Chapter 5
Discussion of Findings,
Recommendations and Conclusion
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5.0 Chapter overview

Chapter five represents the discussion of findings of this research study. It discusses and elaborates the results of hypotheses compared to other empirical findings and previous studies outlined in chapter two (literature review). The next section explains the finding followed by conclusion. Further section will propose some recommendations based on the study objectives. It will be helpful in understanding the status of TQM in Indian companies, and will also help in expanding the scope of future research.

5.1 Discussion of findings

This research study establishes the relation with TQM components (Organizational Culture, Organizational Policies, Employee involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, and Employees’ Empowerment) with Employees’ Job Satisfaction. The results are based on the response of employees who are presently working with Indian ISO certified companies. The questionnaire was distributed to employees having at least 2 years of experience with their currently working company. The data collected through questionnaire accumulates information in two parts namely Part-A and Part-B. Part-A contains information related to demographic profile of all employees i.e. respondents such as gender, age, race, and marital status, current working experience with the company, current positions, and lastly their qualifications. This section describes the characteristics of the respondents of this research study.

To maintain validity of the instrument pilot survey was conducted and items were framed with consulting the experts of the field. To avoid any kind of misunderstanding and ambiguity we kept questionnaire language simple and easy to understand. Out of 500 questionnaires 400 fully filled questionnaires were returned back from respondents. 80% response rate is quite good enough for a research study. Mugenda and Mugenda found out that a response rate of 50% to 70% is sufficient for the study.
Analysis of this research study describes the information of gender respondents it shows that 62.25\% (249) are male respondents and 37.75\% (151) are female respondents. In terms of age of respondents 56.5\% (226) are from 20-29 years old age group, 29.75\% (119) are from 30-39 years old age group, 9.75\% (39) are from 40-49 years old age group, and only 4\% (10) are from more than 50 years old age group.

Next section of chapter four describes the information about the race of respondent’s employees. All respondents are Indian who filled the questionnaire with 100\% (400) of the total race.

Results shows that majority of respondents are married with a number of 264 (66\%). On the other hand, single status of respondents employees are 136 in number with 34\% of total marital status of respondents.

Respondent’s current working experience with their company was measured during this research study. Research survey stated that majority of respondents 92.75\% (371) working with the company for 0-10 years. Only 6\% (24) are working from 10-20 years and 1.25\% (5) is working from 20-30 years. No respondents have working experience of 30-40 years with their current company.

Evidence of this research shows that the respondents are mostly executive/engineer which consists of 66.75\% (267) followed by managers 14\% (56), supervisor respondents 12.5\% (50), and senior management 6.75\% (27) and no production worker filled the questionnaire.

Results of research show that most of the respondents are Graduates/Engineering 46.5\% (186) of total. 39\% (156) respondents are master degree holders and respondents who had 12th/Diploma are 14.5\% (58) of total. No respondents have only primary school, matriculation or PhD or any other academic qualifications.

The main motive of this research study is to find out the relation between TQM components and employees’ job satisfaction. TQM components (organizational culture, Organizational Policies, Employee involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, and Employees’ Empowerment) were evaluated in with the view of their respective influence on job satisfaction of Indian ISO certified working employees.
5.1.1 Organizational Culture

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 developed to get the positive efforts and effectiveness of workforce, team group, and process. Dale (1999) define organizational culture within TQM concepts, that 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. Culture is a positively related to TQM implementation because it encourages the employees to maintain the quality in the organization.

In this research study to find out the relation between Organizational Culture and Employee Job Satisfaction, three scales items for Organizational Culture and three scales for Employee Job Satisfaction were developed. These items focused on role of management to encourage their employee, report their work problem and the concept of well organized team is utilized to organize their work. Items of Employee Job Satisfaction focused on employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is used, a mode to capture the strength between organization Culture and Employee Job Satisfaction. Findings of Table 4.11 represents Pearson Coefficient of Correlation between Organizational Culture and Employees’ Job Satisfaction with minimum range of $r = .176(**)$ to maximum range $r = .202(**)$. Hence, hypothesis 1 (H1a) “Organizational culture is positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a low level of relation between Organizational Culture and Employees’ Job Satisfaction.

TQM is an open management style which gives authority and liability to the employees. Nowadays, every organization must develop the quality culture inside the organization so that, each member or employee works with the organization with their full commitment for continuous improvement and satisfaction of their customer needs.
Although, traditional work practices, management philosophy and attitudes especially for employees’ job satisfaction creates negativity inside the organization which could resist a successful and effective execution of TQM practice. This occurs in many case studies because of lack of understanding and knowledge, supportive organizational culture, managerial culture, leads to success or failure of implementing TQM programme.

Results from surveyed data showed that organizational culture and employee job satisfaction is positively associated with each other. This research found that a positive and significant relationship existed between these two variables. Supportive organizational culture positively affects working people’s actions and as a result their working capacity, potential come outside and it enhances their work quality and efficiency. Existence of healthy environment and culture inside the organization develop employees’ ability to work together as a team to manage their work quality.

Generally, managing good quality culture is helpful to develop bonding, trust, relationship among all the working employees for continuous success and improvement of the company. Quality culture not only changes, guides and displays ideas and beliefs that influence the thoughts, feelings, performance of employees of an organization. Existence of comprehensive culture is the requirement to support people, team, process, and operators must be allotted some power and authority to acquire some decision regarding any dilemma aroused in their work, goods, per unit cost and overall production of an organization. Organization culture helps to guide the organization to get organizational excellence and to ensure employees job satisfaction. Developing countries are trying to adopt, improve and sustain supportive work culture by involving workers in quality management activities of their business, by providing quality culture inside the organization; which depends on resource, finance and employees’.

Organizational culture is found to be a significant contributor towards employee’ job satisfaction. Healthy environment effects morale and motivational level of employees at work place. Time to time an organization should monitor their culture for effective TQM implementation because employees’ job related satisfaction, their total output, and performance can be increased to maximum limit. Strong organizational culture brings a positive feeling of behaviour, attitude and thoughts in the employees. It boosts up the morale of the working people of organization which is directly related to outcome of their
quality related performance. People take more interest in quality related activities and try to match their output to target standards. Production department is not only liable for quality but also the whole organization as per TQM philosophy. Supportive organizational culture brings co-operation, and interaction among all employees of all departments.

“Organizational culture is not only able to change, guide and display behaviour of the individual but also gives important contribution in influencing their thoughts, behaviour, feelings, job satisfaction, interaction and affective reactions within the organization” (Yosof and Ali, 2000). Human resource team should give advice to their organizations to focus on TQM programmes and its components because it is positively associated with job satisfaction of employees as well as objective fulfilment as Guimaraes (1996) found that more stress should be on reward and recognition and organizational culture.

