Impact of Quality Management Practices on Job Satisfaction in the Mediation of Quality Certifications

Aemin Nasir

Department of Management Sciences, National College of Business & Economics

Bahawalpur Pakistan

Corresponding Author Email: aeminnasir@gmail.com

Abstract

The main purpose of this study is to examine the impact of Quality Management Practices on Job Satisfaction in the Mediation of Quality Certifications in organizations of southern Punjab servicing sector. Quantitative approach will be employed in this study and through AMOS data analysis would be conducted. Through probability sampling technique Data would be gathered from the from various Quality Management certification organizations which must have ISO-9000, ISO-14000 or Six Sigma or any quality certification under Quality Management practices. Any Quality certified banks & hospitals of southern Punjab would be the respondent of this study. Hence the conclusion of this study is organization's good will, standing mainly depend upon the performance of its employees. Thus to enjoy the long-term relationship with quality management certifications organization must touch it's employees/workers and satisfaction level by shaping their behaviors and attitudes via profitable organizational practices and programs.

Key Words: Quality Management Practices, Job Satisfaction, Quality Certifications.

Introduction

Quality management is playing an important role in development of quality products and services by increasing the efficiency and effectiveness in business procedure. It is well investigated that quality management improves the turnover, market shares and reduced the cost (Al-khawaldeh, 2002). Now a day, many organizations effectively implemented quality management and globally turn into a management technique. Quality management fulfilled the perceptions and expectations of consumer by making the superb quality products and services (Ahire et. Al, 1996). Industry and service sector of Pakistan have added the quality principles in strategic planning and fulfilled the ISO 9000, ISO 14000 standards fruitfully due to the continuous improvement in procedures of quality some organizations are on track to achieve the six sigma related certification of quality management. In servicing sector quality matters a lot because it directly link with customers need and their satisfaction level and quality depends on the satisfaction of internal customers of organization (Sharma b, 2006). There are many researches which ensure the role of quality management practices in different aspects like quality management effects the performance, employee satisfaction, business profitability (Irfan, 2012; Fuentes et al., 2006; Karia and Asaari, 2006; Yang, 2006; Saizarbitoria, 2005; Boon et al, 2005; Oakland, 2001; Brah et al, 2000, 2002 Noorliza and Zainal, 2000). Moreover, In quality management environment everything is documented that makes internal customers to recognize their powers and functions to achieve the organization's goal. None quality certified organization has high rate of turnover intention and less quality based productivity (Lambert et al, 2001).

Statement of problem:

How an employed person feels about their work, this is called job satisfaction (Spector, 1997). Organizational output directly related to the job satisfaction of employees which can be influenced with practice of quality management (Sallis, 2002; Ooi et al, 2007).Quality management certified organization has quality operations which manipulate the internal and external satisfaction of employees (Saizarbitoria, 2005;

Karia and Asaari; Yang; Fuentes et al, 2006). Most of the empirical studies supported that the quality management related certified organizations have satisfied workers which is key advantage for their achievements in servicing sector. Various studies pointed out the factors which declare that quality management practices compel employees for quality performance which helps the organization to achieve quality certification (Irfan, 2012). Therefore, this study will explore the relationship between job satisfactions with indentified variable in the mediation of quality management certified organization. A range of studies has been discussed the different variables which effects the performance of business and satisfaction of employees (Irfan, 2012; Boon et al., 2005; Ooi, K. B. 2007; Oakland and Oakland, 2001; Noorliza and Zainal, 2000; Brah et al., 2000, 2002; Saizarbitoria, 2005; Karia and Asaari, 2006; Yang, 2006; Fuentes et al., 2006). This research will fill up the gap in determination of satisfaction level of employee who works in quality management certified organizations specifically in service sector of southern Punjab.

Research Objectives

- o To assess the satisfaction level of employees in Quality Management certified Organizations of southern Punjab servicing sector
- o To identify the impact of Quality Management practice on job satisfaction of employees
- o in servicing sector
- o To explore that the employees of Quality Management certified organization has high
- o Level of satisfaction as compare non certified organization of servicing sector of southern Punjab.

Research Questions

- o Does the Quality Management practice effect employee satisfaction in service sector of southern Punjab?

- o Are employees satisfy with their jobs under Quality Management certified Organization?
- o Does Quality Certification positively impact employee's satisfaction?

Significance of the study

This particular study is very significant because it is going to check the impact of quality Management practices which makes the employee to stay with servicing organization and more over discussing the relationships of quality certifications and employees work pleasure. It is helpful to determine the particular employee and also employer's functionality with quality Management techniques. This study will make enable other non-certified organizations to implement the quality techniques to run their business successful.

Research Hypothesis

Following literature review has focused on the four quality management practices which have Strong impact with job satisfaction: Employee Empowerment, Team Work, Top management's commitment to quality, Reward & recognition. Framework consists of independent, dependent and mediator variables. this study test the following hypothesizes:

H1a: There is a significant and positive relationship between management commitment and job

satisfaction.

H1b: Quality certification mediates the relationship between Management Commitment and Job

Satisfaction.

