

TOTAL QUALITY MANAGEMENT PRACTICES AND ITS RELATIONSHIP WITH EMPLOYEE'S INCLINATION TO STAY: AN EASIER LOOK

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ABSTRACT

Total quality management is a company-wide approach to management that places a focus on employee retention and continuous improvement of organisation quality. As a result of intense worldwide competition, the concept of overall quality management arose. International business and competitive organizations place a strong emphasis on the principles of total quality management, procedures, tools, and strategies in order to gain a competitive edge, increase corporate effectiveness, and increase employee loyalty. Managers are encouraged to build relationships with employees through TQM, develop teamwork within and between departments, and foster employee problem-solving. Without the effort of its staff, technological expertise and a top-notch management system will be worthless. There is general agreement that TQM is a technique of managing businesses to enhance the quality of their products, but there is fewer consensus on whether TQM approaches can help to reduce employee turnover rate. The present research is crucial because it determine if employees, who are significant organisational stakeholders, benefit from the organisational changes caused by the adoption of TQM. The main purpose of this study is to examine TQM practices and its relationship with employee turnover intention. Researcher used Google Scholar, Research Gate, and Emerald as scientific resources to review prior studies on total quality control and employee retention. The study found that factors that are positively related to employees' inclination to stay on the job include customer focus, organisational trust, organisational communication, employee involvement, and empowerment. Furthermore, it was revealed that HR-focused TQM strategies such employee empowerment, employee performance, employee training, teamwork, and remuneration had a good and significant impact on employee satisfaction, which in turn increased employees' loyalty to their employers and subtly decreased their intention to leave their jobs.

Keywords: Total Quality Management, Employee Commitment, Employee Retention.

INTRODUCTION

There has been a proliferation of new managerial theories and approaches aimed at boosting productivity and competitiveness in the face of rising global competition. Total Quality Management (TQM) is one of the important management strategies adopted due to its proven effectiveness and low cost of implementation. Most people agree on the goals and methods of Total Quality Management (TQM), even though different authors focus on different parts of TQM and write about it in different ways.

TQM is an integrated approach that seeks to synergize all functional activities across an organisation with the primary goals of improving product and service quality and increasing customer satisfaction, as described by the "big five" TQM schools (Crosby, 1979; Feigenbaum, 1983; Ishikawa, 1985; Deming, 1986; Juran, 1988). Total Quality Management places an emphasis not only on the quality of the product, but also on the quality of the workforce. In point of fact, the majority of effective TQM implementations are strongly dependent on changes in the behaviours and perspectives of the workforce. When TQM or another strategy for continuous quality improvement is implemented, the people who are most affected are the change agents. TQM processes help employees in a good way by making them happier and more committed and by making their organisations more effective. In fact, many companies that have implemented quality-management practices have seen improvements in their employees' attitudes, commitment, and effectiveness. Butler (1996) revealed that organisations that implemented TQM processes witnessed an increase in employee happiness, loyalty, retention, and safety and health. TQM improves teamwork, creativity, innovation, training, communication, trust, and decision-making, which in turn benefits the organisation in terms of quality, productivity, and employee development (Lawler et al., 1995).

Based on their findings, researchers concluded that TQM is important due to the favourable effects it has on both the organisation and its employees. Among the many benefits touted for TQM's effective adoption are satisfied customers (Yang, 2006; Singh and Smith, 2006, Miyagawa and Yoshida, 2005; Sit et al., 2009); more dedicated workers (Harber et al., 1991; Guimaraes, 1996; Karia et al., 2006; Ooi et al., 2007); production expenses that are reduced while output is increased (Garvin, 1983; Lam, 1996); improvements in strategic performance (Ooi, 2009); and knowledge management efforts (Zhang et al., 2000; Prajogo and Sohal, 2004; Flynn et al., 1994). Most people agree that TQM is a way for organisations to improve the quality of their products and services, but there is less agreement about whether or not TQM practises can help improve employees' job satisfaction and their intentions to leave. Even though there is a lot of TQM literature that looks at the relationship between TQM and employees' likelihood to stay in different countries and industries (Guimaraes, 1996, 1997; Gardner and Carlopio, 1996; Boselie and Wiele, 2002; Sommer and Merritt, 1994), there is little TQM literature that looks at

how TQM practises affect employees' likelihood to stay with (or leave) the organisation. This is despite the fact that TQM practises have gotten a lot of attention in TQM literature.

