



**THE RELATIONSHIP BETWEEN TOTAL QUALITY
MANAGEMENT AND JOB SATISFACTION
(CASE STUDY: SADERAT BANK)**

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ABSTRACT:

The objective of this study is to examine the relationship between total quality management and job satisfaction among employees of Saderat bank in Babol branches. This study has been done by descriptive- explorative method. The population of the study includes all employees of Saderat bank branches in Mazandaran. The sample size of this study is 260 employees. SEM use for analyze of data which gathered through questionnaire. Study findings have shown there is meaningful relationship between comprehensive quality management dimensions and employees performance. In this regard, the relation among cooperation and team working and leading to organizational performance is more than other dimensions of total quality management. Also, the relation among employee performance and employees job satisfaction is meaningful.

Key words: total quality management, employee performance, employee job satisfaction

Introduction:

Total quality management subject has been paid attention in recent two decades in industry and academic science. Total quality management is one of the most famous and more durable concepts and developed philosophy and modern in the end of last century in which have has principal and important influence on history of new business. Reviewing on different studies

about executing total quality management in organizations has shown all organizations in which has applied total quality management principle in their activities does benefited from applying it in different eras. (Jelodari, 2000)developing total quality management concepts leads changing the direction of organizational evaluation procedure from quality control to quality guarantees based on total quality management principle. Developing these concepts is the reflection of different application of it in which has been developed from factory production sections and has reached to more other activities in organization. (Jafari, 2003)in the other words, we could know total quality management as one of the most comprehensive and applicable management philosophy in management in which includes quality and customer satisfaction concepts. in today world, from one direction national competition, regional, international is very intense and on the other hand, change and transformation in technology, market requirement, ...is very speedy and intense and certainly, analysis, recognition and correct applying of the concepts like total quality management is a solution.

*different views about total quality management concepts lead to different definition of it:

Standard international organization (2005) indicates total quality management is a management approaches in which is concentrating on quality based on contribution of all organization members and as a whole by society. Whereas the target of any organization, except being public or private, educational or industry is to reach the most productivity and production, quality by the least investment, human resource and conflict .in this regard, human resource is the most influential factors in reaching these targets and has been paid attention to. Therefore, recognizing expectation, requirement, problems and how to understand human resource of targets and organization situation is required to make possible changes for increasing applicability and job satisfaction.

Seriniusan (2008) has indicated total quality management is a philosophy committed to customer satisfaction and continuous improvement. Antony and et,al(2002) has written total quality management leads to increasing employee contribution, production and quality improvement and decreasing reworking, increasing customer satisfaction and decreasing costs due to low quality and improving competitive advantages.

Rohmen(2004) believes total quality management is a management approaches for improving organizational performance specially innovative performance. So many researchers believe, total quality management strategy potentially is beneficial instrument for training employee mode and increasing competitive advantages of organizations.

Because job satisfaction is said to persons view about his job and all positive tendencies and sensations in which he has about his job, we could say total quality management could be influential on improving this matter by methods and different technologies in organizations.

This type of management is asking for changing management methods and tries to establish responsibility, authority and capability to decide in all eras and organizational sections and is trying to establish motivation and outstanding innovation and job satisfaction in employee. (Jelodari, 2000)

According to above concepts, we should say today organizations are to promote service influences in following total quality management. In this case, we could consider banking as the most beneficial industry in the world.

The importance of the study:

Total quality management subject has been paid attention in recent two decades in industry and academic science. Total quality management is one of the most famous and more durable concepts and developed philosophy and modern in the end of last century in which have has principal and important influence on history of new business. Reviewing on different studies about executing total quality management in organizations has shown all organizations in which has applied total quality management principle in their activities does benefited from applying it in different eras. (Jelodari, 2000) developing total quality management concepts leads changing the direction of organizational evaluation procedure from quality control to quality guarantees based on total quality management principle. Developing these concepts is the reflection of different application of it in which has been developed from factory production sections and has reached to more other activities in organization. (jafari, 2003) today's managers are seeking a comprehensive, reliable and flexible solution for evaluating performance to be sure about executing their strategies and get exact and enough data from their status and by a look to future promote and improve organization. One method of evaluation should prepare organization general status to organizational targets according the distance to target in any minutes. (Haji sharif, 1999)

Objectives:

- Identifying the relationship between leadership employee performance
- Identifying the relationship between education and employee performance

- Identifying the relationship between employee empowerment and their performance
- Identifying the relationship between rewards and employees performance
- Identifying the relationship between cooperation, team work and employees performance
- Identifying the relationship between job satisfaction and employees' performance

Literature Review:

Total Quality Management Concept

Total quality management is dependent to three basic principles:

- Concentrating on understanding and answering to customer requirements
- Continuous Improvement of all products, services and procedures regularly.
- Group contribution in which through it customer satisfaction would be met and make possible all tries like managers, employees, providers and complete them.

