

HRM/TQM impact on employees' attitudes

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DEDICATION

TO:

MY DAUGHTER SITI MARSHA FARZANA,

MY WIFE NORAZLIN,

MY PARENTS AND FAMILIES,

IN MUAR, MELAKA, AND PENANG.

ACKNOWLEDGEMENT

IN THE NAME OF ALLAH, THE MOST GRACIOUS, THE MOST MERCIFUL.

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LIST OF ABBREVIATIONS

HRM	Human Resources Management
MBNQA	The Malcolm Baldrige National Quality Award*
SPSS	Statistical Package for the Social Sciences
SD	standard deviation*
TQM	Total Quality Management
USM	Universiti Sains Malaysia

* Used only in tables

IMPAK HRM/TQM ATAS REAKSI PEKERJA

ABSTRAK

Kajian ini membuat penyelidikan tentang impak amalan HRM/TQM atas sikap pekerja iaitu penglibatan kerja, komitmen organisasi, kepuasan kerja, ketaksaan tugas, dan percanggahan tugas. Sample kaji-selidik ini adalah organisasi-organisasi di negeri Penang, Malaysia. Hasil analisa mendedahkan bahawa amalan HRM/TQM akan membawa keatas sikap-sikap yang konstruktif berkaitan pekerjaan di dalam organisasi. Sesungguhnya, amalan HRM/TQM ada impak yang signifikan keatas sikap pekerja iaitu penglibatan kerja, komitmen organisasi, kepuasan kerja, dan ketaksaan tugas tetapi tidak signifikan untuk percanggahan tugas. Peguasaan pekerja doikenalpasti sebagai amalan dominant untuk kepuasan kerja dan ketaksaan tugas. Hasil gandaan regrassi mengesahkan kepimpinan, dan juga ganjaran & pengiktirafan boleh member impak yang signifikan kepada penglibatan kerja. Untuk komitmen organisasi pula, keikutsertaan pekerja didapati signifikan untuk membawa sikap organisasi yang berkesan.

HRM/TQM IMPACT ON EMPLOYEES ATTITUDES

ABSTRACT

This research develops and investigative study the impact of HRM/TQM practices on employees' attitudes, namely job involvement, organizational commitment, job satisfaction, role ambiguity, and role conflict. The study samples are organizations in the Penang state of Malaysia. The analysis revealed that HRM/TQM practices will lead to higher constructive employees' work related attitudes within an organization. Thus, HRM/TQM practices have significant impact on employees' attitude, namely job involvement, organizational commitment, job satisfaction, and role ambiguity but was found to have no significant impact role conflict. Empowerment was identified as the most dominant practices which influence job satisfaction and role ambiguity. The result of multiple regression analysis confirmed that leadership, as well as reward and recognition can significantly improves job involvement in employees. With regards to organizational commitment, employee participation was found to be significant in promoting effective organizational attitudes.

CHAPTER 1

INTRODUCTION

1.1 Introduction

In the past few decades, Human Resources Management (HRM) and Total Quality Management (TQM) have been an integral factor in business and management aspects of the manufacturing environment. Both HRM and TQM principles and practices have been applied widely and often described as the substantial needs of an organization.

High performing organizations not only need improvements on their products and services but also on the work-related improvements to boost its human resources capacity in the highly competent business of today. Many researchers suggested that HRM/TQM practices are among the essential ways of managing organizations in order to improve organizational performances (Flynn, et. Al, 1995; Jitpaiboon & Kao, 2007).

The purpose of this research is to measure the impact of HRM/TQM implementation practices on employees' attitudes in terms of job involvement, organizational commitment, job satisfaction, role ambiguity, and role conflict. In doing so, it attempts to identify the practices which promote significant improvement on the mentioned work-related attitudes.

1.2 Background

Total Quality Management (TQM) has been acknowledged as an important tool that helps organizations to improve its overall effectiveness, performance, and maintain its competitive edge in the business environment. TQM is another approach to improving effectiveness, competitiveness, efficiency, and flexibility in order to best suit the customer's needs. Human Resources Management (HRM) is also essential in organizations' success as employees are highly regarded as the most important assets for an organization's continued survival and competitiveness. TQM/HRM mix is needed to drive organization's continuous improvement an emphasis on employees' attitude is important to quality management and performance management of the organization.