The main purpose of the study is to explore the TQM practices and the relationship between TQM and employee inclination to stay with organisation as revealed from the literature.

Literature Review

Total Quality Management

Several researchers have divided TQM components into soft and hard categories (Vouzas and Psychogios, 2007; Lau and Idris, 2001; Wilkinson et al., 1994), each with their own set of advantages and disadvantages. Soft TQM emphasizes human resource management, while hard TQM focuses on quality tools and processes (Wilkinson et al., 1994). To summarize, interpersonal concerns predominate in the "softer" considerations.

Wang (2012) propounded that companies today use "Total Quality Management" (TQM) as a rallying cry in their pursuit of a competitive edge in the market because of the widespread acceptance of this management concept. Businesses were able to boost their reputation, staff morale, and quality consciousness by adopting TQM techniques. Evangelos L. Posomos and Christos V. Fotopolous (2010) TQM is a participatory management system in which every worker is given the authority to assume responsibility and make contributions to the overall quality management of the firm. (Luthan, 1995). TQM harnesses the essence of people-related activities like teamwork, employee empowerment and involvement, thorough training, management commitment, and reward and recognition, and puts them to work in tandem with its quality improvement tools and methodologies to achieve organisational excellence. Quality improvement is influenced more by soft TQM elements than by hard ones, as highlighted by Fotopoulos and Psomas (2009), who also highlighted that both types of TQM elements have varying impacts on the quality management results Brah et al. (2000) found that qualitative aspects such as support from top management, teamwork, employee empowerment, and employee involvement play a vital role in assuring the success of TQM in enhancing corporate performance. This highlights how important it is to do an analysis of the soft aspects, or more specifically, the people-related behaviours associated with TQM.

Shanmuganathan et al. (2013) assert that most researchers use six dimensions to measure TQM: information and analysis, customer focus, strategic planning, leadership, people management, and process management (Prajogo and Sohal, 2003). Curkovic et al. (2000) found that the most effective total quality management dimensions were top management support, employee empowerment, and customer focus. Shenawy et al. (2007) concluded that no single study has explained the main dimension of TQM, and that this lack of consistency makes it hard to figure out what the actual dimensions of TQM are. But most researchers have said that continuous improvement, customer focus, top

management support, and employee involvement are the most important TQM dimensions (Prajogo and Sohal, 2003; McAdam and Armstrong, 2001).

Makhdoom & Anjum (2016) demonstrated that there was a close connection between the employees' perceptions of corporate social responsibility and TQM. In addition, it was shown that both corporate social responsibility and TQM had positive and substantial relationships with organisational commitment. Furthermore, it was indicated that both corporate social responsibility and TQM have their own individual influence on an employee's attachment to a company. However, it was also discovered that CSR and TQM have an indirect influence on the intentions of employees to leave their jobs through organisation commitment.

Employee Retention

Employees are an organization's most valuable resource, and the corporation can't function without them in any meaningful way. The retention of employees is a large topic, and many businesses take this provision very seriously in order to maintain a healthy output with their workforce (Bisht, Chaubey & Thapliyal, 2016). The Human Resources Department of a company is directly responsible for the policies it develops and puts into effect, which has a direct correlation to the company's ability to keep its personnel. It is required of an organisation that they provide all of their workers with the resources necessary to fulfil their requirements in a professional and ethical sense. In recent years, this impact on a company's bottom line has become increasingly apparent. When workers are content with their work, they don't give much thought to exploring other opportunities. Keeping high-performing workers on staff is a cost-effective way to boost productivity and morale while reducing employee turnover.

Mobley (1977) defined turnover intention as the reason to quit a job. Tett and Meyer (1993) defined turnover intent as a plan to leave. An employee's intention to quit involves thinking of resigning and declaring the wish to leave the current employer or organisation. As stated by Samuel and Chipunza (2009), there are a number of factors that are critical in convincing employees to leave or remain with a firm. As stated by Samuel and Chipunza (2009), All of these factors, such as a competitive compensation package, job stability, opportunities for professional development, and public acknowledgement, are essential to retaining and motivating employees. However, in designing the retention policy numerous other factors should not be ignored. In broader In a broader sense, turnover intention can be viewed as the employees' desire to consciously switch organizations, and they are interested in ending their membership with the organisation that employs them.

