

THE IMPACT OF
TOTAL QUALITY MANAGEMENT PRACTICES
ON EMPLOYEE'S WORK RELATED ATTITUDE

by

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Special dedication to:

*My husband,
Muhammad Hasmi*

*and my beloved children,
Nur Yusrina,
Muhammad Hazzeem Asyraff,
Muhammad Haqqeen Affhamm, and
Nur Firzana.*

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ABSTRAK

Kajian ini adalah bertujuan untuk mengkaji kesan amalan TQM ke atas sikap berkaitan kerja para pekerja. Amalan TQM telah diterima sebagai satu amalan pentadbiran baru dalam meningkatkan komitmen organisasi kepada kualiti produk atau perkhidmatan. Amalan TQM mencipta suatu budaya yang mendorong ke arah penglibatan, motivasi, kepuasan dan tanggungjawab pekerja. Di dalam kajian ini, penunjuk bagi sikap berkaitan kerja adalah penglibatan kerja, kepuasan kerja, kepuasan kerjaya dan komitmen organisasi. Kajian ini mengumpul maklumat mengenai kesan-kesan amalan TQM ke atas 104 pekerja di 5 organisasi yang beroperasi di Pulau Pinang yang mengamalkan TQM. Keputusan kajian menunjukkan organisasi yang mempraktikkan sedikit sebanyak amalan TQM telah menyedari wujudnya peningkatan bagi penglibatan kerja, kepuasan kerja, kepuasan kerjaya dan komitmen organisasi. Semakin tinggi penghayatan amalan TQM, semakin tinggi tingkat penglibatan kerja, kepuasan kerja, kepuasan kerjaya dan komitmen organisasi. Analisis regresi menunjukkan pengagihan kuasa dan kerja berkumpulan menyumbang secara bererti kepada penglibatan kerja, kepuasan kerja, kepuasan kerjaya dan komitmen organisasi. Walau bagaimanapun, amalan-amalan lain seperti latihan dan pendidikan, penambahbaikan berterusan dan pencegahan, dan fokus kepada pelanggan juga adalah amalan-amalan penting bagi pelaksanaan amalan TQM.

ABSTRACT

This study examined the impact of TQM practices have on employee's work related attitude. TQM practices have been adopted as new management practices in improving organization commitment to quality of product or service. TQM practices create a culture that encourages employee involvement, motivation, satisfaction and commitment. In this study, the indicators of work related attitudes are job involvement, job satisfaction, career satisfaction and organizational commitment. This study gathers the information about the impact of TQM practices on 104 employees working in 5 organizations in Penang that practice TQM. The results of this study reveal that employees in organizations that practice some degree of TQM practices realized an increase in job involvement, job satisfaction, career satisfaction and organizational commitment. Regression analysis indicates that empowerment and teamwork contribute significantly to job involvement, job satisfaction, career satisfaction and organizational commitment. However, other practices such as training and education, continuous improvement and prevention, and customer focus are also important activities for implementing the TQM practices.

Chapter 1

INTRODUCTION

1.1 Introduction to Total Quality Management

In response to demand for higher quality product and service, a number of Malaysian companies have adopted new management practices which are known as Total Quality Management (TQM). It is a way of managing all aspects of business to gain competitive advantage in the market place.

Organizations should be well informed the benefits of TQM practices. In other words, encouraging TQM practices produce beneficial effect on people. When fully implemented, TQM brings good benefits to organization in term of quality, productivity and employee development (Lawler et. al., 1995). People are the most important resources in dedicating their effort of achieving the high level of quality product and service. Moreover, many of the basic elements of TQM deal with people such as team work, creativity, innovation, extensive training, high level of communication, employee and management trust, and quicker decision making. Without their honest self-scrutiny and purposeful analysis, and without their commitment toward common goals, the organization may fail to achieve its objectives.

In fact, most of the successful TQM implementations depend heavily on changes in employee attitudes and activities. The employees who will be affected most directly are the agents of change in organization that are involved in implementing TQM or other programs for continuous quality improvement. But what is the impact of these changes on the employees and does TQM provide benefit for

the employees. The influence of TQM processes will produce positive impact on employees, improve level of satisfaction and commitment, and organizational effectiveness. Consequently, TQM must focus not just on the quality of product but also on the quality of its employees to remain an effective management approach .