HRM/TQM implementation strategies are very much expected to influence employee attitudes in an organization. All the eight elements of HRM/TQM implementations, namely leadership, empowerment, teamwork, employee participation, communication, reward and recognition, customer focus, and training and development will be evaluated against the attitude variables of job involvement, organizational commitment, job satisfaction, customer satisfaction, role ambiguity, role conflict and job tension. The hypothesized relationships will be examined using data from survey of organizations especially in Penang, Malaysia. The results will support or refute the expected relationships presented in the hypotheses.

1.3 Problem Statement

In implementing HRM/TQM practices, much earlier focus is given to the hard aspect of TQM and not the soft aspect which is the people aspect. Previously, HRM/TQM activities have been frequently targeted at the “system” approaches which are based on techniques and methods of quality control to ensure successful implementation process (Ooi, et al., 2005). This focus overlook the fact that organization’s function and system operation depend largely on the people and no organization or system will function effectively with disinterested or poorly trained employees (Eng & MohdYusof, 2003). The interaction of the HRM/TQM activities with employees’ attitudes remains largely un-researched.

In a research done by Amar & MohdZain, (2001), the barriers to TQM implementation are identified and rest mostly on the Human Resources (HR), their findings are as illustrated in Figure 1.1 below:

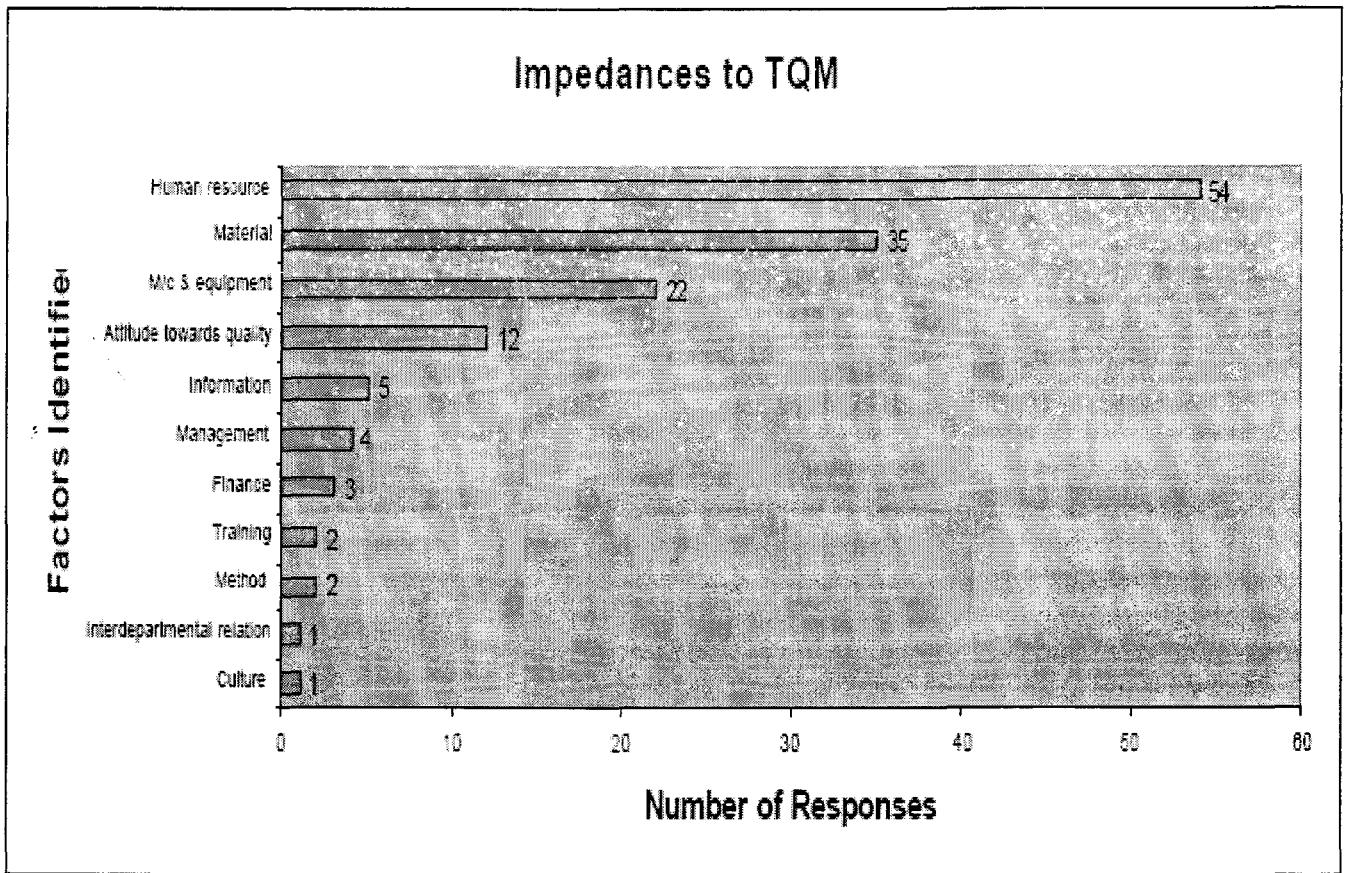


Figure 1.1, Impedances to TQM.

Exerted from Amar & MohdZain (2001)

The findings reveal that for successful implementations of HRM/TQM functionality, employee management is a key factor. The people factor is important to the success of all organizations and thus should be a good matter of concern to organizational improvements. As mentioned by Juneja (2008), “If quality is not in-built in people then we can’t manufacture quality in our products and services. The outward quality is a shadow of inward quality. The ‘Total’ emphasis is on people’s attitude to quality.” Although there are quite a number of researches focusing on TQM, there is still much to be explored on the soft aspects of HRM/TQM implementation which regards the employee factor.

Therefore, for this research, the HRM/TQM practices are the independent variables which will be measured on the dependent variables of employees' attitudes in the working environment. The variables impacting people factor analyzed are as follows:

Independent variables:

The Independent variables are: Leadership, empowerment, teamwork, employee participation, training and development, communication, reward and recognition, and customer focus.

Dependent variables:

The dependent variables are: Job involvement, organizational commitment, job satisfaction, role ambiguity, and role conflict.

This research is aims to solve the problems of:

- What are the impacts of HRM/TQM practices on attitudes of employees' and are these significantly related?