H2a: There is a significant and positive relationship between team work and job satisfaction.

H2b: Quality certification mediates the relationship between Team Work and Job Satisfaction.

H3a: There is significant and positive relationship between Empowerment and Job Satisfaction.

H3b: Quality certification mediates the relationship between Employee Empowerment and Job

Satisfaction.

H4a: There is a significant and positive relationship between Reward & Recognition and

Job

Satisfaction.

H4b: Quality certification mediates the relationship between Reward & Recognition and

Job

Satisfaction.

H5: Quality certification has significant and positive relation with job satisfaction.

Literature Review

Relationship between Quality Management, Job Satisfaction and Employee

Empowerment

Quality management provides the ways to work within the organization to achieve the values (Hellsten and Klefsjo, 2000). Quality management is really a key strategy for maintaining competitive advantage and is a technique of managing organizations to improve its total effectiveness and performance in direction of achieving world-class status within the last few years. Rapidly considerable body connected with quality management literature containing progress to examine the relationship between quality management to employees' job satisfaction in numerous countries in industries (Boselie and Wiele, 2002). Job satisfaction in terms of how people experience their jobs and various aspects of the jobs (Spector, 1997). Therefore, job satisfaction might be influenced by aspects of quality management. The quality management comprises with teamwork, reward and recognition, customer focus, organizational trust, training and development, communication, management commitment, employee involvement, employee empowerment these all has been extracted from earlier researches (Noorliza and Zainal, 2000; Oakland and Oakland, 2001). Employee empowerment indicates as

an element of strong relation with quality management and job satisfaction(Irfan, 2012).To give powers and decision making roles related to job task makes the employee empowered this stagey makes employee responsible and devoted towards their work. In servicing sector work satisfaction has been come from employee empowerment (Ugboro & Obeng, 2000).

Relationship between Quality Management, Job Satisfaction and Team Work

Efficient teams realized that organization got benefits under quality management based Operations. Teams are very key factor in servicing area's which helps the quality management to construct its strong impact in business strategies. Earlier studies discussed that to make your employee satisfy with their task develop quality environment by using fair salary ,promotion ,appraisal system and co-workers contributed assignments(Lambert et al., 2001).Working in teams or grouped form has outcome the high satisfaction of employees and towering achievements of organization conclude by James (1996). Further, in many practical approaches it has been proved that job satisfaction and team work has strong positive relation particularly this technique has been used in Pakistan's service sectors normally. Team work included as a strong factor in quality assurance through quality management implementation (Irfan, 2012).

Relationships between Quality Management, Job Satisfaction and Management Commitment/Leadership

Improved competitiveness and effectiveness came from the quality management methodologies and techniques applied by an organization (Okland, 1995). Continuous improvements depend on principles of quality management which gives quality to business (Boon et al., 2005). Leadership makes the continual processes persistent in every stage and leader's major principle has assurance of quality. Leadership develops the healthy environment for the employee's motivation and ultimately can get the key

advantages. Job satisfaction involves the participation of employees and the powers which they can be openly used while making task related decision. In quality management based methodologies leadership ranked as high scored one. Leadersshould take serious stands since starting of a project try to support quality management variables by using employee empowerment and involvement strategies (Bayraktar et. al., 2008). Leader has ability to make the morale of their workers up or down through his behave or way of action. The positive behave of leader can caused the job satisfaction of employees (Graham & Messner, 1998).

Relationship between Quality Management, Job Satisfaction and Reward & Recognition

To get improved quality services organizations provides fair rewards and recognitions which creates motivation and self-worth and loyalty towards the tasks as well as to wards organization this has been tested by many prior studies (Humborstad & Perry, 2011; Ooi, Vellapan, Kim, & Loke, 2005; Ugboro & Obeng, 2000).The benefits shaped as increment in salary, promotions in posts and bonuses gave by organization after a annual evaluation activity (Juran and Gryna, 1993). Rewards enhanced the productivity of fully satisfied employee. Employees have received fair rewards and recognition then defiantly they all are comfortable with their jobs. Recognition involves that employer cared about the values and attachments of employees and it also showed that employee has intense career with organization (Wayne et al., 1997). In an Experimental study it has been proved that job satisfaction of an employee is directly related to reward and recognition (Ali and Ahmed, 2009).More promotion chances are a factor to

make a person satisfied with his job (Peterson et al., 2003).Where employees found the perfect mixture of rewards and fair recognition then definitely he has been satisfied with job level (Ellickson & Logsdon, 2002).

Methodology

Research Design

This research is using a quantitative exploratory design to identify, examine and define the factors contributing the economy in managerial perspective towards job satisfaction. Further this describes the mediating effect of quality management certification on job satisfaction of employees in servicing sectors.

Sample size and population

For the collection of data the proposed sample would be 500 as some researchers used that sample size in their researches (Irfan, 2012; Humborstad & Perry, 2011; Ooi et al, 2005; Ugboro & Obeng, 2000). A self-administered questionnaire will be used to collect individual-level data on the perceived relationship between various phenomena related to Quality Management certification & job satisfaction. Data will collect from various Quality Management certification organizations which must have ISO-9000, ISO-14000 or Six Sigma or any quality certification under Quality Management practices. Any Quality certified banks & hospitals of southern Punjab would be the respondent of this study.