Total quality management is customer based management method in which all persons continuously are improving their work procedure to provide better services and products by higher quality to all customers. (Iranban fard, 2013)

The relation among total quality management and performance

The relation among total quality management and performance has been studied by so many scientists. In considering the relation among total quality management and performance, researchers have used different performances like financial, innovation, application, quality performance. Although, the influence of total quality management on any performances are not compatible to each other. Quality performances do have strong and positive relation to it. Supporters of total quality management indicate executing it increases products quality. Based on Deming's view, quality determines success in competitive environments. Quality management includes activities for all companies in which are seeking to achieve competitive advantages. In continuation of literature saying, Kaniak has shown quality performance indicators is related to total quality management.

Total quality management applications help improving quality performance. Quality performance indicators, product/ high quality services, productivity, waste cost and

reworking, on time delivering of bought materials and delivering end products on time to customers. The target of activities like total quality management like employees involvement is to promote human aspects of quality management system in order to being conformed to changing environment. Concentrating on customers and procedure management shows the basic elements of quality. Quality is very important for customers. Wilkinson indicates “total quality management concept should meet customers’ requirements. Procedure management is the basic elements of total quality management. Procedure management improves products quality on production stage. Experimental studies have shown procedure management does have influence on product quality directly and positively. In addition, management leading result in qualified performance thorough accepting quality culture by employees.

From 1980 decades, general managers have put quality on the procedure of strategic programming for achieving to competitive advantages. Another activity of total quality management in which does have positive relation to quality performance is the real approaches for decision making. Many researchers has found information and analyzing quality data is related to quality performance. But the relation among quality performance and continuous improvement is not very important. (Samiee Nistani, 2010) in addition, on 2004 Perajogou and brown has paid attention to the strong and positive relation among total quality management activities and quality performance. And Prajoga and Sihal have confirmed the importance of total quality management and quality performance.

Elevation models or quality rewards:

Although in so many organizations has used of scores and self-evaluation results for comparative studies or giving rewards. But, always the end product of self-evaluation is recognizing opportunities and improvement ground and scores and rewards are only side product of it. In fact, in executing self-evaluation, we reach to a real image of current situation of organization in which in following remedial actions and improvement projects leads to growth and elevation of organization. In this regard, self-evaluation models calling to elevation model, or quality rewards are feasible and correct. (Homayounfar, 2004)

According to Europe quality institute theory, quality management (2003) organizational elevation models are instruments for helping organizations for measuring the amount of being in elevation roads and growth of balances. These models help organization to compare

existing situation and feasible one and recognize differences and then based on these findings and determining the cause of it supply improvement approaches and execute them. Applying organizational elevation models encourage organizations for self-evaluation and recognizing, making transparent and determining views related to performance results according to data and procedures. Also, organizational elevation model is a strong application instrument in which could be used for different targets by organizations including:

1. Instruments for self-evaluation and measuring where is elevation roads
2. Avoiding reworking and cooperating improvement programs in defined framework.
3. as general structure for organizational management system.

In the one hand, for elevation models, there are advantages. For example, Shayegh (2004) has indicated advantages of using organizational elevation models by

1. Help in improving organizational performance framework, capability and their results
2. Communication facilities and associating information by the best framework in organizations.
3. Act to actionable instrument for understanding and performance management
4. Guiding for strategic planning and opportunities for learning. (shayegh, 2004)

According to the importance and mentioned advantages about organizational elevation models, different authors have provided different elevation models for organizational elevation. Including famous elevation models like:

1. Deming reward model on Japan(1951)
2. Malcolm baldrics model on America
3. Europe elevation model

U.S Malcolm baldrics model(1987):

Baldrics model measures is based on pivotal values series and principal concepts and in direction of them has been set. These values includes ideal leadership, customer concentrating, personal and organizational learning, valuing employees and partners, speed in action and flexibility, concentrating on future, innovation management, managing based on facts, general responsibility and citizenship, concentrating on results and establishing values and system views. On baldrics performance elevation model, we have considered 7eras and any eras have been divided to some measures. We have paid attention to special grounds in any measure.