- Which HRM/TQM practices are essential and which practices to use in order to enhance or reduce the consequences of the employees' attitudes?

Although there are substantial researches done in relation to HRM/TQM, there are not much exploratory studies concerning employees' attitudes and linkages to attitudes of the employees especially in the Malaysian context. Studies exploring these principles would provide better understandings on the relationship between HRM/TQM practices with employees' attitudes. This will be essential for organizations to keep its human resources, as one of the most valuable assets and capabilities in check.

1.4 Research Objectives

The objective of this research study is to investigate the influences of HRM/TQM practices on employees' attitudes within the context of the Malaysian industry. Job involvement, organizational commitment, job satisfaction, customer satisfaction, role ambiguity, role conflict, and job tension are the dependent variables in this research framework. On the other hand, the eight elements of HRM/TQM practices are regarded as the independent variables. These HRM/TQM practices are leadership, empowerment, teamwork, employee participation, training and development, communication, reward and recognition, and customer focus.

This study attempts to identify the interdependence of employee attitudes in organizations with relation to HRM/TQM practices. Job involvement, organizational commitment, job satisfaction, customer satisfaction, role ambiguity, role conflict, and job tension are the attitude variables intended to be explored in this paper. The relationships between these dependent variables, with that of HRM/TQM implementations will be identified and significantly examined. The study will investigate, evaluate, and prove the relationship of HRM/TQM elements with employee attitudes as stated before.

1.5 Research Questions

Several questions are to be addressed in this research mainly in the context of HRM/TQM impact on attitudes of the employees. This research should address the questions of:

- 1) *Do HRM/TQM practices provide significant impact on employees' attitudes, namely job involvement, organizational commitment, job satisfaction, role ambiguity and role conflict?*

- 2) *Which HRM/TQM implementation practices would give the biggest and significant impact on employees' attitudes, with respect to: job involvement, organizational commitment, job satisfaction, role ambiguity, and role conflict?*

- 3) *Which HRM/TQM implementation practices is significant in impacting each of the identified employee attitudes: namely job involvement, organizational commitment, job satisfaction, role ambiguity, and role conflict?*

1.6 Significance of the study

This research explores some of the key issues concerning the relationship between HRM/ TQM practices and employee attitudes. The aim is to design a conceptual model to study the multidimensionality of HRM/TQM practices and their impact on employees' attitudes, namely Job involvement, organizational commitment, job satisfaction, customer satisfaction, role ambiguity, role conflict, and job tension.

