CHAPTER IV

ORGANIZATIONAL CULTURE, QUALITY OF WORK LIFE AND EMPLOYEE SATISFACTION

4.0 Introduction

In the previous chapter, various indicators of human resource quality (HRQ) were analyzed. These indicators of HRQ have been grouped under the variables organizational culture, quality of work life and employee satisfaction. This chapter discusses in detail the impact of TQM on organizational culture, quantity of work life and employee satisfaction.

4.1 Corporate culture and TQM

Organizations, which practice Total Quality Management (TQM), are easy to spot, even on a casual visit. Their house keeping is likely to be of a high order. It can be observed that people at all levels are involved with their work and they make improvement. People exhibit happiness and pride in their accomplishments. The organization is visibly oriented to the needs of its customers. People in TQM organization speak a common language. There will be vibrant and optimistic culture throughout the organization. Such a culture cannot be created accidentally. It has to be directed systematically through powerful leadership. It also needs intensive efforts of continuing education and training for everyone, at all level. TQM is rational and humanistic. It integrates a powerful set of principles, work habits, methods and tools and techniques with a profoundly human approach, which respect people and alter the work culture.

4.1.1 Organizational Culture

Organizational culture is represented by a set of values that guide the decisions of an organization’s staff as they work to achieve its objectives. Corporate culture develops from the basic philosophies embedded in the management of the company coupled with management behavior. Organizational culture is defined as
The way the majority of employees in a company act when dealing with their customers and suppliers as well as the way they behave towards one another' (Bhat 2002). Culture is a pattern of shared basic assumptions that the people learn as they solve their problems of external and internal integration. Generally, "corporate culture refers to the prevailing implicit values, attitudes and ways of doing things in an organization. It often reflects the personality, philosophy and the ethnic-cultural background of the founder. Organizational culture dictates how the company is run and how people are promoted. (HRM Review August 2003).

From the above definition one may understand that culture is the pattern of shared belief and values that provides the members of organization rules of behavior or accepted norms for conducting operations. It is the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organization together and are shared by employees.

4.1.2 TQM Defined in the context of organizational culture

TQM has been defined in different ways as a search for excellence, creating right attitude and controls to prevent defects and maximize customer satisfaction. TQM has been described by Oakland (1989) in the following definition. "Total quality management is an approach to improving the effectiveness and flexibility of business as a whole. It is essentially a way of organizing and involving the whole organization, every department, every activity, every single person at every level". The definition highlights the nature of TQM and its current significance particularly in changing work culture.

Zaire and Simintiras (1991) defined TQM "as a combination of socio-technical process towards doing the right things, (externally) every thing right (internally), first time and all the time with economic viability considered at each stage of each process". This definition takes a dynamic system view of TQM, once again illustrating the need for change in culture.

Pflau (1989) states that TQM is an approach for continuously improving the quality of goods and services delivered though the participation of all levels and functions of all organizations. Tobin (1990) views TQM as the totally integrated efforts for gaining competitive advantage by continuously improving every facet of
organizational culture. Organizations are dynamic entities and undergo changes in structure, culture, values, systems and beliefs continuously. TQM plays a major role in bringing such changes and hence TQM may be defined as a pragmatic long term systems approach initiated and driven by the top management to bring about a total change culture and interlink everyone, every function, every process and every activity of the organization through involvement, participation and cross-functional management to meet the dynamic needs of the customer and to create a loyal but at the same time a diversified customer base.

4.1.3 Organizational Culture and TQM-The linkage

For most organizations, a strategy based on TQM requires a significant change in the way people think. According to Jack Welch, the CEO of General Electrical, "Cultural change must be sweeping". The quality experts and gurus agree on the need for a cultural or value system transformation.

TQM is described by Logothetics as a culture; inherent in this culture is a total commitment to quality and attitude expressed by everybody's involvement in the process of continuous improvement of products and services, through the use of innovative scientific methods.

Deming calls for a transformation of management styles, Fiegenbaum suggests for a pervasive improvement throughout the organization. Crosby states - Quality is the result of a carefully constructed culture, it has to be the fabric of the organization. Leaders and managers need to understand how different types of corporate culture may either facilitate or inhibit organizational efforts to improve performance and increase productivity. They should have the necessary competency to foster corporate cultural change. Cameron and Quinn pointed out the importance of transforming organizational culture in order to adapt to changing times. A change in corporate culture is an integral part of improving quality.