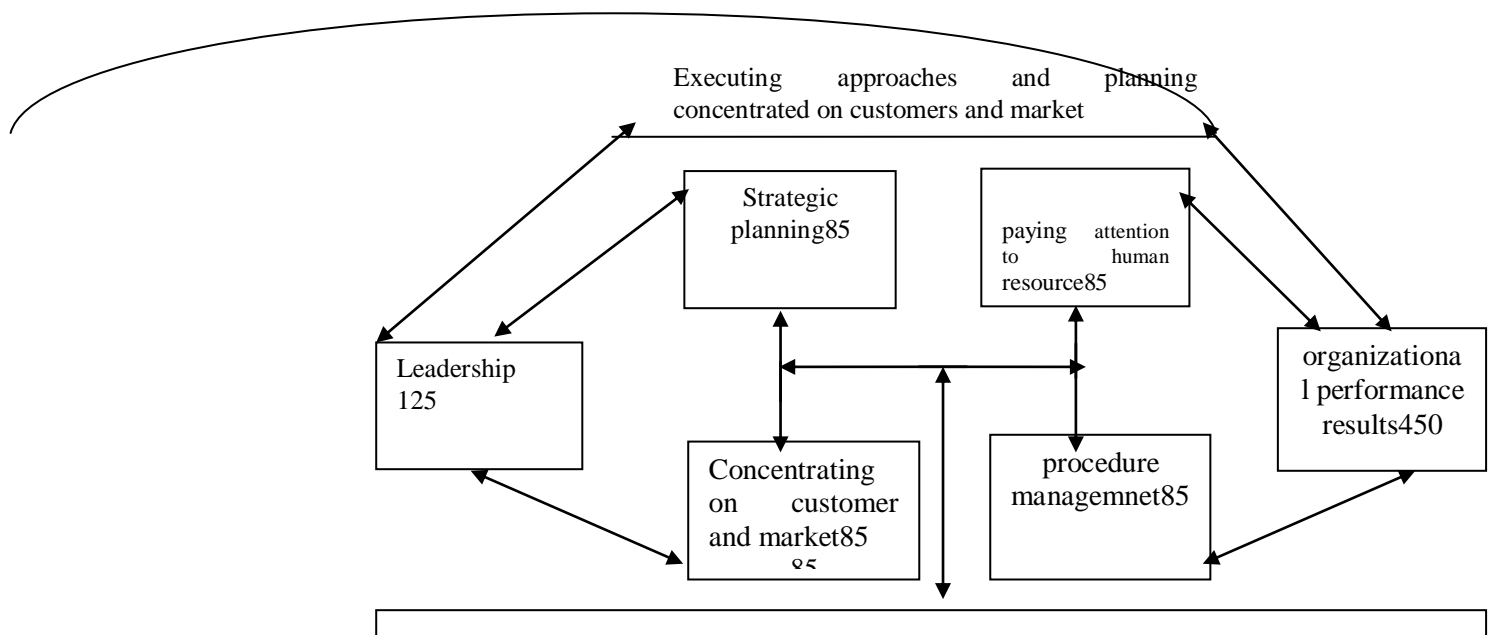


Figure1. Baldrics elevation model (1978)

Europe quality reward model:

EFQM model is similar to Malcolm baldrics model in principle and does not have any differences on concepts and basic to Malcolm baldrics model. Both of these models are in total quality management framework and are instruments for establishing system in organizations and also instruments for measuring the amount of organization success in establishing systems in direction of total quality management framework. There are differences among these two models on the number of measures, scoring and executing methods and general framework of the two models is similar, in fact.