Dale (1999) found in his research study that organizational culture is a dominant and crucial factor of TQM success and it is determined by set of values, guiding beliefs inside the organization and very important for employee job satisfaction. Organizational culture can vary from industry to industry, organization to organization, because different types of culture have different set of shared belief, leadership and strategic management to make their quality effective. In 2005, Ehigie and McAndrew suggested that Future research related to TQM should pay more attention among all organizational variables such as organizational culture (Douglas and Judge, 2001).

Yousuf and Aspinwall (2000) found in his study that organization must adopt quality culture by implementing quality management initiatives where continuous improvement and growth is the major aspects of the business. An employee gives more importance to their job and get satisfied which provides more harmony between the employees’ beliefs, values, and requirements of the job has perceived. On the other hand, Spreitzer (1995) said that consistency is the individual beliefs, values, and behaviour is the indicator of the meaningfulness of the job for the individual.

Zhao (1993) described Japanese culture through his study that being a part of quality related activities and applications, individuals decide on their own process and they have enough required authorities to improve the quality and performance. So, this kind of practice improves their level of job satisfaction. Study of Ugboro and Obeng
(2000) found out a strong connection between quality culture and manpower’s work related happiness. Those organizations who have won Malcolm Baldrige Quality Award, are able to successfully run their TQM programme, and highly satisfied their employees (Blacburn & Rosen (1993). Research of Schlesinger & Heskett, 1991; Schlesinger & Zomitsky, 1991 suggested that highly motivated employees with positive attitude and behaviour are said to be more committed towards their job performance and total output. Top management and leaders should establish a flexible working condition instead of forceful leadership and that enables the employees to be more responsible towards their own work related performance. As a results employee will be more committed towards their job and do actions towards betterment of the organization.

Jain Ankur, (2010) noted that organizational culture and employees job satisfaction is positively associated with each other as well as identified with the organization. Multiple regression analysis of this study which showed that satisfaction of employees’ regarding their job is directly connected to effectively implementation of TQM hence, it pays off. Furthermore, this research studies indicates and supports the “previous studies conducted by Guimaraes (1996) and Gardner and Carlopio (1996) found that with TQM practices, employees are highly satisfied with their job”.

In 2005, a study conducted by Ooi, Bakar, Arumugam, Vellapan and Loke, confirmed that organizational culture is well identified with the organization and managers must focus on organizational culture for better implementation of TQM components as well as enhancement of employees’ enjoyment in their work practice so that their performance can be well maintained for a long time period. Very first time, this study defined the relationship between TQM practice and employees job satisfaction inside the boundaries of OSAT industry. This research study indicated a significant link existed between TQM and satisfaction of employees’ work hence; organizational culture is positively connected with satisfaction of employees’ job

5.1.2 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. Leadership behaviour and job satisfaction have become famous and significant issue for past researchers. Effective payment and promotion based policies boost up the morale and motivate the employees, it increases the level of job satisfaction and satisfied employees can maintain TQM in the organization.

In this research study to find out the relation between Organizational Polices and Employee Job Satisfaction, five scales items for Organizational Polices and three scales for Employee Job Satisfaction were developed. These items focused on organizational payment policies, promotional opportunities linked with employee work quality and good suggestions schemes are financially rewarded. Items of Employee Job Satisfaction focused on employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is a mode to capture the strength between organization Policies and Employee Job Satisfaction. Findings of Table 4.15 represents Pearson Coefficient of Correlation between Organizational Policies and Employees’ Job Satisfaction with minimum range of $r = .258(\star\star)$ to maximum range $r = .578(\star\star)$. Hence, hypothesis 2 (H2) “Organizational policies are positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a positive and strong level of relation between Organizational Polices and Employees’ Job Satisfaction.

As a result Organizational Polices is significantly and strongly related with job satisfaction. This investigation confirmed that all respondents were receiving maximum satisfaction with their leaders policy’s and work accordingly. It is found that top management is deeply involved in quality related activities and give a clear direction for all employees to follow the management directions. Top management and leaders will take first step to implement the plan and later on employees will follow their footsteps. Ugboro and Obeng, (2000) suggested that top management and leaders should create good organizational practices and policies that promote total quality and job satisfaction. Top managements motivate their employees and previous study indicated that management must lead their employees in order to achieve TQM goal (Das et al., 2010).

Successful TQM implementation requires top management and leaders’ full commitment. Brown et al., 1994 found that in his study that lacking in top leaders
committed policies can be a major factor for ineffective implementation of TQM efforts. Management must be focused on work activities through involvement on continuous basis instead of generalizing their motive in words to their target group. Effective leadership and management policies can convert their manpower mind for more involvement in their targets; therefore, TQM spread an effective supportive work culture which creates a positive impact on workforce. Leaders’ primary goal should be continuous focus on quality related aspects. Dale, 1999; Ikezwa, 1993, suggested that participation of top management in quality related activities is crucial for organization’s quality improvement efforts; they are more conscious and obviously spread quality throughout a firm. Previous research shows that it will not be possible to maintain and manage quality in produced products/services for a long time without full consideration of management and leaders. Effective quality management require employees’ creativity and involvement in decision making. Previous researchers found that high level of trust between employees and managers create higher level of enjoyment when they perform their task, full participation, and self-motivation (Flaherty and pappas, 2000; Noorliza and Zainal, 2000; and cook and wall, 1980).

Top managers should enhance their managerial abilities through continuous learning. Learning enhances the chance to successful implementation of TQM practices inside the organization. Top managers’ attitude and behaviour must be positive to get and share, knowledge, new ideas, and also give importance to creativity of their workforce. Management and leaders must be competitive enough by learning modern management methods from foreign firms. Anderson et al., 1994a; Bergman and Klefsjo, 1994; Dale, 1999; Ikezwa, 1993; Juran and Gryna, 1993 found in their study that effective leaders can improve the ability of decision making. Top management and leaders must empower their employees because they know the positive results i.e. enhance the satisfaction level of workforce which helps to decrease work related mistakes, motivation increase the level of creativity, generation of new ideas, loyalty, and gives specific time to all level of management to involve in making strategies for business, hence, it create a positive effect on employees. “Leaders empower employees to solve various quality related problems and should rely on employees’ whole heartedly (DuBrin, 1995; Juran and Gryna, 1993; Kolarik, 1995)”.

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Top management and leaders should behave and act like a role models. Employees always prefer a standardized behaviour from their employers. However, any kind of infringement upon company’s value and rules can negatively affect employees’ satisfaction level and commitment. Leaders should be impartial whenever, they handle any kind of matter and represent themselves as a role model so that they repeat the same. This kind of leadership and humanistic approach leads to committed workforce, jobs and roles enjoyment, significant contribution, self-esteem, confidence, innovation, and being creative.

