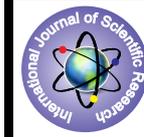


TQM, Job Satisfaction and Innovation: A Study Among Employees of Automotive Industries in India



Management

KEYWORDS : Total quality Management, Job satisfaction, innovation, organization change, Team work, Employee Involvement, Leadership.

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ABSTRACT

In this present competitive and innovative world Total quality management is one of the major concepts for a manufacturing or production industry to succeed in his own. The role of TQM is an essential approach in increasing the effectiveness and flexibility of every individual at every level. The TQM makes every employee in the industry to get involved from all levels and functions to work towards the objective of the organization. The management commitment is an important feature of rendering job satisfaction to the employees. This in turn will pay way for leading the organization to an innovative path and make the employees more committed and innovative. This paper focuses on Total Quality Management and its role in creating job satisfaction and innovation among the employees in the automotive industries.

Introduction

Total Quality Management is a method by which management and employees can become involved in the continuous improvement of the production of goods and services. Total Quality Management is the coordination of efforts directed at increasing employee participation and facilitating an ethical organizational atmosphere to make the employees feel satisfied in their jobs. This makes the employees to get involved in working towards the objective of the organization. Job satisfaction is one of the outcomes that have been extracted in the organization by implementing Total quality management. Total Quality Management makes the employee get involved in his job and makes a change in the organization. Successive change creates effective communication, top level managements interest and cooperation, employee participation and job satisfaction. Total Quality Management eventually makes a change which results in job satisfaction among the employees in the automotive industries.

TQM empowers and involves the employee

Empowerment basically means, sanction or approval and at times also means, providing the authority to the employee to do and act in the best interests of the organization. Quality leaders must have to arise and train the employees rather than coaching them. It helps in bring out the employees creative abilities to improve the organization performance. The behavior of the quality leaders is the key to make an employee get satisfied in his job. Likewise empowerment is a kind of self-help to the employee as the quality of life and work improves for the employee. On a given day every employee in an automotive industry nearly spends 8-10 hours at work. If the atmosphere and empowerment at work are not congenial, it not only curbs the person's ingenuity, but also does not help the employee improve personally or professionally and makes him dissatisfied in all forms.

Developing Learning organization

In the changing time, there is a need for a cultural shift in the attitude toward training. By implementing TQM in the automotive industries employees will show interest in acquiring information, knowledge, skills, insight and foresight. Managers are the key to bring a learning organization. It is necessary to shift from 'learned managers' to 'learning managers'. For an automotive industry to get succeed, it is important to develop leadership on the basis of traits and certain qualities such as character, courage and commitment, ability to conceptualize and effectively communicate, and the ability to influence people within and outside the organization. The challenge for HR is to identify and develop potential performers, and train them with the necessary 'soft skills' to take leadership role.

TQM Renders proper planning and execution

The Total Quality Management is more important one for an automotive industry to carry out its production process in a quality manner. However, it helps in making the employees to act on the strategies and rules framed by the industry. The framing of

the TQM policy must be in a possible manner of improving the productivity and also makes the employee feels satisfied in his job in the organization.

Provides way to career satisfaction

TQM builds employee in passion for his job and makes him feel comfortable. The personality traits of an employee will improve and make him a successful person to the organization as well as the society. A sense of self awareness has been created on employee to withstand on his own. Employee can set performance standard for himself and might set up a friendly competition among co-workers. Employees career satisfaction makes him to teach others his skills and knowledge others to work towards the objective of the organization.

TQM helps in building a perfect team

Team building helps in making an organization stronger and makes to move towards a successful path. The CEO or the top level manager in the organization must have to take responsibility in developing a top team and determining the membership of a team. The key to getting a top team's composition right is deciding what contributions the team as a whole, and its members as individuals, must make to achieve an organization's performance aspirations and then making the necessary changes in the team. This sounds straight forward, but it typically requires conscious attention and courage from the CEO; otherwise, the top team under deliver for an extended period of time.

TQM delivers innovation

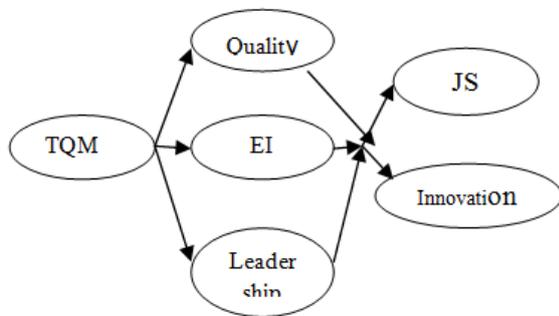
TQM means achieving quality in all functions of the enterprise. TQM aims to achieve an overall effectiveness higher than the individual outputs from the subsystems such as design, planning, production, distribution; quality tools, employee involvement, customer satisfaction and continuous improvement are the essential beliefs of TQM philosophy. TQM includes interaction between all components of the organization as well as the component themselves. Oakland defines TQM as an approach for improving the competitiveness, effectiveness and flexibility of an organization.