Total quality is a people focused management system that aims at continued increase in customer satisfaction. TQM is a total system approach and an integral part of high-level strategy. It works horizontally across functions and departments, involves all employees, top to bottom, and extends backwards and forward. Total quality (TQ) stresses learning and adoption to continual change as key to organizational success. TQ is anchored in values that stress the dignity of the
individual and the power of community action. The concise definition of TQ used by Procter & Gamble is "Total quality is the unyielding and continually improving effort by everyone in an organization to understand, meet and exceed the expectations of customers".

The term Total Quality Management (TQM) has been commonly used to denote the system of managing for total quality. TQM is a total company wide effort through full involvement of the entire workforce and a focus on continuous improvement. According to Feigenbaum, Total Quality Management is an effective system of integrating the quality development, quality maintenance and quality improvement efforts of the various groups in an organization so as to achieve total customer satisfaction.

Total Quality Management is a philosophy that involves every one in an organization in a continual effort to improve quality and achieve customer satisfaction. Employee involvement in quality management is crucial in achieving and sustaining high level of quality. Employees may have to be empowered to take preventive and if necessary corrective actions without management approval. Employees must be involved in quality management by encouraging them to use quality control tools and techniques to track performance and identify areas needing improvement.

Continuous improvement is a never-ending process and is driven by knowledge and problem solving. TQM efforts definitely lead to change in value/culture and people adapt to a culture of continuous improvement. TQM programme failures are mainly due to;

1. Lack of commitment from the top management.
2. Lack of system focus.
3. Not obtaining employee commitment.
4. Programme stops with training.

The success of TQM efforts depends on the performance of the workers/employees of the organization. All managers ideally starting with CEO must act as the organizations' leaders for quality. Their task is to create clear quality values and high expectations and build these into the organization's operational strategies. Systems and methods for achieving excellence are created through initiation and support of management. Senior management personnel must personally and regularly involve themselves in the activities such as planning,
viewing company quality performance, serving on quality improvement teams, interacting with customers and recognizing and rewarding employees for quality achievements. This serves as a model for reinforcing the values and encouraging leadership at all levels. By committing to quality, senior management provides broad perspectives, vision, encouragement and recognition.

In most-focused companies, the middle level management personnel serve as quality councilors to set quality policy, guide the deployment of quality initiatives and review performances whereas the top-management personnel act as leaders to encourage exemplary ethical conduct and good community citizenship.

Meeting the company's quality and performance goals requires a fully committed, well-trained workforce, which is fully involved. To achieve these, there could be programmes for:

1. Appropriate education and training of employees.
2. Rewards and recognition system to provide reinforcement and motivations for achieving company objectives.
3. Safety, health, well being and high morale of employees to motivate them for continuous improvement.

4.1.4 Quality Culture

It is one thing for the top management to have a commitment to quality but quite another for this commitment to be accepted or embedded in the organization. The basic vehicle for embedding an organizational culture is a process in which desired behaviors and activities are learned through experience, symbol and explicit behavior. The component of the total quality system provides the vehicle for the change. Following exhibits show these components as well as other mechanism of cultural change.
CULTURAL CHANGE MECHANISMS:

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>FROM TRADITIONAL</th>
<th>TO QUALITY CULTURE</th>
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<tbody>
<tr>
<td>Plan</td>
<td>Short-range budgets</td>
<td>Future strategic issues</td>
</tr>
<tr>
<td>Organise</td>
<td>Hierarchy, chain of command</td>
<td>Participation/empowerment</td>
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<tr>
<td>Control</td>
<td>variance reporting</td>
<td>quality measures and information for self-control</td>
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<tr>
<td>Communication</td>
<td>Top down</td>
<td>Top down and bottom up</td>
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<tr>
<td>Decisions</td>
<td>Adhoc/Crisis Management</td>
<td>Planned change</td>
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<td>Financial Management</td>
<td>Parochial, Competitive</td>
<td>Cross-functional Integrative</td>
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<tr>
<td>Quality</td>
<td>Fixing/one-shot</td>
<td>Preventive/continuous involvement of all</td>
</tr>
<tr>
<td>Management</td>
<td>manufacturing</td>
<td>functions and processes</td>
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Commitment by the top management is essential to stimulate a culture throughout the organization that continually views quality as a primary goal. Quality culture is defined as the pattern of human habits, beliefs and behavior concerning quality. Cultural issues apply to all levels of management-top middle and junior levels and also the supervisors, technical specialists, business specialists and workforce. A culture of creativity flexibility, teamwork, participation, continuous improvement and leadership are critical to the success of TQM.