Good policies of top management and leaders can enhance and manage the level of quality through continuous learning. Top management commitment and support positively influence the job satisfaction of Indian ISO certified working employees. Top management arranges coaching sessions, training sessions, availing of adequate resources for execution of tasks, evaluating performance, delegating authority and responsibility and building a trustworthy relationship with juniors. These are the ways to support their employees and get them satisfied.

Rad (2006) noted the fact that management policies and commitment is critical for the organizational quality development and possible only with their support and contribution and arrangement of sufficient resources would be allowed to enhance training activities resulting in better quality measurement, improved customer satisfaction and benchmarking. “Minjoon et al., (2006) found in his study that so many organizations had failed in successfully implementing TQM programmes because of the top management and leaders not delegating some authorities empowering employees”. Commitment is crucial aspects because if the managers and leaders empowered their employees, they would be directly liable for any activity regarding their work and it can be possible through continuous improvement.

The findings concurred with Pearson et al., (1995) who believed the fact that managerial leadership requires supervision at every level to change themselves as a coach instead of strict/rigid decision holder to coach facilitator. Kumar et al., (2010) noted that top management policies, leadership and commitment is dominating element while implementing TQM. Continuous learning and awareness of top management and leaders influence the employees’ behaviour and attitude positively and leads to efficiency in the
Empowered employees are positive and supportive when they encounter any work related problems; they independently solve it and try to prevent the same problems, in future.

Findings, of Boselie and Wiele, (2002) suggested that effectiveness in the policies of leaders is helpful in building a healthy and trustful relationship with the employee. It will enhance employees’ job satisfaction. In 1995, Anderson found that top management, policies and leadership is required for effective TQM programme as well as to satisfy the need of customers, continuous improvement in products, in quality and the level of job satisfaction of employees.

Research study by Lawler (1994) indicated that top management and leader should commit toward principles of TQM not only in production department but throughout all departments in their organization. Brown (2003) noted that because of lack of top management support, ineffective policies and commitment companies generally fail in implementation of TQM programme.

Research study of Njie, Fon, and Awomodu shows that “top management policies to empower employees and involvement in decision making process in terms of leadership role and resource allocation even though top management was clearly satisfied with their job while carrying on the empowerment initiatives”.

Ugboro and Obeng, (2000) suggested that employees empowerment and top management policies are positively associated with each other, it shows empowerment related to delegation of decision making authority helps them to get satisfaction from their job.

5.1.3 Employee Involvement

Employees’ participation is a most common phenomenon in organizations. 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. Successful TQM implementation can be
achieved through cross-functional quality teams. 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). It enhances their motivation and job satisfaction level.

In this research study to find out the relation between Employee Involvement and Employee Job Satisfaction six scales items for Employee Involvement and three scales for Employee Job Satisfaction were developed. These items focused on the aspect of cross-functional teams, several quality circles, involvement of employees in quality related activities, commitment of employees for the organization. Items of Employee Job Satisfaction focused on employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is a mode to capture the strength between Employee Involvement and Employee Job Satisfaction. Findings of Table 4.19 represents Pearson Coefficient of Correlation between Employee Involvement and Employees’ Job Satisfaction minimum range of $r = .142(**)$ to maximum rage $r = .189(**)$. Hence, hypothesis 3 ($H_3$) “Employees’ involvement is positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a low level of relation between Employee Involvement and Employees’ Job Satisfaction.

This research study demonstrated that employee involvement and participation is the part of component of TQM which is influenced job satisfaction of employees who are currently working with Indian ISO certified companies. Today, employees work in a team, and they suggest and give ideas on workplace issues, job commitment, job rotation, involvement in decision making are the activities that brings positivity and employees feel valued at the workplace, it enhances their dedication toward their work as well as company and it leads to job satisfaction.

Findings describe that employee involvement and participation is positively associated with job satisfaction. It describes a low relationship between these two
variables and employees' job satisfaction. Previous study of Ooi et al., (2005) showed that employee involvement and participation is positively and moderately associated with job satisfaction. His study also believed that participation of employees in any kind of activities give them high level of satisfaction. In fact, successful TQM implementation totally depends on employees’ participation or involvement between employees and top management satisfaction which is required for successful implementation of TQM programme.

In support of above discussion in 1980 a research of Noorliza and Zainal, (2000) and Cook and Wall, found that people with high level of trust, bonding with their manager or boss have a greater level of satisfaction, participation, and commitment for their job. All employees should be given an open environment to discuss their ideas, suggestion regarding their problem/issues. Therefore, management must consider the aspect of “cross-functional team, quality control (QC) circle and within functional team”. Cross-functional team positively helps top management to solve or investigate cross-functional problems or different type of required improvement opportunities associated with many function or departments. Cross-functional team consists of well professional staff. Participation of staff solves problems of different departments and people who work together and learn from each other. Dale, (1999) and Mann, (1992) suggested in their study that cross-functional teams have the ability to solve different departmental problems at the same time.

Group of employees participate through quality control (QC) circle that meet regularly to find out different ways to enhance quality in their work related outcome. Top management must support QC circle by providing training for problem-solving techniques. Top management must provide a supportive organizational culture in order to implement QC circles. In addition, QC circles are beneficial in term of improvement of products, processes and working environment inside the organization. Research of Feigenbaum (1991) found that effective employees participation; contributions and ideas are required on serious aspect; should be implemented if they are found appropriate or significant. Besides that, arrangement of employees’ suggestion schemes gives greater level of success to motivational programmes of employees’. This study results corresponded with Mitchell (1979), stated that the effective employees’ participation is
required in their jobs, which can be showed in terms of loyalty, their personal image, contribution towards the firm. Lam (1995) noted that employees are said to be committed for their jobs only when they are more energetic, involved in high level of practices, to produce qualitative products/services for achieving the organizational goal.

Enhancement of job satisfaction does not only depend on the arrangement of suggestion schemes but also upon the appreciation by the organization. Top management must systematically examine the all relevant suggestion cautiously. Most probably ideas are given by workers because they are the people who actually perform their task. In fact, it is noted that recognition, financially rewards should be given to those people who come along with their creative or innovative ideas (Bergman and Klefsjo, 1994; Dale, 1999; Juran and Gryna, 1993). In 2002, Boselie and Wiele noted the fact that teamwork, employees’ suggestion and committed employees are said to be part of employees’ participation. Zhang (2000) found in his study that participation of employees positively change their attitude and behaviour.