Instrument of research

Most scales with the research are already adopted from the existing studies. Mixed itemized adapted Questionnaire would be used as research instrument. Questionnaire will adapt from previous researches (Irfan, Mukhtar, Qureshi, & Sharif, 2012; Ooi et al, 2005; Ugboro & Obeng, 2000). The questionnaire will contain major six portions. It would have questions about five independent variables, a mediator and for dependent variable including dependent and mediator.

Statistical analysis

Statistical analysis for this study will be conducted through AMOS. Firstly, for all instruments, internal reliability analysis using Cronbach's alpha (Cronbach & Furby,

1970) will determine the reliability of all scales. Secondly, regression and correlation analysis will be conducted to examine the relationship between study variables as highlighted in the research objective, and to test the research hypotheses.

Conclusion

 Hence the conclusion of this study is organization's good will, standing mainly depend upon the performance of its employees. Thus to enjoy the long-term relationship with quality management certifications organization must touch it's employees/workers and satisfaction level by shaping their behaviors and attitudes via profitable organizational practices and programs.

References

Agus, A., & Hassan, Z. (2000). Exploring the relationship between the length of total quality management adoption and financial performance: an empirical study in Malaysia. International Journal of Management, 17(3), 323-333.

Al-Khalifa, K., & Aspinwall, E. (2008). Critical success factors of TQM: a UK study. International Journal of Productivity and Quality Management, 3(4), 430-443.

Al-Swidi, A. K., & Mahmood, R. (2012). Total quality management, entrepreneurial orientation and organizational performance: The role of organizational culture. African Journal of Business Management, 6(13), 4717.

Anschutz, E. E. (1995). TQM America: How America's Most Successful Companies Profit from Total Quality Management. McGuinn & McGuire.

Arumugam, V. C., Mojtahedzadeh, R., & Malarvizhi, C. A. (2011). Critical success factors of total quality management and their impact on performance of Iranian Automotive Industry. In International Conference on Innovation, Management and Service IPEDR (Vol. 14, No. 33, pp. 312-316).

Ashraf, M. A., Ibrahim, Y., & Joarder, M. H. (2009). Quality education management at private universities in Bangladesh: An exploratory study. Jurn al Pendidik dan Pendidikan, 24(1), 17-32.

Blau, G. (1999). Testing the longitudinal impact of work variables and performance appraisal satisfaction on subsequent overall job satisfaction. Human relations, 52(8), 1099-1113.

Boje, D. M., & Winsor, R. D. (1993). The resurrection of Taylorism: Total quality management's hidden agenda. Journal of organizational change management, 6(4), 57-70.

Boselie, P., & Van der Wiele, T. (2002). Employee perceptions of HRM and TQM, and the effects on satisfaction and intention to leave. Managing Service Quality: An International Journal, 12(3), 165-172.

Brah, S. A., Tee, S. S., & Madhu Rao, B. (2002). Relationship between TQM and performance of Singapore companies. International Journal of Quality & Reliability Management, 19(4), 356-379.

Cass, M. H., Siu, O. L., Faragher, E. B., & Cooper, C. L. (2003). A meta-analysis of the relationship between job satisfaction and employee health in Hong Kong. Stress and Health, 19(2), 79-95.

Chapman, R., & Al-Khawaldeh, K. (2002). TQM and labour productivity in Jordanian industrial companies. The TQM magazine, 14(4), 248-262.

Chen, W. H. (1997). The human side of total quality management in Taiwan: leadership and human resource management. International Journal of Quality & Reliability Management, 14(1), 24-45.

Dale, B. G., Boarden, R. J., & Lascelles, D. M. (1994), Quality Management: An overview. In B. G. Dale (Ed.), Managing quality (2nd Ed.) (pp. 1-40). London: Prentice- Hall.

Dale, B. G., Cooper, C. L., & Wilkinson, A. J. (1997). Managing quality and human resources: A guide to continuous improvement. Blackwell Publishers Ltd.

Dale, B. G., Cooper, C. L., & Wilkinson, A. J. (1997). Managing quality and human resources: A guide to continuous improvement. Blackwell Publishers Ltd.

Davies, J., Douglas, A., & Douglas, J. (2007). The effect of academic culture on the implementation of the EFQM Excellence Model in UK universities. Quality Assurance in Education, 15(4), 382-401.

Dinham, S., & Scott, C. (2000). Moving into the third, outer domain of teacher satisfaction. Journal of Educational Administration, 38(4), 379-396.

Irfan, S. M., Mohsin, M., & Yousaf, I. (2009). Achieving service quality through its valuable human resources: An empirical study of banking sector of pakistan. World Applied Sciences Journal, 7(10), 1222-1230.

Zavyalova, E., & Kucherov, D. (2010). Relationship between organizational culture and job satisfaction in Russian business enterprises. Human Resource Development International, 13(2), 225-235.