Many traditional Indian companies portray the old culture, which is not exactly geared up to TQM. This is indicated by symptoms such as poor layout design, messy manufacturing areas, uncared service facilities, poor lighting and environmental conditions. In addition, the managerial behavior may be erratic with focus on achieving short-term results. For managers, ends are more important than...
Such negative cultures get changed when TQM is implemented systematically.

A TQM culture can be created if the management of an organization starts aligning the values of its people. TQM culture promotes the right value system; managers treat employees as their own family members. Management values workers as human beings, values people as people not merely as workers.

<table>
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<tr>
<th>Traditional Culture</th>
<th>TQM culture</th>
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<tbody>
<tr>
<td>Hierarchical style</td>
<td>Participation style</td>
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<tr>
<td>Top down information flow</td>
<td>Top down, horizontal and Upward information flow</td>
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<tr>
<td>Inward quality focus</td>
<td>customer defined quality</td>
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<td>Short-term planning</td>
<td>Focus</td>
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<tr>
<td>Functional Focus</td>
<td>A Vision for the future</td>
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<tr>
<td>Episodic improvements</td>
<td>Process focus</td>
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<tr>
<td>Top-down initiatives</td>
<td>Comprehensive/continuous</td>
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<tr>
<td>Manage and delegate</td>
<td>Improvement</td>
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<tr>
<td>Direct</td>
<td>ALL staff involved and engaged</td>
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<tr>
<td>Counsel</td>
<td>Lead and coach</td>
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<tr>
<td>Functional and narrow scope of jobs</td>
<td>Empower</td>
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<tr>
<td>Enforcement</td>
<td>Ownership and participation</td>
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<tr>
<td>Fire fighting with few individuals/ or group</td>
<td>Integrated functions</td>
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<td></td>
<td>Promoting mutual trust</td>
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<td></td>
<td>Team initiatives for group focusing</td>
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<td>continuous improvement</td>
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Creating an awareness of quality, evidence of top management leadership, self-development and empowerment, participation, recognition and rewards are the rules in TQM in providing a quality culture. These points are given in details below.

1. Create and maintain awareness of quality. The efforts by management to create and disseminate information on quality leads to change in culture.

2. Efforts in providing evidence of management commitment to total quality by the top management alone are not enough. Top management needs to exhibit leadership on quality and show
evidence to prove the same. This inspires the employees to change their attitude leading to quality culture in the organization. The management normally performs following tasks as evidence to establish commitment.

1. Establish and serve in quality council.
2. Establish quality policies.
3. Establish and deploy quality goals.
4. Provides necessary resources.
5. Provides problem-oriented training.
6. Serves on top management quality improvement teams.
7. Stimulates improvement
8. Provides for reward and recognition.

When top management spends time on these activities, it provides the evidence of leadership and inspires others to follow, leading to gradual change in work culture.

3. TQM provides for self-development and empowerment. Inspiring people to take positive steps on quality is greatly influenced by the nature of the work performed by the people. The activities in any organization can be viewed as a set of inter-dependent functions that produce goods/service. The roles played by the people in an organization are supplier, processor and customer. These roles are executed by individuals at each stage of a process. The management provides knowledge of what the people are supposed to do, feedback on their performance and the means of regulating their work. People are enabled to a state of self-control and self-motivated. This leads to change in work culture. TQM provides for redesign of jobs so that are meaningful and satisfying to workers. Job redesign leads to job enlargement and makes the workers responsible for tasks. TQM necessarily provides for delegating decision-making authority to lower levels within an organization. Workers are empowered to take initiative and broaden their scope by delegating authority and providing additional training to them. When employees are empowered in their work, they get the feeling of ownership and responsibility. The act of empowerment provides evidence of management's trust in employees.
In addition to empowering the employees, management may also share confidential business information with employers which clearly contributes to change in culture. The concept of empowerment is applicable to both individuals and to groups of workers.

4. Providing participation and a means of inspiring action: TQM efforts provide employees to participate in quality activities, people acquire new knowledge; see the benefit of the quality discipline. The participation leads to changes in behavior leading to improvement in corporate culture.

