



A STUDY OF TOTAL QUALITY MANAGEMENT OF COLLEGES OF EDUCATION IN RELATION TO JOB SATISFACTION OF TEACHER EDUCATORS

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ABSTRACT

In this paper an attempt has been made to compare the scores of Total Quality Management and Job Satisfaction of male and female Teacher Educators working in selected B.Ed. Colleges of Belagavi district. The sample of the study were drawn by using stratified random sampling technique. The data were collected using Job Satisfaction Scale constructed and standardized by Dr.Amar Singh and Dr.T.R.Sharma (1999) and Survey Instrument to Measure Total Quality Management constructed and standardized by Bonstingle (1992). The collected data were analyzed by using inferential statistics. From the results it was clear that, Gender does not influence the scores of Total Quality Management and Job Satisfaction of Teacher Educators of B.Ed. colleges.

Key words: Total quality management, job satisfaction, male and female teacher educators etc.,

INTRODUCTION

The concept of TQM flourished after the advent of quality movement led by Americans, such as Deming, Juran and Feigenbaum. In the 1950s, Deming taught statistical methods and Juran taught quality management techniques to the Japanese. Then the focus widened from quality of products to quality of all issues within an organization which is the beginning of TQM.

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Japanese industry had embraced TQM in the 1950's and the resulting success led other countries to follow suit in the 1980's. Gradually TQM started to emerge as a new paradigm shift (Spencer, 1994) and a leading management idea tool (Yong and Wilkinson, 2001).

The rationale behind implementing TQM practices is improving customer satisfaction, quality of products and/or services, productivity, capacity of the production line, employee performance, quality-of-work-life, market share, and competitive position.

The literature on TQM has investigated whether there is an association between TQM practices and job satisfaction of employees working within an organization. Empirical studies reveal contradictory findings.

The concept of quality has been in existence since the concept of Taylorism championed the attainment of quality through inspection (Connor, 1998). A boom of this concept in the nineties brought about the Total Quality Management (TQM) movement, while the creation of the Baldrige award has motivated more firms to adopt the practice of TQM in their operations. TQM requires the involvement of every employee in the organization. It also involves the use of teamwork for continuous improvement.

Literature Review

The results of the study by Gholam Reza Ashtari, Seyed Ali Seyedi, Manahi Zahiri (2015) showed that, the implementation of model criteria of total quality management in has a significant relationship between the establishment of total quality management dimensions and employee job satisfaction. It was also found that, if the support and leadership of senior management be done properly and consistently the employees' job satisfaction will be increased. The results about other aspects of total quality management were also evaluated. It was determined that by implementing strategic planning in the organization, employee job satisfaction improves. In this study, it was demonstrated that pay attention to staff training and teamwork in the organization has a positive impacts on job satisfaction and organizational performance improvement. At the end, it was also determined that the employees' positive attitude towards the organization and management lead to job satisfaction, and vice versa negative attitude of the staff has negative consequences and lack of satisfaction.

The relationship between job satisfaction and total quality management was studied by Hamid Motasemi, Kamal Ghaderi and Alireza Abdi (2016). An analytical survey-descriptive format was used in this research. The questionnaires on job satisfaction and total quality management were used for measuring research variables. Research results indicated a

medium rate of job satisfaction and quality management. This study recommends for the adoption of necessary measures for increasing employees' job satisfaction.

A study by Md.Zahidul Islam, Ikramul Hasan and Munir Hossain (2017) aims to investigate the relationship between TQM elements and job satisfaction. This study is a quantitative research by nature. A questionnaire based on the previous studies was developed by the researcher and the same was used to collect the data. The hypotheses were tested by using regression analysis. The results of the study revealed that, three independent variables, namely teamwork, organisational culture and reward and recognition have positive and significant relationships with job satisfaction. On the other hand, no significant relationship between organisational trust and job satisfaction was evidenced. The findings of this study may contribute significantly to the development of new knowledge, and help understand how TQM elements work in any organization.

Adopting total quality management program in an organisation may have consequences not only for organisational outcomes but also for employee work behaviour. In this regard the study conducted by Olaoluwa J. Oluwafemi and Samule Essien Okon (2018) investigates the conceptual and empirical link between TQM practices, job satisfaction, and employee work engagement. Cross-sectional survey design, quota, proportionate and simple random sampling techniques were used to draw the sample. Regression and correlation analyses were used to analyse the study data. A significant and positive relationship was found between dimensions of TQM practices (i.e., leadership and management support, employee participation, training, reward and recognition, and customer focus), job satisfaction and employee work engagement. The study further revealed that, job satisfaction partially mediated the relationship between TQM practices and work engagement. The implications of soft TQM implementation on employee job satisfaction for achieving highly engaged workforce were also discussed in this study.