A negative impact on any business can be seen when the voluntary turnover rate is substantial, especially among the highest-performing staff. As a result, businesses suffer a loss of operating profitability and, ultimately, a hit to their bottom line as valuable tacit knowledge is lost when employees leave (Amah, 2009). Low productivity (Huselid, 1995), increased recruiting and training

expenses (Rousseau, 1984), and poor revenue growth prospects (Baron, Hannan, & Burton, 2001) have all been associated with excessive employee turnover. Employee turnover intentions are directly impacted by factors such as job satisfaction, career satisfaction, and organisational commitment. These factors all demonstrate a positive attitude towards the organisation, which in turn has a favourable effect on employee retention.

The relationship between TQM practices and employee retention

The Total Quality Management (TQM) approach has been adopted by many businesses throughout the world. Institutionalizing TQM and its effect on employees' inclinations to leave the company has been the subject of only anecdotal research up until this point (Morrow, 1997). Many studies have indicated that TQM is responsible for a decline in employee turnover (Guimaraes, 1997, 1996; Boselie and Wiele, 2002), and this is likely because TQM has been shown to significantly impact individuals' emotional responses to (and intentions regarding leaving) their TQM-based workplaces. The quality of the workforce is also a major emphasis of TQM. Changes in employee mindset and behaviour are crucial to the success of most TQM initiatives. When a company implements TQM or another programme to continuously improve quality, the people who are most immediately impacted are the change agents. Theoretically, TQM methods boost company effectiveness by increasing employee satisfaction and loyalty. Many businesses have found that when they use quality-management principles, their personnel become more enthusiastic, dedicated, and productive. Improvements in employee satisfaction, attendance, turnover, safety, and health were identified as TQM outcomes by Butler (1996). When TQM is properly implemented, it helps businesses in many ways, including quality, productivity, and staff development (Lawler et al., 1995); enhanced capacities for teamwork, creativity, innovation, training, communication, trust, and decision-making.

It is critical to remember that empirical research has been done on the topic of TQM techniques and how they affect workers' propensity to leave. Job satisfaction, organisational dedication, group environment, and competition are just a few of the workplace attitudes that have been shown to improve following TQM training, as evidenced by pretest-posttest field research done by Sommer and Merritt (1994) at a large rehabilitation hospital. Another noteworthy conclusion from the research was that throughout that time period, turnover intent decreased by nearly 10%.

Hwanga et al. (2019) conducted a survey on soft TQM practises and employee outcomes. The data was collected from employees of a large-sized information technology (IT) service firm in South Korea. The study indicated that the implementation of soft TQM methods helps employees become more adaptable to change, which in turn increases their organisational commitment and decreases their likelihood of quitting their jobs. The findings imply that the organisation needs to give employees more responsibility, organise them into teams, provide them with training to get them ready for TQM, and communicate

important information to the employees so that they can be prepared for TQM and have positive work attitudes during the process of change. Boselie and Wiele (2002) examined the impact of TQM/HRM on employee satisfaction and turnover intentions. The research was supported by International Survey Research (London, UK). In total, over 2,300 responses were tallied (a 50% response rate). The data show that when workers like TQM/HRM, they are happier with their jobs and are less likely to think about leaving their current company.

Yankai & Borbon (2022) investigated how Total Quality Management, Job Satisfaction, and Organizational Commitment are all interconnected. Three hundred and eighty-five workers from China's five-star hotels filled out the survey. They ranged from front-line workers to grassroots organisers to middle managers to upper-level executives. The majority of respondents stated that they were satisfied with their jobs in terms of pay, promotion, perks, recognition, and rewards, and prospects for professional growth. Respondents are mostly in agreement that the hotel shows moderate emotional, continuous, and normative commitment to the organisation. When workers are invested in the success of the hotel as an entity, they are less likely to leave their positions. It was found that Total Quality Management (TQM) techniques are directly correlated with employee engagement, job satisfaction, and organisational commitment.