The scope of the study includes the conceptual nature of HRM/TQM and the measure on their impact on employee attitudes and the process whereby HRM/TQM practices might

be linked to employee performance within an organization. Much of these areas of attitudes are not thoroughly researched especially in the Malaysian context. The proposed research will further identify the appropriate relationships of the variables of HRM/TQM practices with respect to the proposed dependent variables which are the attitudes of the employees. As such, this paper will start by defining the essential terms and concepts related to the study and continue with examining the literature of past studies and theories. This will lead to the development of the research conceptual framework proposition. Next the method and data collection tools will be explored followed by the results of the study. Finally the study will arrive to its conclusion with explorations on limitations, implications, and future research capabilities.

1.7 Definition of terms

1.7.1 HRM and TQM Definitions

Human Resource Management (HRM)

The concept of Human Resource Management (HRM) stands for the management of people and the application of human resources methods to direct employee towards organizational goals. Human Resource management (HRM) is the strategic and coherent approach to the management of the organization's most valued assets - the employees who individually and collectively contribute to the achievement of the objectives of the business.

The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In simple sense, HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement (HRM, 2009).

The Link

Total Quality Management (TQM) has both a "hard" and "soft" side (Wilkinson, 1992). The hard side is concerning on systems, precise data collection, measurements and involving a range of production techniques. This hard TQM involves statistical process control, layout changes, re-engineering, design processes and procedures which also includes the seven basic tools in TQM like process flow charting, tally charts, pareto analysis, scatter diagrams, histograms, control charts and the cause and effect analysis (Wilkinson, 1994). The hard TQM is more quantifiable and deliverable due to the hard cash evidence or return on investment (ROI) that can be associated with its success.

Although TQM is considered as a cultural change and attitude change, the "soft" side of it is getting much less attention than the "hard" side. The soft side refers to employee attitudes and behaviours in which HRM comes into play. Emphasis and implications on the workforce began to emerge as people began to view management of the human resources as an essential part in the success of TQM implementation and the organization as a whole.

There is growing evidence that TQM is unlikely to achieve its objectives unless there is greater awareness of the "people" factors in quality management (Wilkinson, 1994). HRM/TQM practices have clear implications on human resources as employees are given

greater responsibilities to quality management, and having accountability for its achievements. As according to Soltani, et al., (2004) “HR participation in TQM programs is not optional, but it is an essential component if quality management is to reach its full potential.” Implementation of HRM/TQM practices would be less effective if it’s impact on employees’ perceptions is not being critically assessed.

Total Quality Management (TQM)

Total Quality Management (TQM) is an approach to management which began in 1950 and has slowly become more popular since the 1980's. Total Quality Management is a description of the culture, attitude and organization of a company that aims to provide customers with products and services that satisfy that customers needs. TQM engages all divisions, departments and levels of the organization. In short, it involves everyone in the organization. TQM principles and management practices are based on construct of quality ideas stemmed from W. Edwards Deming, Joseph Juran, Philip Crosby, and Kaoru Ishikawa (Motowani, 2001). TQM is a management philosophy that helps managing organizations to improve its overall effectiveness and performance towards achieving world-class status (Zhang, 1999).

TQM is broken down as follows:

Total Quality Management (TQM)

Total = Quality involves everyone and all activities in the company.

Quality = Conformance to Requirements (Meeting Customer Requirements).

Management = Quality can and must be managed.

TQM = A process for managing quality; it must be a continuous way of life; a philosophy of perpetual improvement in everything we do (TQM, 2008).