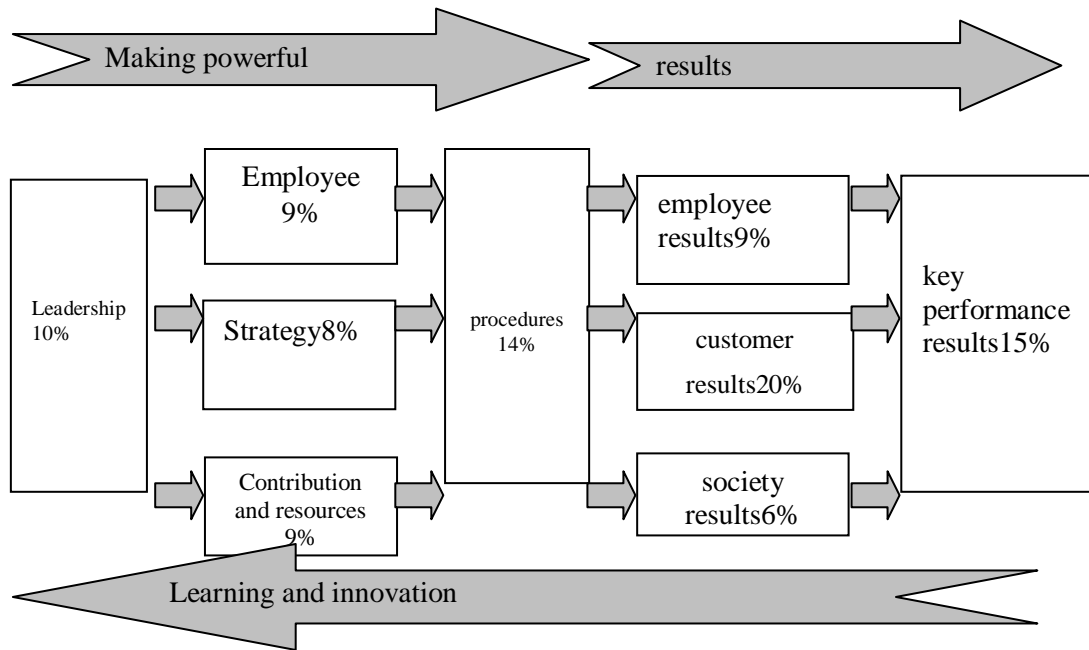


Figure2. General views of Europe elevation models' measures (Campatelli,et,al)

Comparing quality evaluation models of Japan, U.S, Europe

Europe model	baldrics	deming	Reward topic subject
1992	1987	1951	date
European multinational companies	u.s government business ministry	Science and engineering association	Establishing origin
management system efficiency for achieving identity for Europe management	Promoting comprehensive quality management in order to achieve competitive advantages in business	Quality elevation on organisation level applying through static control methods	target
Organisation general	Quality management	Quality control	tendency

performance quality in (society society responsibility)		management	
Customer, employee and society	Customer and employees	Executing methods	Concentration focus

Figure3. comparing quality evaluation models(pourshams2003)

Communicating to society Customer satisfaction Employee satisfaction Financial and non financial effects	Customer satisfaction, comparing competitive comparing of self evaluation pattern	Promoting static methods, quality control, continuous improvement in quality, the importance of correct communicating to materials distributors	Positive effects
Conformity to customer, employee and society measures	Conformity to customer pattern	Conformity to producers; measure	Quality concepts
2-5years	annually	2-5years	Time framework request to auditing
On request	On request	On request	The method of contributing on games

Taking part total quality management in organization:

Leadership, customer satisfaction, employee contribution, continuous improvement of procedure, suppliers contribution and performance measures are of the basic concepts in TQM.

On taking part TQM we should concentrate on six basic concepts:

1. Committed management and partner in work for providing long term support and from above to below in organization.
2. Continuous concentration on internal and external customers
3. Influential and comprehensive use of work force
4. Continuous improvement in work and production procedure
5. Behavior to suppliers like behavior to partners
6. Establishing activities performance measurement system

Above concepts has introduced the best method for establishing a profession and business. Brief description of any above concept has been provided below. (haji sharif1999)

1. Management should takes part in quality plans. Quality groups should be formed for development and creating clear views, determining long term targets and administrating programs. Annually program of quality improvement should be prepared and involves all work forces. Management, should participate on quality improvement groups , lead them and TQM system should communicate to all persons.

2. TQM success key in organization is concentrating on customers. The best point for beginning is satisfying internal customers. Organization should listen to customers' view and emphasizes on designing quality and prevention of errors.