Employees’ involvement and participation is most appropriate where the work require creativity and innovation, when the business is facing tough level of competition and continuously changing surroundings. It is suggested by researchers that when orders of magnitude change are required in performance, employees’ involvement may be the best choice since it stresses radical change rather than continuous improvement. It is suggested that organizations should adopt the work design approach that are more likely to be outside of the organization current way of thinking about how work should be done. Evidence of some research report support the view that parts of TQM and employee involvement can be compatible is provided by a study of large corporations (Lawler, Mohrman, Ledford, (1992). Results of this research found that most effective organizations are ones that had integrated or coordinated TQM and employee involvement programmes. Researchers suggested that now, the challenge is to design organization that utilizes the right ideas and techniques from TQM and employee involvement. Organizations require a well developed business strategy and deep understanding of TQM and employees’ involvement approaches and how appropriate they are in different business settings.
In addition, to all employees’ should get the similar treatment at every phase of their career inside the organization. It gives them internal satisfaction. Job rotation makes employees more diversified and multi-skilled as a result workforce can perform their task/role in a better and effective way. So employees’ involvement and participation is enough to motivate the level of employees. Thus, it enhances job satisfaction of employees.

5.1.4 Employee Training and Education

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. Training and education development programme helps to provide knowledge to the employees i.e. based on firm’s need to continuous implementation of TQM process (Kumar et al., 2010). 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 is concluded that training programme keep a significant effect on job satisfaction of employees’.

In this research study to find out the relation between Employee Training and Education and Employee Job Satisfaction eight scales items for Employee Training and Education and three scales for Employee Job Satisfaction were developed. These items focused on regarding to know the modified working condition, continuous training and empowerment formally celebrated, encourage the employee to receive the continuous training, availability of resources to train and educate the employees, trained the employees to use the quality management tools, quality awareness education and specific work skill is provided to employees. Items of Employee Job Satisfaction focused on to get to know the employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is a mode to capture the strength between Employee Training and Education and Employee Job Satisfaction. Findings of Table 4.23 represents Pearson Coefficient of Correlation between Employee Training and Education and Employees’ Job Satisfaction with minimum range of $r =$
.191(**) to maximum rage of $r = .320(**)$. Hence, hypothesis 4 (H4a) “Employee training and education programs are positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a moderate level of relation between Employee Training and Education and Employees’ Job Satisfaction.

This research study has revealed that employee training and education are completely connected with job satisfaction of employees. This research studies confirmed that training and education of employee is significant and dominating components of TQM. Training and education is effective element to satisfy their job. Training is considered as significant factor for the success of an organization because it influences the thinking, sentiment, interface and output of employees’ within the organization (Yousof and Ali, 2000).

In addition, “the results provide supporting evidence for the views of significant contributions by focusing on delivering customer value in implementation of TQM; encourage managers to make the best use of their people and resources in order to create products that customer value (Chapman and Al-Khawaldeh, 2002)”. Trained employees’ provide their service to the organization in an effective way through quality improvement in their products/services. That is why organizations must develop strategies related to their objectives regarding availability of resources, current employees’ skills, and employees’ job satisfaction. Time to time organizations must identify the required short-term as well as future training requirement, and plan training programme accordingly which consider technical and behavioural aspects, and should be systematically evaluated their training and development programme in regards with goals.

Organization must consider their employees as a valuable asset because investment in trained employees will affect their organization positively. Employees must be regarded as a valuable asset and long-term resources and arrange them training and education programme sessions because it enhances their skills and knowledge and creates a positive effect on their career development. Skilled employee is the only source of the firm’s competitiveness. Organization can sustain itself in this competitive world only when they give value to their employees. Arrangement of training and education session conducted
by organization creates positive effect on their career development and self-improvement at the workplace was evident and such employees are competent enough to perform their operations.

Results of the study found the same as conducted by Hackman et al., (1995) which describes that training is regularly used practices for successful TQM execution. To maintain competitive-edge while implementing TQM programme require heavy investment for the arrangement of training programme according to different needs of the employees inside the organization. In 1986, Deming suggested importance of training and education programme for organizations in performing their jobs otherwise it is not possible to improve their task and spread negativity between top management and employee relationship. Deming considered the fact that Japanese companies considered their workforce as an important and valuable property and welcome their recruited employee along with specific orientation and technical training programme. In fact, he found that investment in training programme confirmed the long-term survival of overall business and provide excellence and that is why an individual should be considered as the most important factor of production for getting continuous training and education during their career development stages.

A study conducted by Kumar et al., (2010) noted the fact that arrangement of training and education programme for employees provide knowledge and skills to perform their task or based on firm’s need to continuous implementation of TQM process. To maintain the quality level of products/services the workforce must receive quality improvement education to commit quality in their work. Furthermore, training is must be arranged for fresh recruited employees, so that they receive the basics of quality awareness. In fact, organizations should promote and educate through news letter, poster, slogans, and by celebrating quality day (Zhang, 2000). In the same way, Hackman found that in developed countries like US, training is considered second most familiar approach to implement TQM programme successfully. Juran et al., (1993) commented in the same way that if working individuals do not change their behaviour and attitude towards their work/task the aim of training and education programme is not fulfilled. Such programmes are said to be effective only when they bring positive change in employee, employer and company as a whole.
Employees improved skills and knowledge affects their career development process positively, as a result it enhances employee commitment and job satisfaction. Anderson et al., (1994 a) noted that organization should be willing to engage their employee in knowledge seeking activities at individual level, group or team level and organization levels. Well skilled employees can better handled customer requirements and deal with them in an effective manner. In the same way, Hackman et al., (1995) suggested that a “TQM aspiration firm need to substantial investment in training and should widespread use of statistical and interpersonal techniques designed to promote individual and team learning”.

Research conducted by Feigenbaum (1991) showed that, “a brief and general course for the first-line supervision in modern methods of planning and controlling quality concentrating essentials on the physical elements that affecting product quality”. Supervisors of quality departments are required to have full knowledge about quality tools and should be trained for effective use of these tools. On the other hand, production operators should receive quality training because they are more involved in quality related activities.

“Results of empirical studies are the evidences that training programmes update the skills, and increase commitment of employees, well-being and sense of belongingness, thus, directly strengthens the organizations’ competitiveness (Acton and Golden, 2000; Karia and Ahmad, 2000; Karia, 1999)”. “In 2001, Bartlett collected a sample of 337 registered nurses from five hospitals; those were using social exchange theory as a model to examine the relationship to study the positivity and attitude of employees towards training and feeling about organizational commitment. As a result he found that access of training, social impact of training, motivation to learn, and perceived benefits of training are positively associated with organizational commitment, and organizational commitment enhances their satisfaction level”.

In 1997, Osland confirmed in his study that people doing work with each other in operation or production department keep better attitude. Similarly, training and development programme increase job satisfaction level of employees as well as positively associated with job satisfaction of employees (Marie, 1995; Sakes, 1996). In addition, training enhances employees’ skills to get their task done and responsibilities delivered by
their firm (Choo and Bowleg, 2007). Results can be viewed that “soft” aspect of TQM programme give positive results to increase employees’ total output hence, it increases their job related satisfaction (Ijaz, Kee, Irfan, 2000).