Guimaraes (1996), who examined the effect of TQM on employee attitude. As measured by the survey's endpoint, employees' intentions to remain with the company improved. Therefore, the work atmosphere has changed for the better as a result of TQM's introduction. As a result, workers may feel more committed to their jobs and more satisfied with their work environments. Sommer and Merritt (1994) also investigated the effect of TQM intervention on employees' attitudes within a healthcare setting. The results showed that after one year of TQM training, the turnover rate aimed for by employees dropped from 40.27 percent in the 12 months prior to the intervention to 30.37 percent in the year after. A further notable effect of the TQM programme was the improvement of employees' attitudes toward numerous aspects of the work group's climate. Clearly, TQM deployments have a favourable effect on employee retention.

In another study, Ooi et al. (2006) investigated how total quality management (TQM) techniques affect employees' propensity to stay within a big Malaysian semiconductor packaging firm. In total, 230 workers were included in the survey, with a response rate of 76.6%. The results showed that employees are more likely to stay if there is a focus on the customer, organisational trust, organisational communication, employee involvement, and employee empowerment. It was also found that when organisational trust was seen as the most important TQM practice, employees were more likely to stay with the company.

Numerous studies have found that turnover has a significant impact on human expenses (Badawy, 1988;



Garden, 1989; Sherman, 1986), highlighting the importance of investigating the root causes of employee churn in order to implement effective strategies for lowering such costs. An examination of the existing literature suggests an increasing curiosity about how several factors thought to predict employee turnover are connected (Baroudi, 1985; Bartol, 1983; Chan, 1989; Garden, 1989; Parden, 1981; Sherman, 1986). Considering the significance of the issue, it is remarkable that so little research has been done on the causes and consequences of staff turnover brought on by the organisational changes needed for TQM programme adoption.

Past studies reviewed that the TQM procedures have a substantial impact on staff retention rates. Given the paucity of high-quality studies on the topic, the researchers decided to look into how Total Quality Management (TQM) affects employees' likelihood of staying with the company, Table 1 shows the ever changing literature on the dependent and independent variables.

Table: 1 A kaleidoscopic view on past research studies on the relationship between TQM Management Practices and Employee Retention

S.no	Name of Author	Year, Volume no., Issue	Title	Source	Dependent/ Independent Variables	Sample Study Organisation	Sample Respondent
1.	Hwanga , et.al	(2020), Volume 27, Issue 3	Soft TQM practices and employee outcomes: A meditational analysis	Quality Management Journal	TQM Practices: Employee empowerment, Teamwork, Communication Employee ,Top management leadership(ID) Readiness for change (MV) Organizational Commitment, Turnover intention (DV)	IT service firm of South Korea	Approximately 28000 employees were approached for survey, 8417 responses were usable.
2.	Habib ur Rehman Makhdoom, Adeel Anjum	(2016), Volume 6, Issue 9	Impact of CSR & TQM on Employee’s Turnover Intention: Mediating role of Organizational Commitment	International Journal of Academic Research in Business and Social Sciences	Corporate Social Responsibility, Total Quality Management(ID) Organizational Commitment(MV) Employee’s Turnover Intention(DV)	Textile-based firms operating in Pakistan	120 participated in the study



		Total Quality					
3.	Sathish kumar, Karthikeyan	(2015), Volume 1, Issue 1	Management Practices and Its Approach Towards Employee Performance: A Literature Review Identifying the critical determinants of TQM and their impact on company performance	International Journal of Quality Management Science	TQM practices(ID) Employee performance(DV)	–	–
4.	Bouranta, et. al,	(2017), Volume 29, Issue 1	Evidence from the hotel industry of Greece	The TQM Magazine	TQM practices(ID) Company performance(DV)	Hotel industry of Greek	153 top-and middle-level hotel-quality managers were approached for the study
5.	Ooi,et.al	(2006), Volume 18, Issue 5	Relationships of TQM practices and employees' propensity to remain: an empirical case study	The TQM Magazine	TQM practices: organizational communication, customer focus, employee involvement, organizational trust and empowerment.(ID) Propensity to remain(DV)	Malaysian semiconductor packaging organization	230 employees from different job levels and functions within the organization were included in the study
6.	Karia and Asaari	(2006), Volume 18, Issue 1	The effects of total quality management practices on employees' work-related attitudes	The TQM Magazine	TQM practices: customer focus training and education, empowerment and teamwork, continuous improvement and	Malaysian organizations (five private-sector companies and five public-sector	104 employees of various levels and functions within their organizations were taken for the study.