5. Provide recognition and rewards: Recognition is defined as public acknowledgement of superior performance of specific activity. Rewards are benefit (such as salary increases, bonuses and promotions), which are conferred for generally superior performance against goals. Recognitions and records play an important role in inspiring people on quality. People develop positive feeling internally when their job contributes to self-development and also when they are given opportunities to participate in planning and decision-making. This tells employees that their skills, their judgment and their integrity are trusted by the management. Change from independent inspection to self-inspection and recognition of superior performance of individuals and teams in any organization brings in a change in organizational culture.

The CII/EXIM award for Business Excellence (which was the same model as the one designed by the European Foundation for Quality Management – EFQM) assessed aspects such as how behavior and actions of the executive team and all other leaders inspire, support and promote a culture of TQM. The model requires evidence to show how leaders visibly demonstrate their commitment to a culture of TQM. Almost all experts agree that top management commitment and involvement are indispensable for introducing TQM.

The CII/EXIM model requires evidence of how leaders recognize and appreciate peoples’ efforts and achievement. Leaders must learn to value people as they are, and not blame them for the problems of the organization. The purpose of TQM is not TQM itself; it is the creation of a competitive world-class organization capable of making continuous and quantum improvements.
There are many models for managing change in organizational culture. The way of changing culture begins at the top. If a management blames its workers for its conditions, then it is unlikely to go far with its TQM efforts. Once the top is convinced, their involving everyone begins. TQM is a management method based on everyone's participation. Thus there is bottom-up as well as top-down transaction. If the top leadership grasps TQM well and has a compelling urge to get ahead, then cultural change will take place.

A quality culture/TQM culture has several characteristics, which are readily noticeable.

1. Widespread clarity on the mission, vision and the goals of company. The purpose of embarking on TQM journey will be clear to all.
2. Win/Win is a concept that is practiced. All stakeholders will be satisfied.
3. People understand customer needs and its paramount importance in quality creation through which market share and sales can be increased.
4. People are respected, everyone participates. There are many teams and QC circles.
5. Everyone speaks a common language, using phraseology that is meaningful and well understood.
6. People work with facts and data and grasp the principles of variation and how to use the right tools and techniques.
7. People are process-oriented.
8. People make continuous improvements at all levels.
9. The methods of working would have undergone change.
10. The capabilities of the organization are high and the people have the confidence to take on the world.
11. Top managers are in touch with the workplace and are close to reality, they listen.
12. Great results have been achieved and improvement is likely to be sustained.

TQM is practiced world wide as it promises to provide a competitive edge in the complex and dynamic market and give better economic dividends to the organizations. The discussion in pre-pages lead to the conclusion that efforts in implementing TQM change the cooperate culture. In other words TQM practices contribute to the building of the quality culture in the organization. TQM efforts will be
Successful only if cultural changes take place in the organization. Cultural change may be defined as the sum total of the values, behavior, and norms of the organization towards healthy working conditions to achieve the required quality. The factors that bring about cultural change include workmanship value, management attitude, employee motivation, ability, and skill attainment and cohesive work force. Detailed discussions were presented about these factors in the previous chapter.

4.2 Quality of Work Life and TQM

Today's workforce has attained higher levels of education than at any time in the history of organizations. Consequent upon higher levels of education, the expectation of the employees has also increased. The quality of jobs declines if the incentives offered to the employees are not challenging. The challenges come from needs, motivations, and shifting trends in the job. The success of any organization depends on improved levels of effectiveness and this can be possible by further developing the contribution of people in organizations. This requires the development of more rewarding, satisfying jobs and work environments. Employees are the greatest assets of any organization. If an organization regards the well-being of employees as important, efforts should be made to structure the workplace in such a way to encourage and motivate the employees to contribute their best. A happy and motivating work life will definitely lead to satisfying personal life. A satisfied worker will be proud of his organization. People expect work to be meaningful, challenging, and developmental. The quality of work life should be of very high order to keep the people happy. According to system theory, people cannot compartmentalize their lives. Their work lives (quality of work life – QWL) and private lives (quality of life – QOL) cannot be separate. Both are interdependent. Effective adoption and diffusion of Total Quality Management (TQM) in organizations has been identified as one of the methods to improve the quality of work life (QWL).

4.2.1 QWL Defined

QWL has been defined differently by different scholars. Hillard (1990) stated that QWL for a worker could mean fair remuneration, a safe work environment, and supervision. And for lower and middle level managers, it could be participation in
making opportunities for career advancement and a proper career path.