Therefore, satisfied employees will be more committed, loyal and provide basis for organizational performance. Job satisfaction gives employees a feeling of pleasure to perform their task and mental relaxation. Similarly, Herzberg, (1968) noted that employees job satisfaction is influenced when they have an opportunity for advancement of individual competencies through various training programme. As a result they positively influence and get satisfied with their job. Successful TQM implementation requires basically three types of training: “principles of TQM, the use of TQM tools and problem-solving techniques (Clinton et al., 1994)”. Evidence of empirical studies show that ISO certified companies are most commonly arranges training and development programme for their employees (Renuka and Venkateshwara, 2006). In addition, the important connection exists between workforce quality related initiatives, involvement and training (Mandal et al., 1998).

Bambang Wiweik (2012) found in his study that training and education practice is perceived important: employee must be trained on team building and group dynamics (92%), quality and customer service related training are given to the staff of the company as whole (90%) and there is a sufficient amount of resource is available (86.8%) for education and training inside the organizations. Similarly, quality related training and development programme enhances the job effectiveness and efficiency of employees. Moreover, Crossby (1979) said every production effort should be performed at the lowest possible cost, as zero defect is a performance standard. Mainly zero defect aim can be achieved through well-educated and well trained employees.

5.1.5 Reward 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)”. Deming (1986) describes that publically recognition process is an important source of human motivation. Most of the organizations who implemented TQM practices 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). Monetary reward is the best way to boost up the morale and motivate the employees to increase their job satisfaction.

The research in the context find out the relation between Employee Rewards & Recognition and Employee Job Satisfaction two scales items for Employee Rewards & Recognition and three scales for Employee Job Satisfaction scale were developed. These items focused on regarding to know about is reward and recognition affects employees’ commitment to quality improvement, clearly defined reward and penalties are exist in the organization. Items of Employee Job Satisfaction focused on to get to know the employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is a mode to capture the strength between Employee Rewards & Recognition and Employee Job Satisfaction. Findings of Table 4.27 represents Pearson Coefficient of Correlation between Employee Rewards & Recognition and Employees’ Job Satisfaction with minimum range of r = .022 to maximum rage of r = .204(**). Hence, hypothesis 5 (H5) “Employee Rewards & recognition is positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a low level of relation between Employee Rewards & Recognition and Employees’ Job Satisfaction.

Reward and recognition is part of TQM practises. Distribution of rewards and timely recognition of employees’ is an effective way to satisfy them. Rewards and recognition works positively for the success of TQM programme because these two factors motivate, and boost up employee’s morale and help them to perform their task effectively and efficiently. This research study found that equal distribution of pay, fairness, opportunities for professional growth and career development opportunities, higher pay, good working environment, supportive organization culture give positive satisfaction to employees’.

In 1999, O’Drisoll and Randall conducted a research, they noted that properly and fairly distribution of rewards given by the organization creates the significant impact on workforce job related attitude as well as to attach the organization. Equity in distribution of rewards influences workforce opinion, feeling; enjoyment while performing task,
interface and sentimental reaction in the organization. Therefore, rewards and recognition must be consistent with organizational value and objectives. Rewards must pay in that manner as a result objective of company can be achieved. If the rewards and recognition programme does not support individual or team that means they will not support organizational objectives and future aspect of organization. Employees will not contribute seriously in their job and organization cannot survive in the long-run. An organization must focus on timely review and update objectives of individuals and teams on continue basis. Study by Burill and Ledolter, (1999); Cherrington, (1995); Ishikawa, (1985); Kolarik, (1995) found that reward and recognition must be distributed at different levels: individual, team development, or business unit. Furthermore, Deming, (1986) salary promotion is an effective and important factor which enhances employees’ satisfaction and contribution toward organization’s objectives. Organizations must allow their talented employees to get adequate differentiation of salary scheme. Talented and skilful employees should be paid according to their performance and on behalf of their talent. Therefore, highly knowledgeable, educated and skilled employees must have high salary package. Otherwise, this practice creates dissatisfaction and they will not work with full dedication. Employees’ promotional schemes regarding salary or position should be transparent enough along with rationally.

The result showed by Cherrington, (1995) support the above discussion that an organization “should carry out diverse distribution forms according to their work as the main form to establish an effective incentive mechanism”. This study demonstrated the fact that promotions must be based on satisfactory performance; employee should be punished for any kind of serious indiscipline and for their poor performance. Awards should be presented on their exemplary performance and recognition letters must be given on the basis of their excellent performance.

In fact, DuBrin, (1995) conducted a research and noted that payment of rewards and recognition system should be equal. In the same way, employees who have achieved the same level of targets are supported to get same rewards and on the other side, those employees who are failed to perform their task properly should get same level of punishment or penalty. DuBrin, believe that rewards are regarded as specific form of recognition whereas; punishment should be imposed on those workers who did not
achieve their targets. Furthermore, Dale et al., (1990) consider the fact that public recognition is an important factor for human motivation as well as for improvement in quality related activities that influence job satisfaction of employees and make them loyal for the organization.

Same results can be viewed through Brown et al., (1994) he said an organization must implement effective reward system of employees which is directly connected to their performance, customer satisfaction, and their pay. Findings, of Deming (1986) and Ishikawa (1985) indicated that human motivation source at work for employee brings a positive feeling of cooperation among employees’, share their knowledge with other’s and incentives in terms of recognition from their colleagues. In 1995, Hackman et al., represented the fact that organizations that are running or implementing successfully TQM programmes should change their compensation system and employees’ performance appraisal system so that assigned quality related set goals can be measured and compensate accordingly.

Ishikawa (1995) found that organization must arrange profit sharing programmes for their employees. In addition, Zhang, (2000 a) “different types of recognition like through praise letter, an oral praise, award ceremony, moral award, publically presenting successful working experience”. Findings, of Hackman and Wageman (1995) revealed that 85% of TQM implemented organizations have develop their rewards system for achieving their quality goals. In fact, if organizations want to increase the contribution of their working team groups, all departments, and business performing units towards quality related activities and in their developments, a bonus scheme should be implemented properly. Organizations set some performance standards offer them monetary rewards to employees for meeting set standards. Different set standards or targets should be connected to the achievement of quality related contribution, overall output, total sale, total revenue, and overall profit or any other different form of performance appraisal system. Targets should be focused and well defined with the overall objectives of organization. Cherrington, (1995) suggested the rule regarding to “distribution according to work” must be systematically practised. Promotions and demotions should follow the principle of equal compensation, fairness, and rationality. However, findings of Ooi,
Bakar, Arumugam, Vellpan and Loke found a low level of connection with employee’s reward and recognition system.