Many organizations that adopted quality management practices have experience an overall improvement in organization performance such as attitude, commitment, and effectiveness. Butler (1996) found that companies that use TQM practices achieved better employee relationship (i.e. employee satisfaction, attendance, turnover, safety and health). Therefore Malaysian companies, private and public, should be more committed in the TQM practices and should move towards implementing it successfully.

1.2 Scope of the Study

This study is conducted to examine the impact of TQM practices (refer to Chapter 3) on the employee's work related attitude (refer to Chapter 2). More specifically, this study examines the degree of employee's job involvement, job satisfaction, career satisfaction and organizational commitment as a result of the level of TQM practices. A total of 200 individual employees from different sector of organizations in Penang that practice TQM were selected for the study.

1.3 Problem Statement

The research questions to be addressed are:

- a. Do TQM practices have an impact on employee's work related attitude?

- b. To what extent is the impact of TQM practices on employee's work related attitude?

1.4 Significance of the Study

This paper examines the extent of the TQM practices in Malaysian organizations, specifically in Penang.

First, the study will provide an insight to the implementation of the practices of TQM from the human resource's point of view. The contribution of this study is important for organization to ensure that TQM practices continue to provide benefits for the employees.

Second, the study expects to seek ideas and areas of improvement in the implementation of TQM practices in Malaysian organizations and to obtain TQM practices best suited to their organizations. It is also hoped that this study will contribute to the body of knowledge in the areas of TQM resources to help organization in implementing TQM properly.

1.5 Overview of Thesis

The thesis is structured as follows:

Chapter 2 reviews the literature on total quality management. It also includes reviews on work related attitude and impacts of total quality management.

Chapter 3 addresses methodology and theoretical framework of the research. It discusses the questionnaires and hypotheses of the study. It explains some of the

variables and measurements, unit of analysis, population and sample size, and data collection method.

Chapter 4 reports on finding of the descriptive results of the survey. This chapter includes reports on various tests done on reliability, correlation and regression.

Chapter 5 discusses the summary of research findings and conclusions. It also explains the limitation of the research and suggestions for future research.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

Implementing TQM has become the preferred approach for improving quality and productivity in organization. Luthans (1995) said that TQM is a participative system empowering all employees to take responsibility for improving quality within the organization. Instead of using traditional (e.g. bureaucratic rule enforcement), TQM calls for a change in the corporate culture. For example, TQM is empowering because it reduces close supervision and give worker the chance to influence day-to-day supervision. It gives them more influence over the way they work and makes their job more interesting. The TQM practices are producing changes in the employee activities and attitude. It has positive impact on employees, improving levels of satisfaction, motivation and commitment by offering greater opportunities for responsibility and involvement.

2.2 Total Quality Management

What is Total Quality Management? Basically, it is a management philosophy. In different organizations TQM may be known by different names, for example, Total Quality Control, Total Quality Leadership, Total Quality Improvement Program, Continuous Quality Improvement or Total Quality Service (Lemieux, 1996). According to Lemieux (1996) what ever name TQM goes by, its three basic ingredients are constant: quality, customer satisfaction and continuous improvement.

The most widely accepted formal definition of TQM is reflected to the criteria used in the Malcolm Baldrige National Quality Award (MBNQA). The same criteria are used in the companies who are recipients of the Industry Excellence Award (Quality Management Excellence Award -QMEA category) of the Ministry of International Trade and Industry and the Prime Minister's Quality Award (PMQA) for Private Sector Category in Malaysia (KPAI, 1998; PPN, 1993). The criteria are:

- a. policy on quality management,
- b. QCC,
- c. training,
- d. quality audit,
- e. other quality improvement programs,
- f. top leadership involvement,
- g. management data and information,
- h. human resource management,
- i. customer satisfaction,
- j. handling customers complaints to increase productivity,
- k. support services and vendor programs, and
- l. quality and operational results.

2.2.1 *TQM Practices*

This study focuses on TQM as quality management that is TQM in practices (things that organization do to display and embody their beliefs) rather than TQM in theory and TQM as organization change. Zeitz et. al. (1997) viewed TQM practices as formal, programmatic and behavioral. Ross (1993) defined TQM as set of practices such as continuous improvement, meeting customers' requirement, reducing rework,

long-range thinking, increased employee involvement and team work, process redesign, competitive benchmarking, team-based problem-solving, constant measurement of results, and closer suppliers' relationship.

