. TQM implementations; reasons for its unsuccessful implementation are due to inefficient involvement of top management and support. Leadership is the characteristics of leaders which help to encourage self-belief in the workforce so that organization can fulfil their objectives. In 1994 Anderson conducted a research (1994a) and found a “concept of leadership as: the ability of top management to establish, practice, and lead a long-term vision for the firm driven by changing customer requirements as opposed to an internal management control role”. Thus, leadership includes style, participative change, and employees’ empowerment, planning while executing organizational change.

Leadership boosts up the morale of the employees to participate when the top management personally involve and lead their employees in the quality management activities. Committed top management encourages and lead their employees in the TQM activities. Top management gives directions to the employee in TQM implementation and give authority and enforce them.

Kumar (et al., 2010) found top management leadership and their commitment are essential for TQM execution. Continuous learning of top management influences the employees and leads them effectively in the firm. Top management must empower employees when they encounter any problem in their work so, that they can solve it independently and prevent the occurrence of the same problem in the future. The empowerment process will increase the employees’ job satisfaction because the employees have the chance to show their skills and potential. Top authority should build up a healthy and trust worthy environment inside the organization. To enhance the effectiveness of leadership they must lead their employees. Top management must build trustworthy relationship with the employees (Boselie and wiele, 2002).
Top management commitment and “quality leadership has been emphasized and supported by many researchers as the basis for proper implementation of TQM in order to achieve customer satisfaction, quality product continuous improvement and job satisfaction (Anderson et al., 1995)”. Numerous researches have confirmed that top management should communicate their quality related objectives in a proper way and maintaining the quality work culture is the prime responsibility of them. Quality management is the expectation and priority of top management that is why they provide sufficient resource and latest technologies for managing and controlling continuous quality and judge their workforce on the basis of quality output.

There are so many cases of failure in successful execution of TQM due to unwilling attitude of leaders in assigning their own power to the subordinates. If top management is assigning authority to their subordinates they will be liable for their quality of output and it enhances continuous improvement in their work. Top management always counts as the main driver while implementing TQM programme. It emphasises on TQM practices and quality management activities by supporting employees.

Lawler (1994) found that top management should ensure that loyalty and committed workforce are the principles of TQM; it should exist not only in manufacturing department but throughout all departments in their organizations. Deming (1982) argued that the majority of quality related problems are because of top authority inefficient coordination and functioning.

Pearson (1995) “pointed out that managerial leadership requires management at all levels to shift their role from authoritarian decision maker to coaching facilitator”. Juran and Gryna (1993), “described the role of top management as: establish quality policies establish and deploy quality a goal provide resources, provide problem-oriented training, and stimulates improvement”.

“The European Quality Awards (1994) and the Malcolm Baldrige Quality Award recognize the role of leader in creating the goals, values, and systems that guide the pursuit of continuous performance improvement through effective leadership”. Literature reveals that successful quality management practices require strong commitment from top management, because effective leadership style and effort are keys to get success in achieving quality goals. The base of effective leadership effort is top committed.
Implementation of these commitments should be the basic principle of leaders for executing TQM. Due to deficiency of top executive support and promise organizations generally fail in their TQM implementation effort (Brown et al., 2003).

Higher executive assurance and leadership are not only enough to manage quality but top management should personally participate in various quality management activities. Leadership practices influence the employees to assess their level of quality. Top management must continuously participate in learning activities as well as development programmes organized by organizations. This process will make their leadership effective.

Knowledge and continuous learning are two most important crucial prerequisites for effective leadership. Anderson (1994a) concluded that, “if leadership wants to create organizational cultures that will be more amenable to learning, they must set the example by earners themselves and involving all individuals in the learning process”. Hence, a knowledge based culture can be spread company-wide.

Empowering lower levels of management is important because it makes them energetic and innovative. Effective leadership delegates the decision making authority to their employees to solve the problems when they encounter during their work. Furthermore, to effectively lead the organizations, managers should be committed and continuously educate and trained their employees, it creates a trust worthy relationship with them and recognized as a valuable resource.

2.6.3 Employees Involvement:

Employees’ participation is a most common phenomenon in organization. Employees participation is a process in which employees acquire “new knowledge, see the benefits of the quality disciplines, and obtain a senses of accomplishment by solving quality problems”.