3. TQM is an activity for all organization and is the responsibility of all employees. Customer participation and internal suppliers in project groups is a good management technique, also it requires participation of those who are influenced by quality plan, because they could understand and touch procedure better than others and also, we should consider employees behavior change is one of TQM targets. People not only for doing work but for thought better about doing it should begin their work.

4. It requires more continuous try for improving all affairs and production procedure.
5. It requires giving special importance to supplier's quality. Also, hostile communication should be substituted by contributing communications and we should develop and improve these communications.
6. Performance scales like the ratio of non-conformity, absentee and customer satisfaction should be determined for any work eras. We should send these scales to all employees and acknowledge them.

The target of TQM is providing high quality products for customers in which leads to decrease in cost and increases productivity. By higher quality of products and lower costs, improves competitive situation in market. Collection of these activities leads achieving profit and development in organization easily. In addition, workforce feels security and creates enjoyable environment in work place.

As we explained, TQM requires cultural change. This cultural change is basic and principally and certainly would not be achieved in short term.

Job satisfaction concept:

Principally, job satisfaction includes positive sensation and views about their job. When a person says he has high level of job satisfaction, it means he loves his job really and does have good sensation about his work and values it more. Studies result has shown employees by higher job satisfaction are in good situation from bodily physics and mental capability. Job satisfaction is collection of sensations and believes of persons about their jobs. (Jorje, m. Jenifer and johns, r. Gress, organizational behavior understanding and leadership, 1999)

Job satisfaction is one of the most important factor in job success, a factor in which increases efficiency and person satisfaction sensation. (Shafi abadi, 1996) job satisfaction means loving the condition and requirement of a job, condition of doing work and a reward getting for it. (Brous, E. sherters, 2009)

Based on studies has been done in recent years among so many Asian countries, European, U.s , Switzerland country does have the most job satisfaction in Europe in which this satisfaction is due to job security and power of giving risk and self confidence in work place.

In countries like Holland, Mexico, Slovakia and India the most risk taking and self-confidence is among employees and easily they change their job. Among these countries the most job change occurs in India because they prefer more social status than wage. Among Sweden employees about 30% are seeking new jobs or are leaving their services. Among Denmark employees, there is the most job satisfaction. The most satisfaction is for European countries. In recent years, because of economic progress in china the amount of tendency to job is increasing. (The world news report, 2011)

Job satisfaction theories:

There are so many theories about job satisfaction from scientist and psychological experts and social sciences in which we pay to some of them below.

7. Requirement theories: the amount of job satisfaction of any body from business depends to two factors. First how amount of requirements and what amount of it has been supplied through work and determined situation obtaining. Second how amount of requirements and what amount would be remained after not supplying business. The result in which we have got from the first and second classes determines the amount of job satisfaction.

2. expectation theories: persons' expectation are influential in determining the type and the amount of job satisfaction .if person expectation from his job were very high, in this case, job satisfaction has been achieved later and harder. For example, it is possible if a person be satisfied of his job to reach to his all expectations from employment.

Certainly, this person would reach to his satisfaction later than the one who does have the least expectation from his job. Therefore, job satisfaction is personal in which should be examined separately by factors and the amount and type of it.

3. Role theory: in this theory, we have paid attention to the two social and psychological factors. In social aspect, there has been paid attention to the influence of factors like organizational system and workshop and the condition of employment condition on job satisfaction. This factor includes external condition of job satisfaction. Psychological aspects of job satisfaction is related to expectation and personal request .in other words, persons' sensation of job success and his activities in doing his responsibilities and doing special role as a member of society determines the amount of job satisfaction. General

satisfaction is a result in which has been achieved by combination of social and psychological aspects. (Brofi, 1959)

Keensberg and et,al (1951) has paid attention to job satisfaction from different views and mentions to the two job satisfactions as:

1. Internal consent is the result of two resources, the first one enjoying sensation in which human only give from working and activity. The second is the consent from observing progress and by doing some social responsibilities and showing capabilities and personal inclination.

2. External consent is related to the work condition and environment and is changing in any time. Of external consent factors, we could name work environment condition, the amount of wage and reward, the type of work and the relation among employee and employer.

Internal factors includes personal characters and personal modes in comparison external factors in which includes work condition and business are more stable than it. Therefore, internal enjoy is more stable than external enjoy. General satisfaction is the result of interaction among internal satisfaction and external one. Job satisfaction is the result of examining persons' view about his job.