Clinton (1994) has summarized the TQM principles made by leaders in quality movement (Deming, Juran, Crosby, Feigenbaum) as 5 basic principles namely:

- a. focus on customers' needs.
- b. focus on problem prevention, not correction.
- c. make continuous improvements: seek to meet customers' requirement on time; the first time, every time.
- d. train employees in ways to improve quality, and
- e. apply the team approach to problem solving

The process of TQM starts when the combined efforts of organization from top management level down to the lowest workers and clerks. In other words, TQM is a very people-oriented approach and has many implications for the study and application of organizational behavior (Luthans, 1995). TQM environments allow all employees to participate in helping achieve organizational quality goals. All employees are held accountable for quality and are given tools and training to fulfill this responsibility. TQM is based on the assumption that the employees closest to a particular organization's daily operating procedures are in the best position to understand and improve the quality of those procedures. It helps to create an environment where positive relationships exist between managers and employees and people feel motivated to do their best.

In their case study of Brazilian companies, Carpinetti et. al. (1998) stated that empowerment, employee participation, formal systems of reward, development of cross-functional teams and training in quality management are all activities essential to total quality achievement.

Idris et. al. (1996) discovered that most important practices, which have been implemented were problem solving techniques, production planning and control, statistical sampling, quality awareness program and housekeeping (5'S). According to Idris et. al. (1996), it is not necessary for all the practices to be present to ensure the success of the quality improvement of the organization. Similarly, if a few of the practices were not present, it was possible to obtain the required level of quality.

Osland (1997) found that the most commonly used TQM practices were problem-solving team followed by training for large numbers of employee. Olian and Rynes (1991) as cited in Osland (1997) found that the most frequently mentioned topics found in training for TQM were interpersonal skills topics, quality improvement process and problem-solving, team building, conducting meeting and statistical analysis. These topics are designed to create the TQM for employee involvement.

Powell (1995) described TQM as an organization wide approach that focuses on continuous improvement through the participation of every individual in the organization. According to Powell (1995), TQM is a set of practices that emphasizes increasing number of training, empowering employee, requiring commitment and involvement of top level executives in the organization, working closely with

customer as well as suppliers, working towards zero defect benchmarking, constant measurement of result and improving work process.

2.3 Work Related Attitude

Luthans (1995) indicated that personality trait or dispositions have been receiving increasing attention as antecedents of work-related attitudes. Positive and negative affectivity has been found to be important antecedent to attitude about one's job. Those with high positive affectivity are more likely to have positive attitude towards themselves, others and the world around them and tend to have an overall sense of well being. Whereas those with high negative affectivity have the opposite disposition and tend to feel nervous, tense, anxious, upset and distress.

Management may conclude that a positive attitude toward work rules led to an increase in worker satisfaction and commitment. Attitudes also help employee adapt to their work environment. For example, participation is predicted on creating appropriate vehicle for employee involvement and changing attitude to motivate employees (Deming, 1986; Juran, 1988; Ishikawa, 1985).

Guimareas (1996) identified several indicators for work related-attitudes such as task characteristics, job involvement, job satisfaction, career satisfaction and organizational commitment. Further, he describes job involvement as an individual's ego involvement with work and indicates the extent to which the individual identifies psychologically with his/her job. In his study, Guimareas (1996) indicates that job satisfaction and career satisfaction as an effective response to specific aspects of the job or career and denotes the pleasurable or positive emotional state resulting from an

appraisal of one's job or career. Meanwhile, organizational commitment gives an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization (Guimareas, 1996).

Butler (1996) found that companies used several indicators to measure the extent to which their focus on quality leads to improvement in employee satisfaction, attitude, and behavior. These indicators included employee satisfaction, attendance, turnover, safety and health, and number of suggestions made to improve quality and lower cost. Landy et. al. (1993) indicated the employee attitude is those representing job satisfaction and the individual's commitment to the department.

2.4 Impacts of Total Quality Management

Empirical evidence about the TQM's impact on employee is limited. Guimareas (1996) found that so little research address the effect of TQM on people. However, a growing number of case studies of successful companies that adopted TQM practices experience an overall improvement in organizational outcomes such as attitude, commitment and effectiveness.