According to Juran, (1993) involvement is influential to stimulate action on quality management. Employees can participate through teamwork by giving suggestions, new and creative ideas and employees’ commitment. Teamwork is most suitable example of employees’ participation. Teamwork helps the organizations to progress in their efforts and productivity at any phase. Workforce diversity gives chance to everyone to contribute
their ideas, plans and figure to achieve quality goals. Successful TQM implementation can be achieved through cross-functional quality teams.

Furthermore, (Boselie and Wiele, 2002) found that teamwork employees suggestions and committed employees are the example of employees participation in the firm. Employees’ participation leads to change their behaviour (Zhang, 2000). Teamwork practices help to find out the need of everyone who is involved in decision-making, and try to identify the solutions that will promote all. These types of practices are implemented during formation of teams.

Successful TQM practices requires “problem solving team work on a different variety of tasks ranging from cross-functional involvement in tackling quality problem related to many functional departments to solving within functional quality problems”. Co-operation among team members improve their level of performance by creating team and sharing beneficial situations among all organizational workforce (Anderson et al., 1994a).

Quality circle is defined as a team of working employees of same department to meet unpaid assistant on weekly basis and discuss their quality related errors or issues found during their work process (Gryna et al., 1993). Japan successfully implements quality circle (QC) that contributes to great deal to the Japanese economy. Now a day, 65% of TQM firm gives importance to employee participation schemes. Production workers and operators should give their ideas to improve their operating decisions such as planning, goal setting, and monitoring their performance. This process enhances confidence level among Production workers as a result they will come with their creative ideas and seriously perform their task with more responsibility (Deming, 1986).

Hence, it was found that amongst all motivational programmes the most noticeable is employees’ suggestion programmes (Feigenbaum, 1991). Employees’ creative and innovative thoughts should be seriously noticed and implemented in their operation when it is found that appropriate and effective. Deming (1988) and Ishikawa (1985) found that, “human motivation at work as task motivation, the good feeling that comes from accomplishing things”.

Satisfied employees are more committed, motivated and energetic in producing qualitative goods/services and it is directly concerned with customer’s fulfilment.
Employees are suggested and encouraged to inform top management about their supervision that require rectification. Furthermore, employees should be expert in finding their work related issues or errors (Deming, 1986).

2.6.4 Employee Training & Education

Training is defined as the acquisition of specific knowledge and skill to perform a particular job.

Training programmes help the employees’ to execute their job more effectively and efficiently. In addition, education enhances their level of general information and awareness that preserve in several activities. Education and training arrangements require a well organized and advanced approach. An effective training and education system require collection of data about the satisfaction of needs of an organization as well their employees.

An effective assessment system acknowledges that how much effectively an organization is accomplishing their goals; the technical knowledge and skills required by all employees in achieving their objective; and the area of strength and weaknesses of their presently working employees. A vigilant investigation and assessment of these elements help to provide precious information in order to draw a good and effective training programme. Training and education programme helps to obtain skills and general knowledge in order to complete their task for the betterment of the firm. Training and education development programme helps to provide knowledge to the employees or based on firm’s need to continuous implementation of TQM process (Kumar et al., 2010).

Continuous training and education programme helps to improve the employee’s skills. Without training it is difficult for the employees to improve their skills and knowledge and it will affect their work in the long-term. Workforce requires training and quality education sessions to improve their dedication to achieve excellence. Training arrangements are more helpful for fresh recruited employees. They receive the basics of quality awareness, when they join the firm. Organizations promote and educate the employees through news letter, poster, slogans and celebrating quality day (Zhang, 2000).

Organizations are spending a huge investment on training and education programmes for implementation of successful TQM practice. Hackman refers that in U.S training is the
The second most frequently practice of TQM. Deming (1986) considered that a continuous session of training and education helps the workers to carry out their job effectively. Otherwise, it will be more difficult to perform and improve their work.

If the employees don’t change their behaviour or improve their work the motive of training and education get failed (Juran et al., 1993). Their carrier development process will get affected. So, training and knowledge is a platform to ensure the employees’ commitment and job satisfaction.

Learning refers the aptitude and eagerness of organizations to involve all employees in knowledge enhancing actions at the individuals, teams, and managerial levels (Anderson et al., 1994 a). Effective learning activities continuously encourage and engage their employees to accept training and education programme. Continuous learning and improvement helps in meeting customers’ requirements. A TQM aspiration firm needs to substantial investment in exercising the training and education session by introducing the statistical and interpersonal techniques to encourage and support the individual as well as team learning (Hackman et al., 1995).