7.	Paul Boselie, Ton van der Wiele	(2002, Volume 12, Issue 3)	Employee perceptions of HRM and TQM, and the effects on satisfaction and intention to leave.	Managing Service Quality: An International Journal	problem prevention(ID) Work-related attitudes: job involvement, job satisfaction, career satisfaction, organizational commitment(DV) HRM/TQM activities(ID) Employee satisfaction and intention to leave (DV)	companies were randomly selected)	-
8.	Yankai and Noelah	(2022), Volume 10, Issue 3	Interrelationship of Total Quality Management (TQM), job satisfaction and organizational commitment among hotel employees in Zhejiang and Hainan provinces in China towards a sustainable development framework	International Journal of Research Studies in Managements	TQM practices, job satisfaction, organizational management	Hotel industry of China	Respondents were 385 employees of high star hotels in China, including front-line employees, as well as grassroots, middle and senior managers
9.	Tor Guimaraes	(1997), Volume 14, Issue 1	Assessing employee turnover intentions before/after TQM.	International Journal of Quality & Reliability Management	TQM practices, Role stressors, Task Characteristics, Job involvement, Career satisfaction. job satisfaction,	---	---



Organizational
 commitment, Intention to
 leave

10.	Yankai and Noelah	(2012), Volume 1, Issue 8	Improving employee's performance through total quality management	International Journal of Economics and Management Sciences	TQM practices, job satisfaction, organizational management	---	---
11.	Yue, et al.	(2011), Volume 5, Issue 15	The relationship between people-related total quality management (TQM) practices, job satisfaction and turnover intention: A literature review and proposed conceptual model	African Journal of Business Management	TQM practices(ID) Job satisfaction, turnover intention(DV)	---	---

RESEARCH METHODOLOGY

The literature review mentioned above is the basis for setting up a framework for conceptual research to look at how TQM practices affect employee turnover intention. When reading a research report, the methodology section is the most crucial. Researchers looked at past studies to develop conceptual research on how TQM practices affect employee turnover intention. We used Google scholar, Research Gate, Emerald, and Web of Science as our academic databases of choice for our TQM and employee retention studies. Using the terms "TQM" and "Employee commitment and retention" in a search engine yields an endless quantity of results related to this topic in the research field. Most of the studies focused on TQM and other factors like employee satisfaction, commitment, and company performance, and only a small number of studies looked specifically at how TQM practices affected employees' propensity to remain with (or leave) the organisation.

CONCLUSION

This study makes a contribution to the TQM literature by establishing the relationship between TQM practises and the intention of employees to leave their jobs. Despite the widespread recognition that TQM practises have a positive impact on employee satisfaction with their jobs and their productivity, researchers have made just a few attempts to examine the linkage between TQM and employee's plans to stay with their current employers. Past studies revealed that TQM practices such as customer focus, organisational trust, organisational communication, training, employee involvement, and empowerment have a favourable relationship with an employee's inclination to remain with a firm. Furthermore, it was discovered that organisational trust is a key TQM practice that increases the likelihood that an employee will stay. These TQM factors were proven to be effective in enhancing employees' preparedness for change, which eventually leads to positive employee outcomes, such as enhanced organisational commitment and reduced intention to leave a company. It is envisaged that if employees have a favourable opinion of TQM practices; this will result in increased job satisfaction and a decreased inclination to leave their current position. It has been argued that TQM does have a significant impact on employee attitudes and their inclination to remain with the organisation (Guimaraes, 1996, 1997; Boselie and Wiele, 2002; Gardner and Carlopio, 1996). The growth of TQM practises ought to provide helpful gauges for elucidating the relationship between TQM practises and an inclination to stay. The value of an organisation will increase dramatically if its employees enjoy working there and feel loyal to the company. So, it is very important for management to figure out how TQM practises affect how happy employees are and how likely they are to leave their current job. The study contributed to raising awareness and understanding of the need for a theoretical foundation for the implementation of TQM

practices, which lead to better working conditions for employees and make them more likely to stay with the company.

FUTURE SCOPE OF THE STUDY

The study lies solely on the secondary sources of information. However a well-designed questionnaire can be utilized in the future to validate the findings of the earlier studies on TQM management practices and employee's inclination to stay or employee retention.

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