TQM processes often produce healthier organizational climates and improve employee attitude (Poister and Harris, 1997). They found that TQM activities showed positive score for job satisfaction and commitment that reflected to a positive attitude. Guimareas (1996) indicated that TQM does have a significant impact on personnel attitudes towards their jobs and their organization. Furthermore, these studies showed that after TQM implementation employees reported higher job satisfaction, job

involvement, commitment to the organization, and intention to stay with the company.

Kerr (1996) stated that a commitment to TQM firstly increases the freedom of employees to manage their own work; secondly, allow greater autonomy facilities; and thirdly, employee empowerment and increases levels of job satisfaction. Satisfied employees are more likely to be motivated to provide high levels of service to their customers, and this, in turn, gives them more satisfaction. Finally, satisfied employees are more likely to stay with the company and to become more experienced and knowledgeable in dealing with customers.

In his study, Butler (1996) discovered nearly all cases, companies that used TQM practices achieve better employee relations, higher productivity, greater customer satisfaction, increased market share, and improve profitability. Employees in the companies which were reviewed experienced increased job satisfaction and improve attendance; employee turnover also decreased.

Zeitz (1996) in his study indicated that a number of factors affect employees attitude towards TQM. Further, he said that TQM programs aim to increase both job enrichment and empowerment. Therefore, lower level employees should gain increased intrinsic satisfaction and greater status in the organization from successful TQM programs, which should lead to positive attitude. Purcell and Hutchinson (1996) stated that middle managers may have more influence over decision or feel that they have more opportunity to show initiative. The study has shown that middle manager are positive about the way in which a smaller hierarchy affected their jobs

and believe that their work is less frustrating (Purcell and Hutchinson, 1996). Those managers now feel that they are closer to top management and decision making on strategy and policy.

2.4.1 *Empowerment*

Empowerment gives employees the resources, responsibility and authority that they need to make changes that are necessary for the efficient and effective operation. It is a primary means by which employee involvement is achieved on individual basis (McConnell, 1998). Wilkinson (1998) indicated that empowerment is attributable to workers gaining job satisfaction towards achieving total quality management. Hogg (1993) said that employee empowerment are important and should be carefully planned and implemented. It involves giving employees the authority and tools to plan, organize, implement and measure their work.

2.4.2 *Self-management Leadership*

Encouraging self-management can contribute to higher work motivation and satisfaction and effectiveness. Cohen and Leng (1997) stated that respondents perceive slightly more self-management leadership behaviors in the self-managing team rather than the traditional work team. Respondents evaluate self-managing work team as being more effective than the traditional work team. Self-managing leadership behaviors are positively associated with quality of work life (mainly employee satisfaction) and effectiveness for both self-managing and traditional teams. These research finding were consistent with prior theory and research indicating that employees experience greater satisfaction with their work and may perform better

when supervisors encourage self direction, irrespective of whether employees are in self-managing teams.

2.4.3 *Teamwork*

TQM recognizes the fact of organizational life and emphasizes the importance of teamwork to facilitate employees' ability to work together to get a job done. Osland (1997) indicated that employee involved in problem-solving process either within established organization routine or new ones fostered by TQM are interdependent with one another. His case study showed that working together within a production unit with a focus on data base problem-solving leads to a better attitude.

2.4.4 *Training and Education*

Kimlaw (1992) stated that TQM requires new skills for developing and leading teams, planning and managing teams, planning and merging TQM and responding to customers, structured problem solving, process analysis and simplification, statistical process control and measurement. Organizations should ensure that their education and training program include the basis of quality, TQM and the set of skills for continuous quality improvement. Osland (1992) found that training was the most commonly used as TQM practices in order to create an employee involvement.

2.4.5 *Continuous Improvement and Problem Prevention*

Continuous improvement is a program to reduce order processing times, service development cycle-time, service delivery cycle times as well as reducing paper work and to find wasted time and cost in all internal processes. It may decrease

the dissatisfaction or frustration employees feel as result of being held accountable for conditions that they cannot influence, much less control (Bound, 1995). Organization must continue to improve in responding the changing environment. The aim of continuous improvement is to continuously identify activities that add value to the product of service being provided.

According to Bounds (1995), TQM teach managers to engage in root cause analysis. Manager must address the cause of the problem within the system to eliminate both the problem and its symptoms. Focusing on the problem prevention creates a positive working environment for people which asking why rather than asking who.