Fisher and Mana(1939)has declared job satisfaction as internal factors and know it as sensational adaptability to job and job conditions. If the job satisfies person, then in this case he is enjoying it. If the job does not give satisfaction and feasible enjoy to person, then he begins to disgust it and then changes it.

Hypotheses

First hypothesis: there is significance relationship between leadership and employees performance.

Second hypothesis: there is significance relationship between education and employees performance

Third hypothesis: there is significance relationship between employees empowering and their performance.

Fourth hypothesis: there is significance relationship between rewards and employees performance.

Fifth hypothesis: there is significance relationship between cooperation, team work and employees performance.

Sixth hypothesis: there is significance relationship between employees 'performance and job satisfaction.

Methodology:

This study is an applied research in terms of purpose. In terms of data collection and data analysis is a descriptive exploratory research. The statistical population of research is employees of Saderat Bank in Mazandaran province, which is considered as undefined society. The sampling method was available nonrandom sampling. Using the Cochran formula, the minimum required sample size was achieved 102 employees. This number became the basis of analysis. In order to collect research information and data, questionnaires were used. And structural equations method was used.

KMO and Bartlet test:

Table2. **KMO and Bartlet test**

KMO		0.886
bartlet	Chi- square	12146.87
	Freedom degree	351
	Meaningful level	0.00

Confirmed factor analysis of study variables:

As we said, researcher should help in confirming factor analysis and approves questionnaire questions has measured study dimensions correctly.

Confirmed factor analysis of total quality management dimensions

Confirmed factor analysis of total quality management dimensions in standard mode

In general, in confirmed load analysis we have the relation among dimensions and questionnaire choosers of factor loads in which in standard estimation mode, all factor loads should be more than 0.5. All factor loads are larger than 0.5, then we could say dimensions has been measured by questions. The meaning of variable in SEM model:

Ghodrat=empowerment, amozesh= education, hamkari= cooperation&team work , rahbari= leadership , padash= reward , amalkard= performance , rezayat= satisfaction

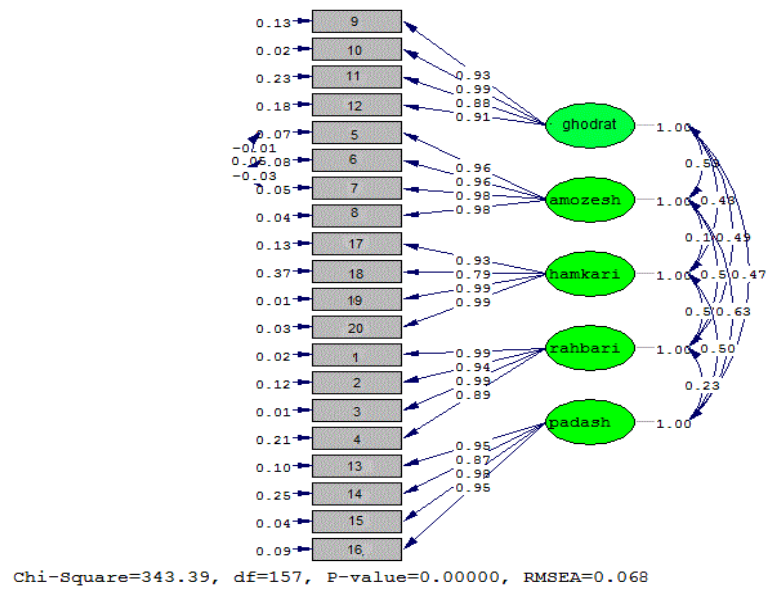


Diagram1: confirmed factor analysis of total quality management dimensions in standard mode

Confirmed factor analysis of total quality management dimensions in meaningful mode

According to statics of factor loads meaningful test, we see these statics are larger than critical amount of 1.96 and we could accept any questionnaire measures determines contradictory factor meaningfully.