In the same way, Keng et al., (2005) did not found any noticeable correlation between distribution of “reward and recognition system and job satisfaction of employees”. But, Brief and Weiss (2011) found in his study that employees feel satisfied with their job when their efforts are rewarded by the organization. An empirical study done by Alsughayir, (2014) found a “positive relationship between rewards and recognition and employee job satisfaction”. Furthermore, Hsu & Chen, (2013) noted that rewards emphasized, such as opportunities for advancement, salary increase, and acknowledgement of good performance affect positively employee’s satisfaction.

In order to implement well recognized and effective reward system penalty or strict responsibility system at different levels and stage, top management should make some principles and boundaries so that, workforce can be bound to achieve their set targets within discipline. Results of some research study show that imposing penalties on workforce is an important method to improve the overall performance, commitment and their execution of their responsibility.

5.1.6 Teamwork

Teamwork allows all manpower to come together to achieve a common task inside the organization (Noorliza and Zanial, 2000). Teamwork facilitates to fulfil the work related expectations, output and commitment. 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”. Teamwork brings a feeling of togetherness 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, carrier development and advanced opportunity by creating a healthy working environment. It enhances their level of job satisfaction.
In this research study to find out the relation between Teamwork and Employee Job Satisfaction seven scales items for Teamwork and three scales for Employee Job Satisfaction were developed. These items focused on to know the concept of high performance work team, formally structure role approach to support team work, clearly defined mission and operational guidelines, worked team are managed by group itself, structure method is used to examine the work flow effectiveness, gaining direct feedback from both internal and external customer. Items of Employee Job Satisfaction focused on to get to know the employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is a mode to capture the strength between Teamwork and Employee Job Satisfaction. Findings of Table 4.31 represents Pearson Coefficient of Correlation between Teamwork and Employees’ Job Satisfaction with minimum range of $r = .191(**)$ to maximum range of $r = .287(**)$. Hence, hypothesis 6 (H$_{6a}$) “Teamwork is positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a low level of relation between Teamwork and Employee Job Satisfaction.

This study revealed that a low level of connection exists between teamwork and job satisfaction of employees’. The findings support that more job satisfaction and work related outcome is higher where the team work is encouraged by top management and a better TQM practices is developed. Keng et al., (2005) and Alsughayir considered the fact a “positive correlation was found between teamwork and employee job satisfaction and a supportive relationship between team members develops which facilitates the work”.

Furthermore, empirical study of Chin and Saudah (2011) viewed that working as team leads to better employee attitudes, while on the other hand, Hsu and Chen (2013) noted the fact that partnership between workers and managers is a major factor in assuring successful organization. In addition, teamwork is necessary because it brings cooperation, coordination, in the functioning of all departments, groups, customers as well as suppliers (Dean and Bowen, 1994). It encourages all employees to take interest to perform their job and work collectively throughout the company. An organization cross-functional team helps the employees to control on their work and make them stronger towards their career
path. It positively spread the feelings of cooperation, and gives autonomy to the employee to achieve a common goal that is directly related to companies’ long-term goals.

Now a day, organizations are more focusing on employee’s abilities and trust them to take and implement decisions based on their experiences and it facilitates all individuals of an organization to work together for already set objectives. Teamwork reduces a chance of responsibility for individual blame regarding quality management of products.

Deming (1986) confirmed in his study that teamwork should be widely used term inside the organization. In addition, cross-functional teams help the organizations for their successful TQM implementation. Findings of Hackman and Wageman (1995) revealed that successfully TQM practices implementation requires short-term problem solving teams. In the words of Anderson (1994), feeling of cooperation among employee increase individual’s performance through creation of mutual beneficial situations between employees and organizations as a whole.

An empirical study by Karia and Ahmad described the results that teamwork effects organization that have implemented some level of TQM practices. Teamwork enhances the employees’ commitment for organization. Previous researches are evidences of the success of Japanese firm which believe that efficiency can be increased through teamwork. Research study conducted by Boselie and Wiele (2000) supported the same results to this research study that teamwork employees’ suggestions and employee’s commitment these are the form of employee’s participation and which enhances employees’ level of job satisfaction. Teamwork enhances positivity in attitude of employees, find out a solution of their work problem, increase their job satisfaction and it moulds them to spend some more energy and time on their job.

Findings of Boon et al., (2007) revealed that teamwork is a dominating TQM practices among all practices of TQM and which has a strong relation with employee’s job satisfaction; while working in a team employee is made more decisive within well defined boundaries of the firm. Results of empirical research done by Ooi, Bakar, Arumugam, Vellapan and Loke, “revealed that where teamwork was perceived as a dominant TQM practices, there was a strong association with job satisfaction”. They found that, “TQM recognizes and emphasizes on the importance of teamwork to facilitate employee’s ability to work together to get a job done (Morrow, 1997; Noorliza, 1999; Noorliza and Zainal,
A view on the study of Osland (1997) suggested that working practices with each other enhance the positive attitude among employees. Furthermore, Anschutz (1995), employees’ contribution is considered as dominating practice of a competitive organization to maintain the effective relation between workforce and management.

An empirical research by Jha Kumar Sunand (2012) found that moderate and positive relationships exist between teamwork and employee job satisfaction. In order to make TQM practice successful the employees should be more committed, trained and educate with required skills and knowledge. On the other hand, literature on TQM shows that teamwork is strongly connected with employees’ job satisfaction (Guimaraes, 1996 and 1997; Noorliza and Zainal 2000; Noorliza 1999; Dale 1999; Oakland and Oakland 1998, 2001).

In contrast, teamwork was found as a dominating TQM practice; it is significantly and positively connected with employee job satisfaction (Jain Ankur, 2010). Results of this research study emphasized on the effectiveness of teamwork which brings people in a group together to perform a common task (Morrow, 1997; Noorliza 1999, Noorliza and Zanial, 2000; Gifford et al., 2002). This research study indicated that organization’s outcome depend on the employee’s job satisfaction (Gray et al., 2003).

In addition, quality circles and the quality improvement team decide the level of successful implementation of quality related practice and ensure that all employees will give their 100% performance to solve the quality related deficiencies as a result it motivates and satisfies them. Kirkman and Rosen (1999), teamwork increases self efficiency and it leads to job satisfaction of employee’s. In the support of this study research of Griffin et al., (2001) found that when people join some groups or teams to achieve common objectives of an organization give them a feeling of pleasure, motivation and as a result their performance is increased.

Results find out high level of correlation between cooperation and teamwork. It is indicated that these variables are positively and strongly associated with level of employees’ job satisfaction.