From this definition, it is evident that assessment of work environment depends on individual needs. Schrender and Flowers (1992) defined QWL as the degree to which a job or a position can meet the career needs of individuals at various stages of career development. The concept of career anchors was suggested by Schein (1990) as: 1) Technical/functional competence, 2) General managerial competence, 3) Autonomy/independence, 4) Scrutiny/stability, 5) Entrepreneurial creativity, 6) Sense of service and dedication, 7) Pure challenge, and 8) Life style.

A career anchor is the complete structure of talents, motives and values that make a person's career (Schoor -1998). Career anchors may be individual based and hence they fit into certain jobs than others.

Coster (1992) suggested a formula to determine QWL for each individual.

\[ QWL = (O \times S) \] (2)

Where 'O' is the degree to which an individual is satisfied of a particular domain of the work situation. 'S' is a personal, subjective standard for the domain. 'I' is the importance attached to the domain by the individual. If the 'S' - personal subjective standard is assumed as 100% then the formula can be simplified as \( QWL = (O \times I) \). Sum of all the individual domain ratings will determine an overall QWL score. This method can lead to assessment of all the individual QWL index of the department. The analysis of the domain ratings will enable us to identify problem areas and to design remedial measures to correct this.

Delamotte and Takezewe (1984) defined QWL as "a set of new labour problems and their counter measures which have gained recognition as important determinants of worker satisfaction and productivity in many societies during the period of their sustained economic growth". This definition of QWL places importance on sustained economic growth which changes the conditions for workers. The growth in economic conditions gives rise to changing needs and demands and greater participation of management to fulfill personal goals.

From these definitions of QWL it is difficult to converge on a single definition. However, it is evident that QWL refers to domains of work situations which will satisfy the needs of the worker and motivate him to increase his efforts and productivity. Need satisfaction is individualistic and the workplace values may differ from person to person. The managers, therefore, should get to know the employees and their personalities, only then they will know how to motivate the employees. But
Some common features tend to directly influence the QWL in organizations. Hillard (1990) identifies the following elements that will determine QWL of the organizations.

- Sufficient and fair compensations
- Safe and healthy work conditions
- Security and continued growth
- Social interaction and integration in the workplace that makes the employee fit into the culture of the organization
- Legalized labour relations
- Balance between private and work lives
- Social relevance of the job
- Participation in the structuring of work environment through involvement in problem solving
- Goal congruence between those of the person and those of the organizations
- The generation of feelings of pride, satisfaction and accomplishment in tasks performed
- A climate of respect, fairness and cooperation

Lehner (1982) states that:

"Each organization should assess approaches to productivity and quality of work life enhancement that relate to making the most effective use of its own work setting. There is no universal and sure way to success. If one has conviction that success can be achieved, various experimental approaches will be tried, evaluated and refined and success will be achieved."

4.2 TQM and QWL – The Linkage

Today's business environment is increasingly characterized by rapid change and fierce competition. Organizations must adapt to their environment if they have to survive and prosper. Due to the onset of global economy, global market and global competition, the products and services produced have to maintain international quality. To become globally competitive, organizations are adopting several strategies and most sought after management philosophy is Quality Management. According to Oakland (1995), total quality management can only take root and flourish in a culture of quality. The quality of work life of organizations...
ould be conducive to develop a culture of total quality. James (1992) stated that QWL is the foundation on which TQM can be developed. TQM practices should develop a work place that will meet the needs of the employees and provide the necessary motivation. Effectiveness of TQM can be judged only by the improvement of QWL. These two concepts, TQM and QWL are intimately intertwined.

TQM is a holistic concept involving all levels and functions of the organization. To put it briefly it is “doing it right first time and every time”. How could this state be achieved and who can achieve it? It is the people of the organization supported by a leadership which keeps in place proper policies and systems. TQM is a way of thinking by the people in the organization. The hands-on leadership is important for TQM to succeed because when TQM is implemented, a cultural shift takes place leading to fundamental change in values, structure, the way people work together and the way people feel about participation and involvement. The change in the system due to TQM efforts leads to improvement in QWL. TQM requires wholesale organizational change and re-examination of production methods, working practices and industrial relations. These changes naturally lead to improvement in QWL.

Most versions of the TQM philosophy stress three core principles that bring about a change in QWL:

1. All employees can contribute effectively to improvement. It follows from this, that managers have both an economic incentive and even a moral imperative to provide all employees the opportunity to contribute their best. This requires the provision of time, training, access to information and most importantly, the possibility of implementation. Team work must be in the primary mode of management, because the cooperation of every one is essential to share information and to implement improvements.