In 1968, Deming found that Japanese firms consider their workforce as an important asset that are needed well recognized orientation and training programme to attain specific skills. It is noticed that investment in training and education programme pursue overall long-term business excellence and it helps in carrier development of employees. “Feigenbaum (1991) said that a brief and general course for the first-line supervision in modern methods of planning and controlling quality, concentrating on the physical elements that affect product quality”.

For effective exercise of quality tools and training programme Quality inspectors, supervisors and production operators should receive quality training because they are more concerned to make quality programme successful. Furthermore, it is to be said all employees should receive awareness sessions for the betterment of quality and strengthening their skills. Employees training provide opportunity to improve their skills and knowledge and it’s directly related to carrier development of employees. Opportunity to participate in training and education program enhances job satisfaction other than those who do not attend the training sessions. Thus, overall development helps the employees to be more competitive and positively influences employee’s job satisfaction.
**2.6.5 Rewards and Recognition**

Rewards refer to all “benefits, such as increased salary, bonuses and promotion, which are conferred for generally superior performance with respect to goals (Juran and Gryna et al., 1993)”. On the other hand, recognition can be explained as the open knowledge given to the employees for their better-quality presentation in specific activities. Deming (1986) describes that publically recognition process is an important source of human motivation.

Dale (1990) found that it is almost confirmed that a qualitative encouragement programme recognizes all individuals, and departments for their best performances. Brown (1994) suggested that a firm should introduce an effective workmen compensation plan that powerfully linked with quality, customer satisfaction and their salary. Deming (1986) and Ishikawa (1985) found in his study that one of the most important ways of workforce motivation at job is compensation system that brings cooperation to perform their task in teams and incentives are the results of recognition among their colleagues.

Most of the organizations who implemented TQM practices did amendments in their evaluation and distribution of compensation procedure so that achieved quality related targets can be evaluated and compensated accordingly (Hackman et al., 1995). Dubrin (1995) anticipated that a reward and recognition structure must be unbiased. It means workers who attain the similar level of target are supposed to get same or equivalent rewards. Same as, workforce who does not succeed to achieve assured level of results/output will get similar penalty. Furthermore, penalty is a type of specific “recognition” and “reward” for employees who do not carry out their tasks in an effective manner; similarly, it is noticed that employee’s recognition and rewards must be distributed on the basis of equity.

Well it is said that a sound execution of recognition and reward programme will inspire their employees to be committed and loyal towards organization. The supportive and effective reward and recognition system motivates their employees in attaining the most wanted results. Those Firms are concern and serious about their future surveillance give preference to quality in their products/services for customer satisfaction, it should be put together with their present recognition and reward system.
Ishikawa (1985) gave suggestion to firms that employees’ participation in profit sharing plan should be properly used to recognize and reward them for their collective actions to improve quality. Creative ideas and excellent employee’s proposal must be financially rewarded to promote employee participation and loyalty. There are different “forms of recognition like praise letter, an oral praise, award ceremony, moral award, publically presenting successful working experiences (Zhang, 2000a)”.

Furthermore, types of rewards are described as, merit pay, piece rate incentives, team and group incentives, skill based pay and pay for knowledge suggestion system, profit sharing schemes, increasing salary, and bonus scheme. Hackman and wageman (1995) identified that 85% of TQM implemented organizations have developed rewards programme for quality achievements.

2.6.6 Customer Focus

Customer focus can be described as to what extent the involvement of organization continuously satisfied customers’ requirements, wants and future desire or hope. Every winning organization gives preference to their customers’ expectations in all decision making. Customer satisfaction plays a vital role in deciding the future of an organization. A successful key to excellent administration is to maintain a good connection with consumer to find out their necessities, desires, and wants along with feedback by providing them after sale services.

Customer needs and expectations must be given preference while designing products and its development process at all steps so that quality related errors or issues will arise only once during production. In 1986, Deming identified that customer is the main element of production; product must be produced according to the requirements of customer.

The most important way is to obtain information regarding the development of product and service quality is customer complaints. Different quality complaints and problems can be solved through different actions. Furthermore, Juran and Gryna (1993) suggested that, “there is need to identify the ‘vital few’ serious complaints that demand depth study in order to discover the basic causes and to find remedy of those causes. Customer focus efforts can be improved through customer complaints therefore should be
treated with top priority”. Keeping records and analysis of buyer’s complaints are useful to improve product. Such information is helpful in effective control system management and finds the most important quality related problems; these are required aggressive corrective actions (Feigenbaum, 1991).