Furthermore, Karia and Ahmad (2000) found in his study conducted on five big Malaysian private and public companies about to know the effectiveness of teamwork
practices by taking 104 sample of employees showed that these organizations give importance to the practice of teamwork to some extent increases the level of employee’s commitment for their organization.

In fact, Silos (1999) suggested that Japanese organizations were very much clever and efficient to make team and motivate them to work together to achieve a set goal; also noted the fact that teamwork enhances participation, loyalty, and committed workforce. Similarly, results are obtained from the study of Boon, Arumugam, (2006) considered that continuous training and development programme, teamwork is helpful to know that at what extent employees and organization are committed with each other and positive results lead to job satisfaction of employees. Morrow, (1997) in his study recognized and emphasized that teamwork gives facility to their work force to work jointly to perform a common task and some results can be viewed to support an empirical research done by Osland (1997), found teamwork in production department increases the overall output of production and enhances employees’ positive attitude towards their colleagues. Thus, it is clear from above discussion that teamwork is positively related with employees’ job satisfaction.

5.1.7 Employee Empowerment

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. 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.
In this research study to find out the relation between Employee Empowerment and Employee Job Satisfaction five scales items for Employee Empowerment and three scales for Employee Job Satisfaction were developed. These items focused on to know the comprehensive culture to support and enhance effective people and team process, permission to work related decisions, artificial barriers are removed to maintain highly empowered work environment, continuous communication through meeting and business assemblies, proper training help employees to become problem solver and team decision maker. Items of Employee Job Satisfaction focused on to get to know the employees overall satisfaction from job, co-worker and supervision.

For testing hypotheses Pearson coefficient of correlation is a mode to capture the strength between Employee Empowerment and Employee Job Satisfaction. Findings of table 4.35 represents Pearson Coefficient of Correlation between Employee Empowerment and Employees’ Job Satisfaction with minimum range of $r = .221(**)$ to maximum rage $r = .328(**)$. Hence, hypothesis 7 (H7a) “Empowerment is positively related with employees’ job satisfaction” is accepted. It is also concluded on the basis of decision interval scale developed for deciding the degree of correlation in between variables in section 3.11, that there exist a moderate level of relation between Employee Empowerment and Employees’ Job Satisfaction

In an empirical study of Ugboro and Obeng, (2000) it has been found that concept of employees empowerment is a motivational phenomenon, has been frequently related to the terms like job satisfaction in the literature (Liden and Sparrowe, 2000; Osborne, 2000; Bordin, Bautram and Casimir, 2007). Empowerment allows employees to be more focused on decision making mechanism and they have acquired more opportunities in reaching the organizational resources easily and controlling them to attain their goals. In addition, dimension of empowerment directly affects the quality culture of an organization which could enable managers aiming to apply empowerment to motivate employees more effectively during quality management and solving quality related problems. Empowerment increases the level of job satisfaction of employees for successfully implementing TQM programmes. In 2000, Ugboro and Obeng noted the fact by a research that if employees involve in the process of total quality it encourages and motivates them thus, it enhances their level of job satisfaction. An empirical study which is conducted by
Thomas and Dunkerly in England showed that less empowered employees keep the lower level of job satisfaction. Furthermore, Liden & Sparrowe (2000) noted in his study that job satisfaction is enhanced when employees are more involved in decision making process, more control power and autonomy could be more pleased in terms of their jobs, self-efficacy and self confidence. For achieving something have a higher level of job satisfaction.

Furthermore, a study conducted by Spreitzer (1997) asserted that empowerment meaning and dimensions are important and crucial for job satisfaction of an employee and could only be satisfied when they feel that they are subjected to a meaningful job and it is human psychological need and this dimension provides them intrinsic motivation. Another, empirical research done by Bordin, Bertram, and Casimir, (2007) confirmed that job satisfaction is an important outcome of their study. According to Liden (2000) “individuals perceive themselves as the part of the job when they believe that they could affect the work outcomes; thus they could be more satisfied”.

An empirical research by KITAPCI, ATES, and OKTAN confirmed a strong connection among the meaning, scope of empowerment and job satisfaction. Meaning of empowerment is connected with peoples’ satisfaction with their work and it describes the results regarding employees’ satisfaction towards their job (Spreitzer et al., 1997). Carless (2004) in his study took a sample of those employees who were dealing in customer services to find at what extent they were empowered to take action and how it could affect their job satisfaction. Furthermore, Liden and colleagues (2000) found that empowerment is a psychological need of workers who are working even in operational level of many big organizations, and keeps an important relation to perform their job (Liden et al., 2000). Supportive working culture encourages empowerment of employees to improve work processes better and satisfy customers efficiently.

In Zhao, 1993 study, found that in Japanese culture, being the leader in the quality applications, individuals decide on their own work process and they have the required authorities to improve the quality and performance. Empowered employees are said to be happy because they could adopt the work and they really effect the department while realizing the work and therefore their level of satisfaction are increased. This study found that successful TQM implementation requires empowerment, and said to be a crucial
principle of TQM. In fact, this is the reason top management and leaders are more expected to implement the empowerment inside the organization at every level. In Furthermore, Blackburn & Rosen (1993) organizations have won the Malcolm Baldrige Quality Awards because they successfully implement TQM programmes, due to higher level of employee’s job satisfaction.

In the other words, top management should provide a healthy working environment instead of forced imperatives and should enable the employees to acquire more responsibility related to their own works. Employee can perform their job in a better way if they are more committed towards the organization.

Therefore, employee’s empowerment improves the level of job satisfaction which is facilitated “by top management leadership and commitment to the TQM goal of customer satisfaction through supportive organizational climate that emphasizes total quality and customer satisfaction”. A study conducted by Jain Ankur (2010) indicated the importance of empowerment. He further said empowerment is helpful for predicting the job related satisfaction of employees. In addition to, the most important fact is leaders can show trust on their employees’ by practicing empowerment process so that they can control their job related outcomes. , and it is important that management practices empower and trust their employees’ capabilities to have control over their working lives. In Ijaz, Kee, Irfan (2012) conducted a study in Pakistan 300 questionnaires were distributed and 81% fully filed questionnaires were got back and it is quite acceptable and find out a positive correlation between empowerment and employees’ job satisfaction.