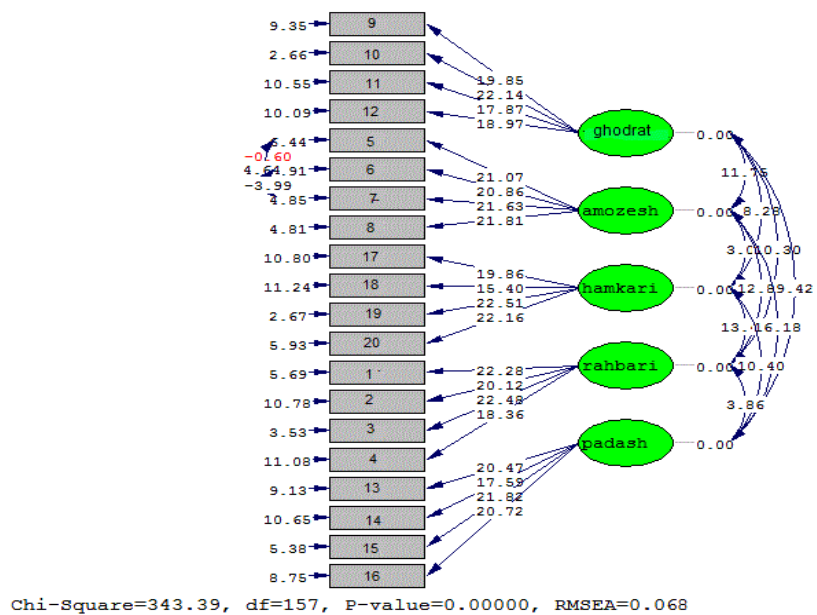


Diagram2: confirmed factor analysis of total quality management dimensions in meaningful mode

Table3: measure goodness test result

AGFI	GFI	RMSEA	DF	Chi-Sqare	factor
0.95	0.93	0.068	157	343.39	Analyzing confirm factor

Chi- square static ratio (343.39) on freedom degree (157) is less than 3 and shows model have has good measures. Also, indicators of GFI, AGFI show model capability in determining the relation among variables. They have been evaluated more than experimental amount of 0.9and shows good capability of model in recognizing the relation among variables. Error measures of RMSEA are evaluated equal to 0.068. in conclusion, analyzing confirm loads from error measure was good.

Measuring general model (structural equation measurement):

As has been mentioned earlier, we have used of structural equation measurement in order to test study hypothesis. Figures in below shows standard and meaningfulness of general correlation model among total quality management dimensions and employees performance variables and correlation relation among employees performance to employees job satisfaction.

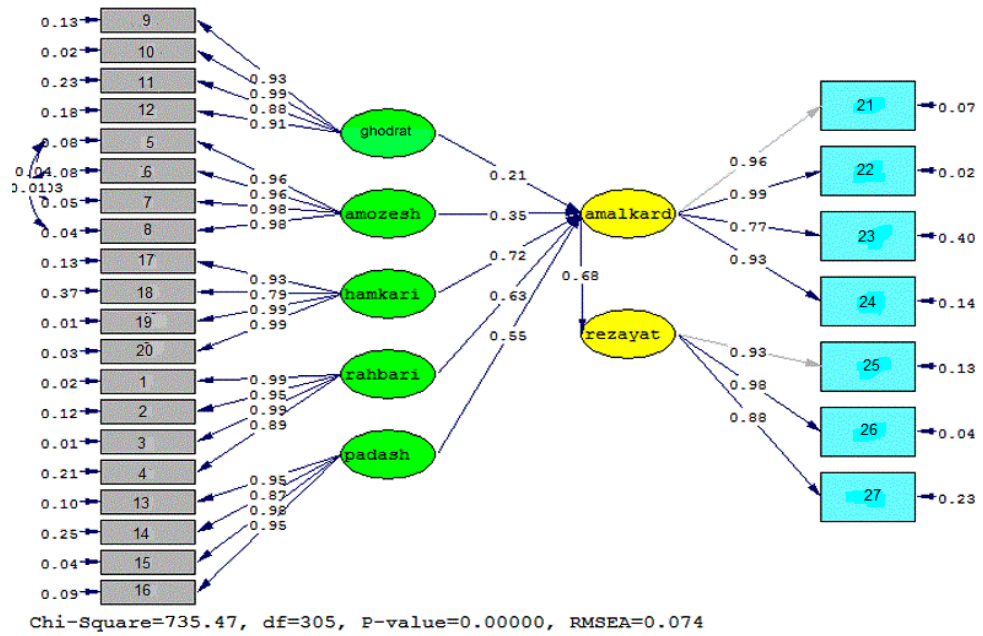


Diagram4: measuring general model in standard mode

As is clear from structural model , correlation among total quality management dimensions to organizational performance in standard mode shows factor loads among cooperation variable and team work to employees’ performance is more than other variables and respectively after cooperation and team work, leadership, reward, education , empowering to employees to factor loads less than employee performance does have correlation .as a result, cooperation and team work among employees does have the most influence on employees performance. Also, load factors among job satisfaction to employee performance shows so strong correlation among performance and employees job satisfaction.

