

A Study on Employee Satisfaction towards TQM Practices



Economics

KEYWORDS : Employee Satisfaction, Communication Process, Total Quality Management, Working Culture, Crisis Handling, Motivating the Employees and Incentives.

Mrs. Lilly. J

D-30 Hudco Colony, VK Road, Peelamedu, Coimbatore – 641 004.

Ms. Maheshwari. M

46/12, 8th Cross, Thirumagal Nagar, Peelamedu Pudur, Coimbatore – 641 004.

ABSTRACT

“When a management team with a reputation for brilliance tackles a business with a reputation for bad economics, it is the reputation of the business that remains intact” – Warren Buffett

TQM has spread its wings in every sphere of the global corporate world and Indian companies. Total Quality Management which is one of the human-centered, participatory, and in the understanding of a customer and employee-oriented philosophy, a system which processes the continuous development and improvement. TQM literature shows the relationship between TQM and employees' satisfaction in an organization. Organizational outcomes are effected by employee satisfaction, so it very important for the organizations. The present study will fill this gap and also provide some practical guidance to the software companies dealing with this issue. Many of the basic TQM elements dealing with people have been examined in previous studies such as: teamwork, reward and recognition, customer focus, organizational trust, extensive training, high level of communication, management commitment at all levels, employee involvement, empowerment and organizational culture

Introduction

An employee must be happy with his job for they are a crucial part of an organization in implementing its strategy; this can lead to a great performance in the company. A successful TQM environment requires a committed and well-trained work force that participates fully in quality improvement activities. Such participation is reinforced by reward and recognition systems which emphasize the achievement of quality objectives. On-going education and training of all employees supports the drive for quality. Employees are encouraged to take more responsibility, communicate more effectively, act creatively, and innovatively. As people behave the way they are measured and remunerated, TQM links remuneration to employee satisfaction metrics in the organization, which is characterized by a substantial level of contacts with customers, management which play a crucial role in creating employee satisfaction. Most service organizations strive to attain profitability through the processes of service delivery which creates employee satisfaction, the manufacturing industry might add values to their products to create customer satisfaction. However, creation of these valued added activities will depend on how satisfied the employees are. That is, the satisfaction of customers is dependent on employee's satisfaction. One of the major emphases of TQM is the empowerment of employees, in an attempt to generate improved individual and organizational performance and also to help employees achieve certain personal goals by giving them the rights to participate in the decision making process and allowing them have control of their immediate job environment.

Objectives of the Study

The objective of the study is to examine the satisfaction level of the employees towards the TQM practices in the organization after implementing total quality management system.

Research Methodology

- ❖ **Area of the Study** – Bengaluru City.
- ❖ **Sources of Information** - Primary Data through interview schedule and questionnaire.
- ❖ **Sample Size** - 150 employees.
- ❖ **Sampling Technique** – Random sampling method.
- ❖ **Tools and Techniques** - Percentage Analysis & Chi – Square test.

Analysis & Interpretation

Personal Profile of the Respondents

Table no 1.1 describes the personal profile of the respondents taken for the study. Out of 150 respondents who were taken for the study: it has been identified that most 68% of the respondents are male, 30% of them are within the age group of 41 – 50 years, 65.3% of them are under graduates, 31.3% of them have 11 – 20 years of experience and 47.3% of them earns an income of Rs.15001 – Rs.20000 in the organization.

Satisfaction Level of the Employees

It is found from the table 1.2 that (50%) working culture of the organization, (68%) incentives provided by the organization, (46.7%) superiors' relationship of the respondents are satisfied with the above TQM practices followed in the organization. (52%) encouragement and resources for training programs, (56.7%) crisis handling and improvements, (48%) freedom and authority given in the organization, (66%) communication process, (48.7%) encouragement and recognition of team work effort, the respondents are neither satisfied nor dissatisfied about the TQM practices followed in the organization.

Relationship between Gender and Satisfaction Level of the Employees

Table 1.3 depicts the relationship between the incentives and the perspective of the employees. It is clear that: There is no significant relationship between gender and working culture, incentives, encouragement of resources for training programs, in the organization, crisis handling and improvements, relationship with the superior, freedom and authority, communication process and hence the null hypothesis is accepted. There is a significant relationship between gender and encourages and recognize team – work effort, and the null hypothesis is rejected.