Furthermore, in the words of Nouraee (2013), a moderate level of correlation is existed between these two variables and quality management has positive and meaningful relation with empowerment. In fact, employees are often in the best position to recognize problems and probably make improvement if they are equipped to take steps to make the improvements. Therefore, employees should be well equipped and should give sufficient power to have some control over key resources as well as the right to question the organization imperatives. However, empowerment programme will not be effective without training because training will enable the employees to know more about the goals of TQM and also have knowledge and skills they require to be able to achieve these goals.
5.2 Model Output

Figure 5.1 Proposed Model output Shows relation of TQM Components & Employees’ Job Satisfaction
5.3 Conclusion

The research in context reveals that TQM works when everybody is aware about quality in all organizational processes and quality culture is inhabited in employees. TQM components affect the level of job satisfaction of employees of ISO certified companies. It is found that TQM components and employees’ job satisfaction are positively correlated and associated with each other. Section 5.2 of this chapter i.e. Model Output contains the information regarding the overall output of our study. It indicated that hypotheses H1 for Organizational Culture, hypotheses H3 for Employee Involvement, hypotheses H5 for Employee Reward & Recognition and hypotheses H6 for Teamwork are accepted but there exist a low level of relation between these independent variables (Organizational Culture, Employee Involvement, Employee Reward & Recognition, and Teamwork) and dependent variable (Employee Job Satisfaction). On the other side it indicated that hypotheses H2 for Organizational Policies are accepted but there exist a strong level of relation between Organizational Policies and dependent variable (Employee Job Satisfaction). It is also indicated that hypotheses H4 for Employee Training & Education and H7 for Employee Empowerment are accepted but there exists a moderate level of relation between these two independent variables (Employee Training & Education and Employee Empowerment) and dependent variable (Employee Job Satisfaction).

All TQM components of this study are providing positive and significant degree of correlation for testing the hypothesis. The concept of TQM was initially introduced and implemented in western countries. The results of TQM implementation were enormous in western country. Japanese organizations were very much efficient to make team and motivate them to work together to achieve a set goal; also noted the fact that teamwork enhances participation, loyalty, and committed workforce. But in India the successful rate of implementation of TQM is low because of so many reasons i.e. weak organizational culture, lack of employee involvement and participation, leadership behaviour and commitment, lack of cross functional teams, less connection between rewards and recognition with quality management, less cooperation among worker while working in a team. Now the Indian companies need to pay more attention on these important aspects of TQM so that they can able to get positive result.
Therefore, this research study provides input to all leaders and management in the development of soft TQM practices for the employee satisfaction. Findings can be helpful for TQM management, HRM, and Managers at all levels to improve their TQM policies, strategies, organizational culture, employee involvement and participation, evaluation and training and development, teamwork, empowerment programme, rewards and recognition system inside the firm. Thus, it may be helpful in informing industries or firms that are not focusing TQM in India.

5.4 Recommendations

TQM Cycle

![TQM Cycle Diagram]

FIGURE 5.2
In this research it has been found that all independent variables (Organizational Culture, Organizational Polices, Employee involvement, Employee Training & Education, Employee Rewards & Recognition, Team Work, and Employee Empowerment) have positive but different degree of correlation with dependent variable (Employees’ Job Satisfaction). To get fruitful result of TQM, it is essential to pay more attention to organizational culture, employee involvement and participation, Teamwork, rewards and recognition policies. Results indicated that there is low level of correlation exist between all these independent variables - organizational culture, employee involvement and participation, Teamwork, rewards and recognition policies. It has been found that organizations are not providing the supportive organizational culture that is the precondition of TQM implementation. They need to be more active and focused to make the cooperation between internal and external customers needs, awareness about the usefulness of statistical tools, continuous improvement in overall quality management activities, customer requirements and their satisfaction, empowerment and their commitment. This study also put forth that employee training & education and employees’ empowerment is moderately correlated with job satisfaction. This also described that organizations are providing TQM related education and training but somewhere they are lacking in matching the training objectives and needs of their employees. Organisation is needed to pay more focus on employees’ job satisfaction, while implementing TQM. Only satisfied employees can utilize their full potential in their task.

On the basis of this research study some recommendations are to be made.

- For success of TQM, there is need to develop a supportive culture as it helps the organizations to smooth implementation of TQM plan. It directly affects the behaviour of employees that brings cooperation, coordination and quality management through problems solving activities.

- Effective leadership qualities increase the motivation level of employees to work-together to achieve a common goal. They should act as a role model so that their employee can follow them. They should be well aware and knowledgeable regarding the TQM principles, improvement plans as well as activities, and other organizational plans.
• Employees should be empowered enough to take action whenever they encounter any problem in their work. Empowerment is positively associated with influencing employees’ attitude and behaviour. Empowerment creates an optimistic job experience and leads to greater level of employees’ job satisfaction. Empowerment brings out creative abilities or potential of the employee to improve the overall organizational performance. Empowered employees can take the best decisions for the benefit of organizations.

• Employees are required to be made aware about the TQM concept and its implications. TQM based training and education is helpful to enhance the required skills, knowledge, productivity and overall performance of the organization.

• There is need to develop cross-functional team, it helps in making an organization stronger and moves towards a successful path. Teamwork creates a cooperative environment in the organization and gives autonomy to the employees to achieve a common goal. This practice and process of encouraged team work facilitate organization trust where company recognizes employees’ abilities, capabilities, trust them to make changes and implements procedures based on their experience.

• While implementing TQM an organization needs to carefully develop their TQM implementation plan in context to type of a firm, conditions of an industry, competition in the market and to manage change. So that, the objective of quality management can be achieved.

• Organizational practices and policies directly influence the TQM implementation practices. They need to give extra attention while making polices for employees. Top management should attach their payment policies with quality performance of the employees. Rewards and penalties must be clear and a systematic reward implementation helps them to get more satisfaction from their job.

• Top management leadership and their commitment can increase a chance to make a reality in success of TQM implementation plan. Well Awareness of TQM philosophies, principles and procedures can increase customer satisfaction as well as overall performance of an organization.

• On continuous basis employees should receive regular training on methods and concepts of quality, and to improve quality of products/services. Effective TQM
implementation programme calls for a training policy, which should be a part of achieving excellence in quality management. Time to time training evaluation process is required for continuous quality improvement.

- The competition has increased worldwide, that enforced the organizations to make plan strategically for retaining customer, and to enhance their market share, and for their overall growth. The organization need to focused on their quality management policies, and inculcate it in their vision and mission statements to motivates the employees and to meet out the future expectations, desires and need of the customers.

- An organization need to develop a supportive organizational structure because it has a significant contribution in the success of implementation of TQM principles. The organization need to remove the communication barriers and has to provide a flat structure that facilitates all employees to communicate and decision making any time when the requirement arises.

- 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. Everyone should involve in quality improvement process, so that quality objective can be achieved.

Employees’ overall satisfaction depends on the availability of factors such as empowerment, rewards and recognition, training and development, leadership behaviour, commitment and their welfare policies, competitive strategies to retain, level of communication with management, co-worker and supervisor etc. as presented in figure 5.2. Availability of these factors can enhance the level of job satisfaction of employees and it can help in successful execution of TQM practice. Hence, organizations should pay more attention to job satisfaction of internal customers i.e. employees, because they are the key to successful implementation of TQM.