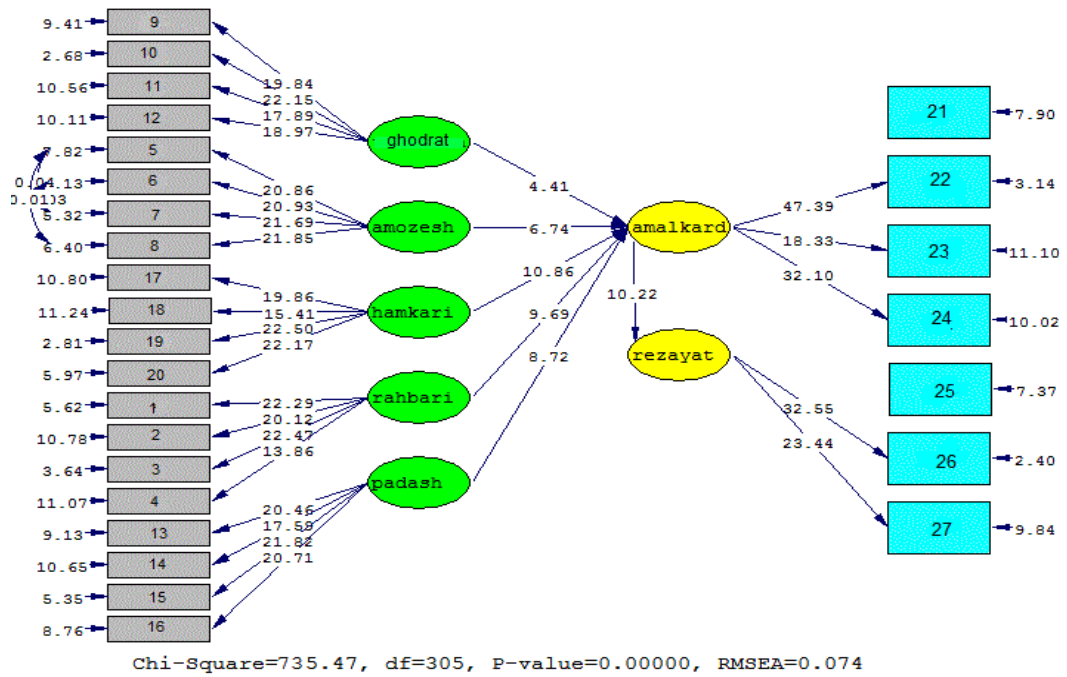


Diagram5: general model measuring on meaningful mode

According to diagram 5 we see meaningful test statics by factor loads in which these statics are more than 1.96 critical amounts and shows measuring test of structural model is meaningful.

Hypotheses results:

Hypothesis result	t-value	coefficient	hypothesis
confirmed	9.69	0.63	1. There is meaningful relation among leadership and employee performance.
confirmed	6.74	0.35	2. There is meaningful relation among education and employee performance.
confirmed	4.41	0.21	3.there is meaningful relation among employee empowerment and employee performance
confirmed	8.72	0.55	4. There is meaningful relation among rewards and recognizing officially and employee performance.

confirmed	10.86	0.72	5.there is meaningful relation among cooperation & team work and employee performance
confirmed	10.43	0.68	6.there is meaningful relation among employee performance and job satisfaction

Suggestions:

1. In order to reach common targets in which is beneficial to organization, we should use of group work and employees contribution, because increases self- efficiency and performance and as e result satisfies employees.
2. In executing total quality management, the role of leadership and leading to employee performance increase is very important. Then leader could establish health environment for employee and their contribution in important matters of organization and increases motivation and improves performance and at last leads to employees’ job satisfaction.
3. Organization rewards employee like introducing month employee and cash rewards to those who increased organization performance and employees motivation and has satisfied employees.
4. Executing learning and education courses for employee on work for speeding them.
5. Recognizing efficient and deserving employees for promoting them.
6. Using new technologies

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