Literature Review

Changing from detection to prevention required not only the use of a set of quality management tools and techniques, but also the development of a new operating philosophy towards achieving innovation that required a change the way companies were managed. Deming (1988) through his famous 14 principles emphasized that quality improvement cannot happen without organizational changes directed by the top management. Kanji (1997) developed a benchmarking tool for quality and stresses that it is necessary for top managers to develop a quality culture within the organization by taking an active leadership role involving all the employees to be more innovative. Innovation requires more than the creative capacity to invent new ideas; it requires managerial skills and talents to transform the new

ideas into practice van de ven and angle (1989). Additionally, Lawler (1998) shows that effectiveness of empowerment and involvement in causing improved organizational performance is contingent upon other organizational factors such as firm's competitive strategies, technology and the nature of the firm's relationship with the customers. Brah, et al (2000) found that intangible features such as top management support, team work, employee empowerment, employee involvement and innovation play a significant role in ensuring success of TQM in improving company's performance. Kivimaki and kalimo (1994) noted that satisfied employees demonstrated positive involvement in quality management practices such as contributing innovative ideas in quality improvement and participating actively in decision making. Morrison and Rahim (1993) suggested that effective management of Human Resources is the core ingredient of success in TQM. Employee job satisfaction is an important goal for organization to achieve as it has been shown that job satisfaction is strongly related to higher productivity, better performance and efficiency souze-pouza (2000), improved organizational commitment, positive organizational citizenship behaviors. Increased customer satisfaction and contribute to an organization competitive advantage. Figure.1 shows the Research model of the framework.

Research Framework:



JS- Job Satisfaction
 EI- Employee Involvement
 TQM- Total Quality Management
 Fig.1. Research Model.

Hypothesis

The premise of this study is that the adoption of TQM as a competitive strategy to create job satisfaction and improve innovation by an organization is an strategic decision. Therefore it requires top management leadership to create an organizational culture that promotes employee job satisfaction and focuses on implementing TQM and innovation. If employees are sufficiently satisfied, it could translate into better employee behaviors which subsequently lead to increased employee involvement. Therefore we formulate the following hypothesis to express the relationship between concepts of Total Quality management and innovation and Employee Job satisfaction. Hypothesis 1: principles of Total Quality management are positively associated with Employee job satisfaction. Hypothesis 2: Employee Job satisfaction is positively associated with Innovation. Hypothesis 3: Employee job satisfaction is positively associated with Total Quality Management.

Methods

Testing the above hypothesis requires data on Total Quality Management, Job satisfaction and Innovation the data were obtained from organizations and were chosen on the basis of key elements of TQM. A set of questionnaires were designed and sent to approximately 400 members of automotive industries

who were randomly selected. The questionnaire required respondents to indicate the extent of their agreement or disagreement, and satisfaction or dissatisfaction with statements using a five-point Likert scale. These responses were to be based upon the experiences of the respondents with their respective TQM programs.

Results

Of the 400 questionnaires 200 responses were obtained and out of this 150 were usable. The rest were not because respondents either failed to answer all questions or declined to participate. Table.1 shows the relationship between Total quality management and employee job satisfaction. The correlations between the composite scores of two are shown in Table.1, irrespective of whether we use composite or the individual scores of the measures, the correlations are significant and positive and support Hypothesis.1. the size of the coefficient shows that TQM has stronger association with the Employee Job Satisfaction (EJS) in terms of decision making. Table.2 shows that EJS has a strong relationship with innovation, by providing new techniques and equipments it makes the employees more participate in their job and make themselves committed.

Table.1 correlation coefficients

TQM	EJS: Composite score	Decision making	EJS requirement
Leadership role	-	.7420	.5231
involvement	-	.6843	.4862
Quality	-	.5230	.4913
Composite score: TQM	.7829		

Table.2.correlation coefficients

EJS	Innovation: composite score	EI	Access to information
pay	-	.3732	.2963
Work environment	-	.2845	.4411
Training	-	.4432	.3397
Composite Score	.4859		

Research views on TQM and Job Satisfaction

In the recent years research shows that the emphases on human issues and involvement of employees have increased with the field of TQM. Employee relations are the relationships between the employer and the employees and the way in which their relationship is regulated. The importance of TQM culture is enhanced through its impact on employee morale and work attitudes. Consequently, job satisfaction is likely to be influenced by aspects of TQM. Job satisfaction is important because of well-established association with a range of organizational outcomes which will lead to innovation.

Conclusion

Organization need to develop greater awareness of TQM practices exhibiting the more satisfactory reactions towards their job. Top management should review their TQM programmes consistently. Hence employee will be more likely to perform better and feel a higher level of job satisfaction and increasing levels of commitment toward the organization. Automotive industries in India need to concentrate on employee welfare by providing training and improvement on employees working conditions to contribute towards their job satisfaction. Employees must be provided with organizational trust and support from management staff and executives.

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