1.7.2 HRM /TQM practices

The TQM approach is related to sustainable quality principles and long-term success that views continuous improvement in all aspects of an organization. In general, the soft aspect of TQM practices have been known to focus on its eight elements that are essential to the successful implementation of HRM/TQM initiatives. These elements are: Leadership, Empowerment, Teamwork, Employee Participation, Training & Development, Reward & Recognition, and Customer Focus. Further understandings on these principle elements are as provided below:

Leadership

Leadership is a standard factor in the success of HRM/TQM implementation efforts. Leadership provides the focus for collective support towards organizational goals and objectives. Leadership in TQM requires the management to provide an inspiring vision, make strategic directions that are understood by all and to instil values that guide the employees towards organizational goals and objectives. A good quality leader will instil positive values and optimizes the education, skills, and abilities of the people in his/her direct command to foster improvements and quality efforts. Charismatic leader will infuse followers with the understanding of the meaning in their work as employees (Shamir, et al., 1993).

Empowerment

Empowerment is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. Empowerment is another important discipline in HRM/TQM implementation which encourages employee involvement, motivation, satisfaction, deliberate willfulness to stay, and loyalty towards the organization (Karia & Ahmad, 2000; Geralis & Terziovsky, 2003).

Teamwork

Teamwork is a major function of an organization, there are many studies suggested that teams also play a role in job satisfaction. According to Rodwell, et al., (1998), restructuring work around teams contributes to performance which is related to job satisfaction. While Griffin, et al., (2001) argued that the extent of the teamwork can be a moderator to the relationship between individual perceptions of supervisors' support and job satisfaction.

Employee Participation

Employee participation is the involvement of workers in their jobs or decision making. According to Farnham (1993), employee participation promotes business success. It does this by; fostering trust and a shared commitment to an organization's objectives, demonstrating respect for individual employees and enabling employees to get maximum job satisfaction.

Training & Development

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings (Wikipedia, 2010). Training and development of employees are essential for organization to obtain the necessary skills and expertise to function effectively.

Communication

Communication is the process of information and direction sharing between individuals. Gray & Laidlaw (2002) indicate that organizational communication is an essential element to the implementation of HRM/TQM and is critical within organizations for connecting employees and permits organizations to function. In effective communication, an organization's vision is communicated right through to its employees.

Reward & Recognition

Reward and recognition are benefits and perks to the employee for the good works that they have done. Rewards for quality efforts are seen as having a significantly positive relationship to employee morale (Kassicieh & Yourstone, 1998). Effective reward and recognition should be administered according to the different situations encountered and should be rated or ranked, the higher the achievement, the higher the reward. This can be in

different form such as bonus, salary increase, promotion, free tickets, or perhaps simply a pat on the back (Besterfield, 1995).

Customer Focus

Customer focus can be defined as the degree to which an organization strives to serve its customer and continuously satisfy the customer needs and expectations (Philips, 1995). Customer focus is a mindset, putting customer at first and inspires organizations to keep improving and delivering quality based on customer feedbacks. In customer focus, organizations can foster customer feedbacks, establish customer needs, gather information on customer trends, and benchmark them with other competitors. In creating quality, internal problems and needs must be taken care of before the external customer can be satisfied (Eng & Yusof, 2003).

1.7.3 Employees' attitudes

Employees' attitudes are varied responses on the worker aspects to the work-related phenomena. The employee attitudes of an individual are defined "by the individual's affective reactions to both objective and experienced characteristics of the work organization." (Igarria, et al., 1994). The interrelation between employee attitudes and organizational growth has been studied many times in the past. However, only a few have been given much attention lately.

Job Involvement

There are many definitions corresponding to job involvement. Job involvement represents the extent to which an individual is personally involved with his or her work role. It is defined as how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled (Hafer & Martin, 2006). Job involvement is also defined as "psychological identification with a job" (Kanungo, 1982). This definition implies that a job-involved person sees her or his job "as an important part of his self-concept" (Lawler & Hall, 1970), and that jobs "define one's self-concept in a major way" (Kanungo, 1982). Therefore job involvement will somewhat increase performance of individuals.

Organizational Commitment

Organizational commitment refers to employees' dedication towards the organization which they do their work. Organizational commitment also been shown to create retention, making employees less likely to move or leave the organization. According to Northcraft & Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, an ongoing process through which organization members express their concern for the organization and its continued success and well being.