2.4.6 *Customer Focus*

With TQM, the customer is the top priority. Every employees and manager is charged with the responsibility for continuous improving every aspects of the organization in order to provide better value to the customer. Bounds (1995) indicated that a focus on customer values force managers to determine the best use of people and resources to create goods the customer value. This allows managers and employees involvement in terms of designing the services and products, and participation in organizations' TQM programs.

2.5 *Impact of TQM on Job Involvement, Job Satisfaction, Career Satisfaction and Organizational Commitment*

2.5.1 *Job Involvement*

The idea of TQM such as empowering employee is to get employee feels more involved in their job and participate in the decision making and improvement

activities. In other words, TQM requires maximum participation and involvement of employees at all level. Job involvement is related to task characteristics. Employee who has a greater variety of tasks and who deals with people at work will feel more involved in the job (Guimareas, 1996; Luthans, 1995; Kanungo, 1982). Mohrman et. al. (1996) indicated that TQM practice is an important part of a successfully involving employee in processes that lead to improvement of company performance. Therefore, the use of TQM practice creates a culture that encourages employee to be more job involved and to work together company wide. Igarria et. al. (1994) found that high level of job involvement tends to enhance the beneficial effects of work experience on the indicators of quality of work life (e.g. job satisfaction and career satisfaction and organizational commitment). Finally, TQM practices lead to increase in authority, responsibility and some of accomplishment in the job.

2.5.2 *Job Satisfaction*

Job satisfaction refers to an affective reaction of individuals to specific aspects of their job or positive emotional status. It refers to employees' contribution and recognition towards achievement of organizational goals (Guimareas, 1996; Weiss, 1967) One of the most important features in implementing successful TQM is attending to motivate workforce. Forsyth (1995) indicates that the more important factors conducive to job satisfaction are (1) mentally challenging work, (2) equitable rewards, (3) supportive working conditions/environment and (4) supportive colleagues. Therefore, focusing on TQM practices will lead to improvement in employee job satisfaction. In other words, TQM works to create an environment that elicits the best in the employees so that they can maximize their contribution toward

the achievement of the organizational's goal. It focuses on enabling the employees to contribute and receive recognition for their efforts.

Bounds (1995) said that TQM targets the satisfaction of all three needs identified by McClelland TQM advocates:

- a. empowering employee with increased authority and responsibility (need for power).
- b. allowing them to be innovative in implementing their own solution to the problems (need for achievement).
- c. fostering a heightened recognition of the need for cooperation, communication, and teamwork (need for affiliation).

2.5.3 Career Satisfaction

Career satisfaction refers to the overall affective reaction of individuals to their careers (Greenhaus et. al., 1990). TQM practices also lead to a particular environment and set of managerial action which give direction to employee motivation and the successful accomplishment of goals. They help satisfied employees to be motivated to proceed towards achieving their career and goals, utilizing their skills and abilities, and improving their quality of work. According to Butler (1996) and Kerr (1996), satisfied employees are more likely to be motivated to provide high level of service to their customers. Later, these satisfied employees will enhance their level of career satisfaction. Employees who are satisfied with their careers should perceive greater benefits in retaining membership in their organizations than employees whose careers have been less gratifying (Guimareas, 1996).

2.5.4 *Organizational Commitment*

Organizational commitment refers to the affective reaction of individual to the whole organization and the degree of attachment and loyalty towards the organization (Guimareas, 1996; Luthans, 1995; Mowday et. al., 1979). TQM practices can retain employees and gain their loyalty. The successful implementation of TQM will make sure that employee are more likely to be motivated to perform (i.e. enhance performance) and likely to stay with the company. These reflect a positive attitude of employees towards the organization. Employees who are highly committed to their organization are more desire to maintain their organizational membership. In addition, the practices of TQM will encourage the committed employee who will generate the company's growth and contribute company success.

However, Mustafa (1998) studied the employees' organizational commitment in plastic and electronic industries that focus on TQM practitioners and non-practitioners. The study shown that there were no differences between employees' organizational commitment in the organization those practice TQM and not practice TQM. He stated that TQM did not influence the increment of employees' organization.

To sum up, the review of the literature suggest that organizations that practice some degree of TQM practices realize a corresponding increase in job involvement, improve level of job and career satisfaction, and greater organizational commitment among their employees.