Anil and Satish (2019) in their study reported that, to remain profitable, sustainable, and to be in top position, nowadays organizations face a highly challenging and competitive environment that requires better management strategies. Under such circumstances, quality management enhances employee motivation and performance.

The study by Amjad Ali, Sumaira Rehman, Muhammad Asif and Naveed Iqbal (2020) aimed to measure the effect of soft TQM practices on job satisfaction and organizational commitment of healthcare professionals. Results were drawn by applying reliability, correlation, and linear regression analyses. Study proved that, soft TQM practices exert a positive effect on organizational commitment and job satisfaction of healthcare professionals. However, the study fails to find any significant impact of top management commitment, leadership, and customer focus on job satisfaction. Therefore, hospital administration should

be committed to successfully implement the TQM practices for the improvement of organizational commitment and job satisfaction of healthcare professionals. This study can be considered as a pioneer work that examined the relationship of TQM practices with job satisfaction and organizational commitment of healthcare professionals in Pakistan.

Design of the Study

The study has been conducted by employing descriptive survey design.

Need and Importance of the Study

Most of the previous TQM models focused on the impact of TQM towards business performance only. Most of the studies related the TQM practices with the organizational performance. Based on the previous study, there is still lack of study discussing the relationship of TQM practices and job satisfaction. The relationship between TQM and business performance in previous studies were found mixed (Sadikoglu and Zehir, 2010). The performance is measured in an overall view of the organization and less study is emphasizing the employee performance (Jun et al., 2006). This research will contribute by providing empirical evidence about the relationship between TQM practices and job satisfaction of Teacher Educators.

Therefore, by virtue of this study the researcher has made an attempt to know the nexus between total quality management and its effect on job satisfaction of the teacher educators.

Objectives of the Study

- (1) To determine the differences, if any, between Male and Female Teacher Educators of B.Ed Colleges with respect to their scores of Job Satisfaction.
- (2) To assess differences, if any, between Male and Female Teacher Educators of B.Ed Colleges with respect to scores of total quality management.

Variables

Dependent variable	: Total Quality Management of B.Ed Colleges
Independent variable	: Job Satisfaction of Teacher Educators
Moderator variable	: Gender (Male and Female)

Testing of Hypothesis Using Inferential Statistical Analysis

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Under this section, the researcher has tested the hypotheses relating to Total Quality Management, Job Satisfaction and Correlational hypotheses relating to Job Satisfaction using Inferential Statistics.

H¹: There is no significant difference between scores of Total Quality Management of Male and Female Teacher Educators of B.Ed.Colleges.

Table No.1: Comparison of Total Quality Management scores of Male and Female Teacher Educators of B.Ed. Colleges.

Gender	N	Mean	SD	t-value	p-value	S/SN
Male	105	127.2190	16.95638	.550	.583	NS
Female	45	128.8222	14.87262			

From Table No.1 it is evident that, the obtained 'p'-value is 0.583, here 'p'-value is higher ($p > 0.05$) than 0.05 level of significance. Hence, the null hypothesis is accepted. Therefore it can be concluded that, Gender does not influence the scores of Total Quality Management of Teacher Educators of B.Ed. colleges.

H²: There is no significant difference between scores of Job Satisfaction of Male and Female Teacher Educators of B.Ed.Colleges.

Table No.2: Comparison of Job Satisfaction scores of Male and Female Teacher Educators of B.Ed. Colleges.

Gender	N	Mean	SD	t-value	p-value	S/NS
Male	105	112.7238	3.13017	.176	0.860	NS
Female	45	112.8222	3.135549			

From Table No.2 it is evident that, the obtained 'p'-value is 0.860, here 'p'-value is higher ($p > 0.05$) than 0.05 level of significance. Hence, the null hypothesis is accepted. Therefore it can be concluded that, Gender of Teacher Educators of B.Ed. Colls do not influence the scores of Job Satisfaction.

Findings of the Study

- 1) Gender does not influence the scores of Total Quality Management of Teacher Educators of B.Ed. colleges.

- 2) Gender of Teacher Educators of B.Ed. Colleges do not influence the scores of Job Satisfaction.

CONCLUSION

The argument of TQM proponents that, organizations can accomplish higher levels of results by implementing TQM philosophy, wherein human factor is one of the determining variables besides any other factors on the organizational culture, which will influence employee behaviours and organization performance. Therefore TQM practices will help to enhance the employee performance and satisfaction.

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