Job Satisfaction

There are varied definitions of job satisfaction. Among the earliest definition, Hoppock (1935) defined job satisfaction as a combination of psychological, physical, and environmental circumstances that cause a person to say: "I am satisfied with my job". Locke & Lanthan (1976) defined job satisfaction as pleasurable or positive emotional state resulting

from the appraisal of one's job or job experience. Job satisfaction is a result of an employee's perception on how well their job provides those things that are viewed as important. Spector (1997) gave job satisfaction definition as "The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". This views job satisfaction as like affections individuals hold about their job. In a view from Wright & Cropazano (1997), job satisfaction is described as attitudes held by employees in relation to various work aspects and attitudes which have both affective and cognitive components.

Role ambiguity

As described by Kahn, (1964), role ambiguity arises from the single or multiple roles that confront the role incumbent, which may not been clearly articulated (communicated) in terms of behaviours or performance levels. Role ambiguity stems from the need for some degree of instruction in the performance of organizational tasks (Fogarty, 1996). Mixed or inadequate directions might be the results from constraints in the communication channels, organizational complexity, or the dynamic nature of the environment where jobs are performed. As according to Lyons, (1971), role ambiguity arise when the flow of communication is restricted whether intentionally or unintentionally.

Role conflict

Role conflict can be defined as the extent to which individual experienced pressures within one role that were incompatible with another role (Kopelman, et al.,1983). According to Van Sell, (1981), role conflict refers to the incongruity of the expectations associated with a role. Role conflict can be viewed as conflicts resulting from two classical principles (i.e

principles of unity of command and single accountability) leading to lower sense of satisfaction and decreased job effectiveness (Rizzo, et al., 1970). Sources of role conflict may be varied. Role conflict might surface due to the requirements from different roles are competing for a person's limited time and resources or it could occur due to various strains associated with multiple roles (Lenghan, J.A., 2007). According to Kahn, et al., (1964), role conflict occurs when two or more conflicting job requirements arise so much as complying with one will make doing the other one more difficult and create more stress.

CHAPTER 2

LITERATURE REVIEW

2.1 Literature Review

The literature surveyed in this research is mostly from academic literature based on surveys done in Malaysia and other parts of the world. Although there are many researches done concerning TQM and HRM, there are little references detailing the relationship between HRM and soft TQM practices with that of employee attitudes, and in particular concerning the eight aspects of HRM/TQM practices of employee management. Due to the drive in organizational movements towards creating a quality culture or “DNA” that will help to sustain continuous improvements and customer satisfactions, focus on the employee aspects in an organization are getting more and increasingly significant. Having a strong and mobilized workforce is essential for organization to achieve its quality objectives and remain competitive in its business context.

For HRM/TQM implementation to be successful, the soft factors of TQM in sync with HRM strategies should be addressed in the best possible way. Lau & Idris (2000) researched the critical soft factors needed to ensure the success of TQM implementation in Malaysia. In their findings, it was found that the major influences that bring changes in TQM tangible effect (growth, profitability, quality, market competitiveness) came from the soft elements, such as culture and trust (12.5%) and teamwork (11.25%). Most implementations

of HRM/TQM fail due to communication failures. When the whole picture, path, the future, and everything about an organization's ultimate goals is made known, the organization moves systematically towards total employees' job involvement and total customer satisfaction, rapid rates of improvement and world-class level of performance (Dale, 1999; Juran & Gryna, 1993; Zhang, 1999).

In HRM perspective, psychology-based practices, especially empowerment, extensive training, and teamwork, are seen as vital to sustained competitive advantage of an organization. Organizations should not only concentrate on product and service quality improvements but also to employees' work-life improvements. Organizational performance can be enhanced with better work-life quality given to employees (Teh, et al., 2008).

Previous research findings explored some of these HRM/TQM practices in relation with the employees' attitudes. Most are having limited coverage while others have in depth study of similar intentions. In Ooi, K.B., et al., (2005), data were collected from employees in a large TQM semiconductor subcontracting organization in Perak and a total of six elements of soft TQM were explored against the three organizational facets of attitudes. The attitudes evaluated are similar to the intended study. The soft TQM elements discussed were: top management, education and training, employee participation, customer focus, organizational culture and teamwork. Attitudes facets studied are: job involvement, career satisfaction, and organizational commitment. Ooi, et al., (2005) concluded that the impact of soft TQM on employees' attitudes in the organization was largely positive. Their hypotheses on the link between TQM practices with job involvement, career satisfaction, and organizational commitment all yield significant and positive relationships. Results of this study also confirms previous works which found that with TQM, largely on the average, employees

register higher job involvement, career satisfaction, and commitment towards their organization (Karia & Ahmad, 2000; Guimaraes, 1996).