Chapter 3

METHODOLOGY

3.1 Introduction

The purpose of the study is to investigate the impact of TQM practices have on the employee's work related attitude in the organization that practice TQM. It examines the changes in job involvement, job satisfaction, career satisfaction and organizational commitment as a result of the level of TQM practices.

3.2 Independent Variable

The independent variable in this study focuses on the TQM practices that contributed to improved performance. It includes all the criteria used in the guidelines of the Malcolm Baldrige National Quality Award (MBNQA). The same criteria are used in the companies who are recipients of the Industry Excellence Award (Quality Management Excellence Award -QMEA category) of the Ministry of International Trade and Industry and the Prime Minister's Quality Award (PMQA) for Private Sector Category in Malaysia. The criteria are:

- a. policy on quality management,
- b. QCC,
- c. training,
- d. quality audit,
- e. other quality improvement programs,
- f. top leadership involvement,
- g. management data and information,
- h. human resource management,

- i. customer satisfaction,
- j. handling customers complaints to increase productivity,
- k. support services and vendor programs, and
- l. quality and operational results.

Since many of these 12 criteria are closely related, they can be loosely grouped into 4 broad practices as follows:

- a. customer focus (criteria i, j, k).
- b. training and education (criteria c).
- c. empowerment and teamwork (criteria f, g, h).
- d. continuous improvement and problem prevention (criteria a, b, d, e, l).

3.3 Dependent Variable

The dependent variable in this study focus on the work related attitude. The indicators of work related attitudes are job involvement, job satisfaction, career satisfaction and organizational commitment.

3.3.1 *Job Involvement*

- Job involvement describes an employee's ego involvement with job or psychological identification with job (Guimareas, 1996).
- It refers to the overall affective reaction of individuals to their involvement in job, participation in decision making and commitment in quality improvement.

3.3.2 *Job Satisfaction*

- Job satisfaction refers to affective reaction of individuals to specific aspects of their job or positive emotional status (Guimareas, 1996).
- It refers to employees' contribution and recognition towards achievement of organization's goals.

3.3.3 *Career Satisfaction*

- Refers to the overall affective reaction of individuals to their career (Guimareas, 1996).
- Specifically refers to the motivated employees to proceed towards achieving their career and goals, utilizing their skills and ability and improving their quality of work.

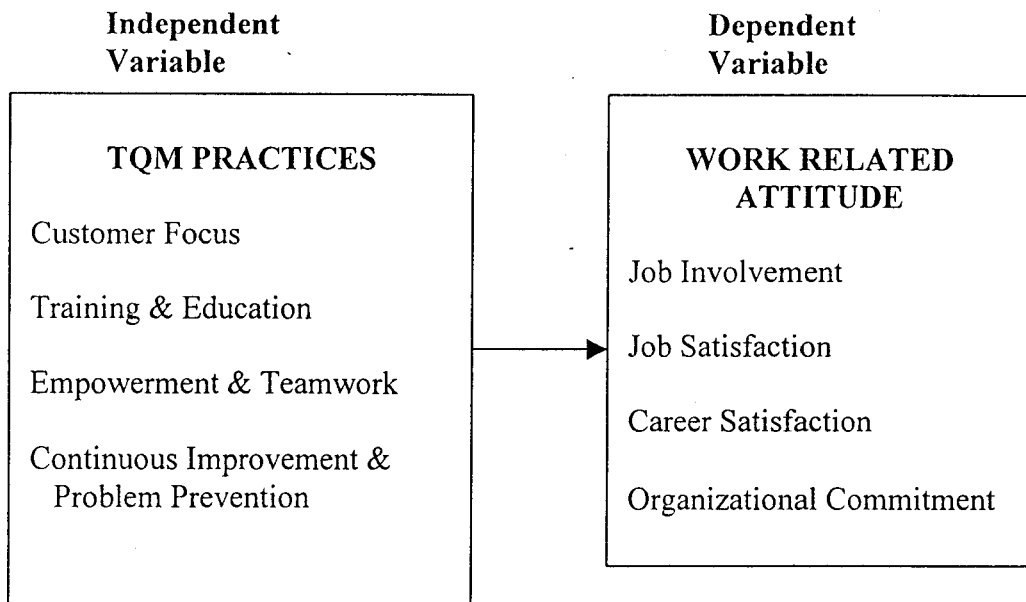
3.3.4 *Organizational Commitment*

- Refers to the affective reaction of individuals to the whole organization and the degree of attachment or loyalty that employees feel towards the organization (Guimareas, 1996).