2. The ultimate goal of TQM efforts is customer satisfaction. Even profit is understood to be mostly a function of and therefore, subordinate to the requirement to delight customers, with the products and services. Managers are expected to put customers' interests first in all situations even when they may appear to conflict with other business objectives. Customer satisfaction can be possible through the people in the organization. People ensure product and service quality only if the
QWL improves and satisfies the needs and aspirations of the internal customer, the employees.

- Process is equally important as results. Results depend on processes. Adherence to laid down procedures is absolutely necessary in the context of TQM. This adherence can be achieved through people. The people can stick to laid down procedures only if the QWL also matches with the expectations.

Employees are the prime movers of organization. Deming emphasized that no organization can survive without good people, people who are improving. Businesses have understood that to satisfy customers, they must first satisfy employees. The human resource is only one that competitors cannot copy and the only one that can synergies. QWL may be viewed in two ways. One way equates QWL with a set of objectives, organizational conditions and practices (promotions within policies, democratic supervision, employee involvement, safe working conditions). The other way equates QWL with employee's perceptions that they are safe, relatively well satisfied and able to grow and develop as human beings. This key relates QWL to the degree to which the full range of human needs is met.

QWL is simple; it involves giving workers the opportunity to make decisions about their jobs, design their work place and what they need to do to make quality products or to deliver services most effectively. It requires managers to treat workers with dignity. Its focus is on employees and management operating the business together. QWL suggests that the work place will meet the needs of the employee and provide the necessary motivation. TQM suggests that employee will look after the needs of the customer. These two concepts are intimately interconnected such that TQM practices lead to proper QWL and if the QWL is conducive TQM become successful. Efforts in TQM such as structured training programmes, empowerment of people, team-work approach to solve problems, recognition of employees and welfare activities will create a culture of trust and participation and enhance the quality of work life.

QWL highlights the approaches required in TQM to create conditions to improve the work environment so that each worker feels proud of his or her ability and skills. The feeling about the job promotes meaningful recognition for the worker as an individual. QWL index can be assessed by the level of motivational and involvement programmes such as quality circles, employee suggestion programme,
Employee Satisfaction

Employee's satisfaction is an important factor in the overall functioning of an organisation. An employee, who is satisfied with the working conditions of his institution and organisational climate, is an asset to that organisation. This is because a satisfied employee performs well. There are several measures to keep employee satisfied. These include offering incentive, increments, promotion, rational freedom etc.

Several organisations have started to realise this importance of this issue and they conduct regular survey to know about the levels of satisfactions. Sanjay Mandlik, country champion of HR and TQM at ENP says 'the purpose of the survey is to understand the organisational climate. The contents vary widely and they include almost all the important aspects of the organisation such as structure, communication, leadership, conflict, reward systems in the personal relationship, organisational effectiveness, responsibility and so forth. Mandalik has listed the other factors.

- To address the concerned areas that the organisation needs and to works out a developmental plan for the company.
- To bench mark key human issues.
- To build employee involvement in the process.
- To validate the various initiatives taken by the organisation
- Build greater transparency in the organisation (quoted in Suipta Dev).

ICICI InfoTech conducts employee satisfaction surveys twice a year. Employee's satisfaction surveys are a valuable tool for assessing job satisfaction, overall workplace productivity and work culture. It gives an insight into employee's perceptions and attitude towards the job as well as organisation.

Similar surveys are conducted in Emerson Network Power. Here employee satisfaction surveys are done annually. The purpose of such surveys is to understand the organisational climate. The contents vary widely and they include almost all the important aspects of the organisation, such as structure, communication, leadership conflict, reward systems inter personal relationships,
organisational effectiveness, responsibility and so forth. It can be seen that the issue of employee satisfaction should address to the following major issues.

1. Employee involvement.
2. Attitude towards change.
3. Grievances rate.
4. Accident rate.
5. Defect rate

Employees' satisfaction can be measured using the above parameters and Employee Satisfaction Index (ESI) can be visualised as an additive model of the above factors.

4.4 Conclusion

TQM efforts bring about changes in organization culture quality of work life and satisfaction level of employees in the organization. In this chapter an attempt was been made to illustrate the linkage of TQM with organizational culture, quality of work life and employee satisfaction. In this context, it may be recalled that in chapter detailed discussions on the indicators of Organization Culture, Quality of Work and Employee Satisfaction were included. From the deliberation in these two chapters and also supplemented by expert opinion, the investigator has designed and developed the instrument to measure human resource quality (HRQ).