In another study done by Karia & Asaari, (2006), the relationships between TQM on employees' work-related attitudes were explored. The findings indicated that training and education have a significant and positive effect on job involvement, job satisfaction, and organizational commitment. Empowerment and teamwork also significantly enhance job involvement, job satisfaction, career satisfaction, and organizational commitment. On the other hand, they found that customer focus does not contribute to job involvement, job satisfaction, career satisfaction, or organizational commitment.

Ooi, et al.,(2007) measured eight elements of HRM/TQM practices with job involvement. The study settings consisted of six large semiconductor contract manufacturing organizations in Malaysia. Their findings indicated that only five of the elements of HRM/TQM implementation are directly involved and significantly associated with employees' job involvement. These elements are: empowerment, customer focus, communication, teamwork, and reward and recognition. The other three elements; namely training and development, leadership, and employee participation were found having no significant association with job involvement. The study focuses specifically only on job involvement and not the other aspects of employee attitudes such as career satisfaction and organizational commitment.

Other findings also demonstrated that working together within a production unit with a focus on data based problem solving lead to better attitudes held by subordinates of supervisors than if the relationship were purely hierarchical (Osland, 1997). According to Ooi, et al., (2005), "Employee participation may give room for improvement in the area of employees' moral and skill development, enable the individual to improve personal

capabilities, help employee change certain personality characteristics and increase the level of respect given to management.”

In relation to training and development, it has been found that training and development create more favourable employee attitudes; loyalty and help employees in their personal development and job involvement (Cherrington, 1995). Wilkinson, et al. (1993), in a survey of management practices, found that there is a strong relationship between an individual manager's assessment of the adequacy of training and the degree of success of the quality management programs. Training & Development have been recognized as essential to the implementation of HRM/TQM (Snape, et al., 1995). As from Dahlgaard, et al., (1998) it was believed that worker's satisfaction, motivation, and ability to act as a constructive part in the process of continuous improvement depend very much on education and training.

There are, however researchers that found no relations on HRM/TQM practices with that of employee attitudes. Guest & Conway (2007) indicated that there is no association between the measure of HRM and employee attitudes. This study also suggested that there could be mediating factors that might influence the results. On the surface, researchers generally agree that HRM/TQM practices influence employees' attitudes; some are strong in relevance while others might not be so. With relation to this, Samson & Terziovski (1999) pointed out the main six dimensions of TQM which are: leadership, strategic and quality planning, customer focus, management of people, process management, and use of information and analysis.

Further review and elaboration of the literature are arranged based on the five employee attitudes that will be explored of job involvement, organizational commitment, job satisfaction, role ambiguity, and role conflict.

Job involvement

Findings from previous researches reveal relationships between HRM/TQM practices with job involvement. In De Groot, et al., 2000, the leadership factor would be expected to contribute to employee attitudes such as job involvement. Karia & Asaari (2006) found that employees' perception of empowerment has an impact on employee job involvement. Cherrington, 1995 found that training and development create more favourable employee attitudes; loyalty and help employees in their personal development and job involvement. According to Herzberg's (1996) hygiene/motivator theory, reward and recognition can be listed as one of the four motivators which are linked to employee attitudes such as job involvement. Job involvement has been receiving good amount of attention as work-related attitudes and has been regard as predictors to other attitudes such as performance, job satisfaction, commitment, turnover, intention to leave and other work-related attitudes (Guimaraes, 1996).

Organizational commitment

According to Ooi, et al., (2005), "Employee participation may give room for improvement in the area of employees' moral and skill development, enable the individual to improve personal capabilities, help employee change certain personality characteristics and increase the level of respect given to management." De Groot, et al., 2000 had indicated that the leadership factor would be expected to contribute to organizational commitment.

Job satisfaction

Previous research by Karia & Asaari (2006) found that employees' perception of empowerment has an impact on employee satisfaction. In another study, Peeters, et al., (2006) stated that individual satisfaction is negatively related to teams. As from Dahlgard, et al.,

(1998) it was believed that worker's satisfaction, motivation, and ability to act as a constructive part in the process of continuous improvement depend very much on education and training.