3.4 *Theoretical Framework*

The aim is to demonstrate the practices (things that organization do that display and embody their belief) and to facilitate the development of index for TQM practices. To provide a general framework for examining the impact of TQM practices on work related attitudes, a model is developed based on the understanding of the principles of TQM as shown in Figure 3.1.

Figure 3.1 : Theoretical Framework



3.5 Hypotheses

Based on the theoretical framework discussed above, 16 hypotheses were tested:

H1

- H1₁ : Customer focus leads to positive impact on job involvement.
- H1₂ : Training and education leads to positive impact on job involvement.
- H1₃ : Empowerment and teamwork leads to positive impact on job involvement.
- H1₄ : Continuous improvement and problem prevention leads to positive impact on job involvement.

H2

- H2₁ : Customer focus leads to positive impact on job satisfaction.
- H2₂ : Training and education leads to positive impact on job satisfaction.
- H2₃ : Empowerment and teamwork leads to positive impact on job satisfaction.
- H2₄ : Continuous improvement and problem prevention leads to positive impact on job satisfaction.

H3

- H3₁ : Customer focus leads to positive impact on career satisfaction.
- H3₂ : Training and education leads to positive impact on career satisfaction.
- H3₃ : Empowerment and teamwork leads to positive impact on career satisfaction.
- H3₄ : Continuous improvement and problem prevention leads to positive impact on career satisfaction.

H4

- H4₁ : Customer focus leads to positive impact on organizational commitment.
- H4₂ : Training and education leads to positive impact on organizational commitment.
- H4₃ : Empowerment and teamwork leads to positive impact on organizational commitment.
- H4₄ : Continuous improvement and problem prevention leads to positive impact on organizational commitment.

3.6 Variables and Measurement

3.6.1 *Independent Variable*

The independent variable in this study is the TQM practices as operationalized by customer focus, training and education, empowerment and teamwork, and continuous improvement and problem prevention. The 18 items used to measure the TQM practices on a 5-point Likert scale are developed to identify the extent/degree of TQM practices in the organizations. The questionnaire is modified from Powell (1995).

3.6.2 *Dependent Variable*

The indicators of work related-attitude are job involvement, job satisfaction, career satisfaction and organizational commitment.

To measure these variables, the questionnaire is modified and derived from:

- a. job involvement consists of 5 items on 5-point of Likert Scale ranging from very high (5) to very low (1); (Kanungo, 1982).
- b. job satisfaction consists of 10 items which are answered by respondent on the 5-point Likert Scale ranging from very satisfied (5) to very dissatisfied (1); (Weiss et. al. 1967 - The Minnesota Satisfaction Questionnaire (MSQ))
- c. career satisfaction consists of 5 items on 5-point Likert Scale ranging from strongly agree (5) to strongly disagree (1); (Greenhaus et. al., 1990).
- d. organizational commitment consists of 10 items on 5-point Likert Scale ranging from strongly agree (5) to strongly disagree (1); (Mowday, Steers and Porter, 1979).

3.6.3 *Demographic Information*

This section relates to the respondent's personal information as well as their organizational background. The respondents are asked to indicate their gender, marital status, age, work experience, education, position, organization's status and type, ISO 9000 status and the year the organization started practicing TQM.

3.6.4 Questionnaire Design

A mail questionnaire was used to collect the data. The questionnaire was developed to measure the TQM practices and its impact on employees' work related attitude such as job involvement, job satisfaction, career satisfaction and organizational commitment.

The questionnaire is presented in Appendix A. The questionnaire covered the TQM practices in Section A; job involvement, job satisfaction, career satisfaction and organizational commitment in Section B; and demographic and organization information in Section C.

3.7 Unit of Analysis

The unit of analysis of this study is the individual employee.

3.8 Population and Sample Size

The survey was conducted on employees who have been working in the organizations that practice TQM. From the 100 public and private organizations identified in Penang, 5 organizations from different sectors were selected randomly. A total of 200 employees were asked to complete and return the questionnaires.

3.9 Data Collection Method

Permission was sought from the management of these five organizations to distribute the questionnaires to employees from different job levels and functions within their organizations. Questionnaires were distributed to the respondents through an officer or a coordinator from either the Quality or Administrative departments.