Conclusion

In this regards, total quality management has been widely implemented and produced remarkable results, such as improved product and service quality, enhanced productivity, reduced costs and satisfied customer requirements. It is believed that the employee participation may affect employees job satisfaction; employee productivity, employee commitment and they all can create comparative advantage for the organization. Therefore these findings have to be considered when creating an atmosphere for enhancing the excellence of Total Quality Management of organizations. To conclude, TQM shares past practices and approaches to help managers and academicians to understand and implement TQM practices for profit maximization.

Annexure

Table No 1.1 – Personal Profiles of the Respondents

Personal profile		No.of respondents	Percentage (%)
Gender	Male	102	68
	Female	48	32
	Total	150	150
Age	Up to 30 years	23	15.3
	31 – 40 years	43	28.7
	41 – 50 years	45	30
	More than 51 years	39	26
	Total	150	100
Educational qualification	Elementary	12	8
	Up to SSLC	25	16.7
	Under graduation	98	65.3
	Post graduation	15	10
	Total	150	100
Experience	Up to 5 years	28	18.7
	6 – 10 years	34	22.7
	11 – 20 years	47	31.3
	More than 21 years	41	27.3
	Total	150	100
Income level	Up to Rs.10000	20	13.3
	Rs.10001 – 15000	45	30
	Rs.15001 – 20000	71	47.3
	More than Rs.20001	14	9.3
	Total	150	100

Table No 1.2 – Employees Satisfaction towards TQM

S.No	Particulars	Satisfied	Neutral	Dissatisfied	Total
1.	Working culture	50.0	46.0	4.0	100
2.	Incentives provided	68.0	30.0	2.0	100
3.	Encouragement and resources	32.7	52.0	15.3	100
4.	Crisis handling	33.3	56.7	10.0	100
5.	Relationship with the superior	46.7	46.0	7.3	100
6.	Freedom and authority	39.3	48.0	12.7	100
7.	Communication process	29.3	66.0	4.7	100
8.	Encourages team work	36.0	48.7	15.3	100

Table No 1.3 – Relationship between Gender and the Satisfaction Level of the Employees

Particulars	Gender	Satisfied	Neutral	Dissatisfied	Total
Working culture in the organization	Male	55	44	3	102
	Female	20	25	3	48
	Total	75	69	6	150
Incentives provided	Male	70	31	1	102
	Female	32	14	2	48
	Total	102	45	3	150
Encouragement and resources	Male	33	58	11	102
	Female	16	20	12	48
Crisis handling	Male	37	55	10	102
	Female	13	30	5	48
	Total	50	85	15	150
Relationship with the superior	Male	49	49	4	102
	Female	21	20	7	48
	Total	70	69	11	150
Freedom and authority	Male	40	53	9	102
	Female	19	19	10	48
	Total	59	72	19	150
Communication process	Male	32	68	2	102
	Female	12	31	5	48
	Total	44	99	7	150
Encourages team work	Male	43	50	9	102
	Female	11	23	14	48
	Total	54	73	23	150

Chi- Square Test

Particulars	Values	DF	Asymp. Sig. (2 – Sided)
Working culture in the organization			
Pearsons' Chi – square	2.442	2	0.295
Likelihood ratio	2.40	2	0.301
Linear – by – linear association	2.391	1	0.122
N of valid cases	150		
Incentives provided			
Pearsons' Chi – square	1.1692	2	0.429
Likelihood ratio	1.545	2	0.462
Linear – by – linear association	0.325	1	0.569
N of valid cases	150		

Encouragement and resources			
Pearsons' Chi – square	5.761	2	0.056
Likelihood ratio	5.508	2	0.064
Linear – by – linear association	1.262	1	0.261
N of valid cases	150		
Crisis handling			
Pearsons' Chi – square	1.263	2	0.532
Likelihood ratio	1.288	2	0.525
Linear – by – linear association	0.822	1	0.364
N of valid cases	150		
Relationship with the superior			
Pearsons' Chi – square	5.476	2	0.065
Likelihood ratio	5.040	2	0.080
Linear – by – linear association	1.881	1	0.170
N of valid cases	150		
Freedom and authority			
Pearsons' Chi – square	4.76	2	0.093
Likelihood ratio	4.523	2	0.104
Linear – by – linear association	0.979	1	0.322
N of valid cases	150		
Communication process			
Pearsons' Chi – square	5.474	2	0.065
Likelihood ratio	5.048	2	0.080
Linear – by – linear association	2.554	1	0.110
N of valid cases	150		
Encourages team work			
Pearsons' Chi – square	12.174	2	0.002
Likelihood ratio	11.706	2	0.003
Linear – by – linear association	10.794	1	0.001
N of valid cases	150		

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