Records of information about customer satisfaction are more crucial to increase their efforts to get satisfaction. Careful inspection of completed goods as a customer is an easy way to predict and enhance their level of satisfaction. Records and obtained “information includes data on field failures and service-call rates and analysis and report of customer attitude trends regarding product quality; keeping such kind of information is valuable for new product development (Feigenbaum 1991)”.

Juran and Gryna (1993) assessed that survey on customer satisfaction are very helpful and can be used to get instant action on customer complaints, identified errors require curative actions on customer complaints and offer a quantitative source of measurement of customer satisfaction. Furthermore, it is said that customer focus and satisfaction is a very well predictor of the success or failure of an organization (Kanji and Asher 1993). Hence, this is significant to know and find out the customer observation about quality of the product and it will secure the future of the organization.

Market research can be another important way to find out suddenly aroused needs. Time to time an organization must study about customer’s need, design assessment, and field complaints (Juran and Gryna, 1993). In 1985, Ishikawa further described that to maintain quality is necessary to identify the customers’ needs and produce product accordingly which fulfil their requirements. Hackman and Wageman (1995) found in their study that collecting information and data regarding customer is one of the used TQM execution practice.

According to the suggestion of Deming (1986), all organizations must consider their customers’ expectations while producing their products/services in order to satisfy them fully.

In order to improve customer satisfaction an organizations must provide warranties and after sale services of their goods supplied to them. This process will decrease the level of risk of purchasing goods. Hence, it is to be said that, “customer focus efforts should be a long-term business strategy. It is a never ending process (Juran and Gryna, 1993).
2.6.7 Teamwork

Teamwork is the cooperation among managers and non-managers across business functions and even includes collaborations among companies, customers and suppliers (Robbins and Decenzo 1998). In other words it can be described as the work that is being performed more than one individual or work done within a group of people. This is a significant principle which helps the organizations for successful execution of TQM practice. Every organization uses this principle to increase the control of people on their allotted task and facilitates them to perform their job collectively. Teamwork brings a feeling of togetherness it means working together which facilitates a better attitude and leads the employee’s capability to work collectively to complete their job. Successful organizations are those that are able to collaborate between workforce and managers. Successful organizations allow their workforce to participation freely in teamwork, continuous learning and carrier development and advanced opportunity by creating a healthy working environment. Deming (1986) found that team work is surely required for the whole time inside organization; it can compensate one’s strength for another weakness. Teamwork helps the organizations to have a partnership with workers and managers. Within the company cross functional teams help the organization in the success of TQM. While working in a team employees’ share their information, recognize problems and opportunities and create a “comprehensive understanding of their role in the overall process, and align their work goals with the goals of the organization”.

Efficient teamwork brings a habit of punctuality among all manpower and amends their work if they are working on the same preface. Execution of empowerment, liberty, implication, and attachment with other members increase employees’ self driven power, potential and motivation by practicing teamwork. Teamwork develops a feeling of mutual understanding among employees through mutual work. To achieve business excellence teamwork is most common ingredient.

Teamwork allows people to involve collectively at every level to perform their task in the company as a whole (Ahmad & Karia, 2000). It facilitates the organizations to fulfil their requirements within the place of work and it is straightforward concerned to affective commitment. Hackman and Wageman (1995) identified in his study that successful TQM implementation practice requires short-term problem solving teams.
Problem solving teams work together for wide varieties of different tasks and cross functional teams tackle all quality problems aroused in different departments of an organization.

Anderson (1994) noted in his study that internal cooperation brings higher individual performance through creation of mutual beneficial situations for employees and organization as whole. Karia and Ahmad identified in his study that empowerment and teamwork effect organizations those are practicing TQM.

Practicing team work enhances employees’ experience in organizational commitment. Some studies reveal that the key to success of Japanese was the efficiency about how the people work together. Silos (1999) stated that teamwork brings more commitment and involvement in the employees and the organization as a whole. Teamwork, employee’s suggestions and employee’s commitment these are the three form of employee’s participation in the firm (Boselic and Wiele, 2000). Time to time organization should encourage their employees to participate and share their creative ideas or suggestions frequently.

