

**The Impact of TQM Factors on Employees
Job Satisfaction**

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Universiti Utara Malaysia

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The Impact of TQM Factors on Employees Job Satisfaction

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By

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Abstract

The key element to a successfully business continuance is the implementation of Total Quality Management but however if not properly implemented or used it can lead to a failure. The theory behind Total Quality Management is sound so the problems that can be generated from the usage and implementation must come from another important source. This source is the leadership and employees of that particular organization. The leadership or management of an organization and the employees can greatly impact the final outcome of a Total Quality Management implementation. Just how Total Quality Management can give impact on organizational leadership and employees on their job satisfaction is a topic that is often not considered well until a Total Quality Management project and issues begin to arise. From the literature, five antecedents of employee job satisfaction are identified. The variables measured are “employee participation”, “teamwork”, “recognition and rewards”, “organizational culture” and “education and training”. This research seeks to investigate the employees’ perception on the Total Quality Management factors and its impact on job satisfaction in a manufacturing facility. A total of 120 questionnaires were distributed, 98 questionnaires were returned and useable representing 82 percent response rate. The Pearson correlations test results showed that “educational and training” is the top influential factors in determining employees’ job satisfaction. On the other hand, “employee participation” is the second significantly that influenced job satisfaction followed by “teamwork” and “organizational culture”. Lastly, “recognition and rewards” suggests that employees need to be monitored in order to have a better job. The findings could prescribe potential implications for top management to review their TQM programs. Managers must, therefore, consider these factors in all TQM initiatives.

Kunci utama kejayaan kepada sesebuah organisasi perniagaan adalah dengan pelaksanaan Pengurusan Kualiti Menyeluruh tetapi jika tidak dilaksanakan atau menggunakannya dengan baik boleh menyebabkan kegagalan. Teori di sebalik Pengurusan Kualiti Sepenuhnya adalah kukuh jadi sebarang masalah yang boleh dihasilkan dari penggunaan dan pelaksanaannya mesti datang dari pelbagai sumber yang lain. Sumber itu ialah kepimpinan dan pekerja di sesuatu organisasi. Kepimpinan atau pengurusan sesuatu organisasi dan pekerja boleh memberi kesan kepada hasil pelaksanaan Pengurusan Kualiti Sepenuhnya dan juga sebaliknya. Pengurusan Kualiti Sepenuhnya boleh memberikan kesan ke atas kepimpinan organisasi dan pekerja-pekerja terhadap kepuasan kerja mereka ialah satu topik yang sering bukan dianggap penting sehinggalah projek Pengurusan Kualiti Sepenuhnya dan isu-isu yang berkaitan muncul. Lima latar belakang kepuasan kerja pekerja dikenal pasti. Pembolehubah yang di ukur ialah penyertaan pekerja, kerja berpasukan, pengiktirafan dan ganjaran, budaya organisasi dan pendidikan dan latihan. Penyelidikan di laksanakan untuk mengkaji tanggapan pekerja pada Pengurusan Kualiti Sepenuhnya pada kepuasan kerja dalam sektor pembuatan. 120 soalan soal selidik telah diagihkan, 98 soalan telah dipulangkan dan boleh digunakan mewakili kira-kira 82 peratus. Keputusan Korelasi Pearson menunjukkan bahawa "pendidikan dan latihan" adalah factor yang berpengaruh dalam menentukan kepuasan kerja pekerja. "Penyertaan pekerja" adalah yang kedua mempengaruhi kepuasan kerja diikuti dengan "kerja sama" dan "budaya organisasi". Terakhir, "pengiktirafan dan penghargaan" mencadangkan pekerja perlu dipantau untuk mendapatkan pekerjaan yang lebih baik. Penemuan boleh menggambarkan potensi implikasi untuk pengurusan meninjau semula program TQM mereka. Dengan itu pengurus harus, mempertimbangkan faktor-faktor dalam semua inisiatif TQM.

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Introduction and Background

1.0 Chapter Overview

Chapter 1 gives a brief description on the introduction, background of the study, overview of the Total Quality Management, a brief definition of TQM, the research framework, research objectives and some definitions of the terms used in this research.

1.1 Introduction

Business today faced with stiff challenges to survive and maintain a competitive edge especially the rapid advances in information and technology, globalization and liberalization. TQM is basically a concept and tools to be competitive in this new era. Reeves and Bednar (1994) identify four definitions of quality: excellence, value, conformance to specifications, and meeting and/or exceeding expectations. Total quality management seeks to achieve such quality outcomes through organizational processes that are argued to lead to competitive advantage. Total quality management has become a frequently used term in discussions concerning quality. The international and national competitive environment is in a process of constant change by the globalization of markets and increased interdependence of economic agents. This process of change has brought increased demands on the organizations competitiveness and the customers

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