Role ambiguity

In relation to role ambiguity, most of the research suggests that role ambiguity is indeed negatively correlated with job satisfaction and job performance variables (Rizzo, et al., 1970; Van Sell, et al., 1981; Singh 1998). Seokhwa, et al., 2007 indicate that role ambiguity moderated the effects of self-enhancement motives on job performance and managerial perceptions of an employee's commitment. Lavinia, et al., 2010 suggested an interaction between role ambiguity and leader group in predicting perceived effectiveness, job satisfaction and turnover intentions.

Role conflict

In discussing stressors such as role conflict, there is a substantial body of research explaining the negative consequences of role conflict regarding outcomes such as stress, commitment, satisfaction and turnover (Fisher & Gittelsohn, 1983; Van Sell, et al. 1981). In addition to this, researchers are trying to uncover practical tools for managing role conflict by which the antecedents to the role conflict need to be understood. There are works that identify uncertainty as a critical step through which role conflict creates stress, as one of the most studied effects of role conflict (Tidd & Friedman, 2002). Findings also indicated that increased participation in decision making can be attributed to the decrease in role conflict (Fisher & Gittelsohn, 1983).

It is also interesting to note that role conflict may be potentially beneficial to an organization. This claim is in line with researches investigating task based conflict as a tool

for increasing group and organizational performance (Amason & Schweiger, 1997; Jehn, 1995). Earlier work discussing the utility of structured conflict discovered that conflict may improve decision making effectiveness (Chanin & Shapiro, 1985; Schwenk, 1989). As such, the significant past studies surveyed in the literature review are tabulated in table 2.1.

Table 2.1

Significant Past Studies

Author(s)	Title	Analysis	Key Findings/Discussion
Guimaraes, T.(1996)	TQM's impact on employee attitudes	HRM/TQM activities/practices to firm's performance	TQM having significant improvement impact on role ambiguity, job satisfaction, job involvement, organizational commitment, and employee turnover intentions but not significant in role conflict, task characteristics, and career satisfaction
Samson, D. and Terziowski, M. (1999)	The relationship between total quality management practices and operational performance	TQM practices	Developed framework of TQM practices relevant to MBNQA criteria. Identified six dimensions namely; leadership, strategic and quality planning, customer focus, management of people, process management, and use of information and analysis.
Dee Groot, T., Kiker, D.S., & Cross, T.C. (2000).	A meta-analysis to review organizational outcomes related to charismatic leadership.	Leadership with organizational outcomes	leadership has a direct relationship with employee attitudes. Leadership factor would be expected to contribute to employee attitudes such as job involvement, career satisfaction, and organizational commitment.
Lau, C.A. and Idris, M.A. (2000).	The soft foundation of critical success factors on TQM implementation in Malaysia.	Critical soft factors needed to ensure successful TQM implementation	TQM tangible effects came from the soft elements such as trust and teamwork
Karia, N. and Ahmad, A.Z. (2000).	Quality practices that pay: empowerment and teamwork.	Quality practices with empowerment and teamwork	Findings revealed that TQM registered higher job involvement, career satisfaction, and commitment
Boselie, P. and Weile, T.V.D. (2002)	Employee perceptions of HRM and TQM, and the effects on satisfaction and intention to leave	HRM/TQM activities/practices to firm's performance	Results revealed that leadership and customer focus are important with respect to intention to leave. Co-operation within units, leadership and salary having strong significant effects on employee satisfaction.
Ooi, K.B et. All (2005)	Does soft TQM predict employees' attitudes?	TQM construct with job involvement, career satisfaction, and organizational commitment	Results revealed that employees' perception of soft TQM positively relates to employees' attitudes of job involvement, career satisfaction, and organizational commitment where teamwork was the dominant practice.
Ali, N.A, Zairi, M., and Mahat, F. (2006).	Quality HR-TQM Model in Service Context.	Quality with HRM-TQM model	Findings indicate significant relationship between quality working climate and organizational performance
Ooi, K.B et. All (2006)	The Link between TQM Practices and Affective Commitment	TQM practices with Affective commitment	Organizational communication is an important factor and having strong association with affective commitment