Employees involvement helps to find out a solution of their work problem will increase the employees’ satisfaction (Ugboro and Obeng, 2000). So that employees are more willing to spend more energy and time on their job. These kinds of employees participation programmes like job rotation and shop floor decision making enhance their working skills and it leads to job satisfaction. Teamwork reduces the negative attitude and feelings of the employees in the firm.

Teamwork makes their employees more decisive within the well defined boundaries of the firm (Thamizhmanii and Hassan, 2010). Cross functional teamwork can improve the skills of employees in TQM implementation. Quality circles and quality improvement teams are the crucial point for successful TQM completion along with it requires “employee participation in all departments to solve the quality related problems which creates motivation and satisfaction in the employees” (Ijaz, Kee, and Irfan et al., 2012). Boon et al., 2007 found teamwork is a leading practice of TQM, is strongly connected with job satisfaction of employees’.
Thus, this is clearly defined that the teamwork is important for the organization for successful quality programmes as well as employees’ job satisfaction through their participation in the task.

2.6.8 Employee empowerment

Empowerment is a process of enhancing self efficiency among organizational members through the identification of conditions that fosters powerlessness and through their removal by both formal organizational practices and informal techniques to provide efficient information. Numerous studies found the importance of empowering employees’ that brings positive results towards in their betterment, attitude, performance and actions thus it creates job satisfaction. (Silver and Randolph, 2004)

Nowadays, organizations are using such kind of philosophy and strategies which enable the workforce to carry out their task more competently and successfully. It brings out their natural talent and potential to perform their job in a better manner. Empowerment makes all the employees capable to take decisions in completion of their task in a smooth way and take responsibility of their results.

Cross functional teams are widely used in TQM programmes as an empowerment vehicle for finding and solving problems. Innovation can strongly grow when cooperation takes place and it is happen best only when teams have authority to solve problems with their own. Successful completion of TQM requires lots of amendments in employees’ attitude, performance and activities. To manage quality programmes TQM managers must gain employees’ trust, encourage employees in problem solving, and promote cooperation in different departments.

Empowerment of employees does not indicate that top authority is not responsible, but management becomes more responsible. In fact, they require supervision of their skills and continuous direction to execute their ever-changing complexities in jobs of the teams whenever they are in trouble to sort out the quality related issues. Management will be responsible to manage all the processes not the manpower. Empowered workforce can increase production level by 30% which is ultimate aim of every organization.

A sense of empowerment encourages employees to their own responsibility and top management should support them to achieve it. Xerox corporation management
institute has given a definition about empowerment as empowerment is an organizational state where people are obliged to direct business and understand their performance boundaries, thus it enables them to take responsibility and ownership while seeking improvements, identifying the best course of action and initiative steps to meet customer requirements.

Whole teams should be empowered rather than an individual. The team members should solve their problems in the best manner and within organizational. Empowerment improves knowledge and skills, communication, trust between employees and management.

Training is the fundamental requirement before the teams are prepared for the empowerment process. Management must find out that established teams are able to manage a change. Empowered teams need to gain knowledge; superior qualities so that they should establish a sound link with the other team members. Training should be done in such a way so that all the members of teams recognize their duties, coordinate, and motivate to discharge their duties in an effective manner.

Generally, it is well accepted that TQM work culture fosters employees’ empowerment. Out of 14 principles of Deming’s five principles are directly related to the employees’ involvement and empowerment (Rahman, 2002). Literature on TQM reveals that it should promote empowerment of front-line employees, and information (Schuler and Harris, 1992). Implementation of TQM in organizations brings greater responsibility, for the same compensation (Snape et al., 1995). Quality initiative requires sufficient participation of employees and proper communication on the part of all employees in quality decision, because they perform a greater role in the improvement of organizational process (Mohanty and Sethi, 1996; Schonberger, 1994; Wilkinson et al., 1994).

Job description requires continuous improvement, innovation and orientation (Blackburn and Rosen, 1993; Schonberger, 1994), and it allows to employees autonomy, responsibility and makes them more flexible (Simmons et al., 1995; Snape et al., 1995). Lam (1996) found in his empirical research that how TQM programmes improve employee’s participation and involvement in decision making. Utley et al., 1997 argued that those organizations that have motivational factors inside the firm are more likely to have successful quality management implementation than those that use hygiene factors to
improve performance. Boon et al., 2006 noted that organizational trust and empowerment are two most important ingredients of TQM that have a strong relationship with the propensity of employees to remain within the organization.