

**UNIVERSITI TEKNOLOGI MARA SARAWAK  
FAKULTI SAINS PENTADBIRAN DAN PENGAJIAN POLISI**



**A STUDY ON TQM PRACTICES AND EMPLOYEES' JOB  
SATISFACTION: CASE STUDY OF SARAWAK ENERGY  
BERHAD, KUCHING**

<b>JUSTIN JOHN AK MARI</b>	<b>2010991075</b>
<b>RADEN MOHD AZLAN BIN RADEN PERHAN</b>	<b>2010969855</b>

**SUPERVISOR:  
SHARON PEARL HENRY SERUB**

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## **Abstract**

*Total Quality Management practices have brought many private and public sector into success. This new management principle is a key for maintaining competitive advantages and helps the organizations to improve its overall effectiveness and performance through continuous improvement efforts. The study examines the TQM practices on job satisfaction among the employees. The TQM practices such as customer focus; teamwork; organizational trust; organizational culture and reward and recognition are among the elements that have impact on job satisfaction directly. A random sample of 150 employees of Sarawak Energy Berhad (SEB), Kuching, Sarawak have been selected and required to answer the survey regarding this TQM practices. The employees' level of job satisfaction and their perception on TQM practices were examined. Apparently, most of the employees having high and positive level of job satisfaction and agreed that TQM's elements were regularly practices in the organization. The employees approved that customer focus and organizational trust is eminent elements of TQM practices which having strong relationship with their job satisfaction. The study also shows that reward and recognition as well as organizational culture less associated with their level of job satisfaction in practicing TQM in the organization. The implementation and practicing of TQM must be well-communicated to the employees to assure no resistance to change for work improvement while maintaining their satisfaction over their jobs regularly.*

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## CHAPTER 1

### INTRODUCTION

#### 1.0 INTRODUCTION

In the pace of globalization, it is vital for each organization to have a specific measurement or capacity in appraising the realization of good management. Deliberately, in facing the globalization of market and product and challenging market economy, most of the organizations regardless public or private are struggling to keep up their management compatible and competitiveness enough to ensure delivering good services or products to the customer at high quality. In our research, we will study on the employees' perception towards dimensions of the total quality management (TQM) practices in an organization which have influence on job satisfaction. Hence, this chapter will explicate the key grounds what TQM are, how TQM practices in an organization does and so forth.

It is essential to have a comprehensible understanding of TQM components in regard how it can influence the employee's attitude. Quality can be defined as the degree to which a product meets the requirement of a customer (PL, 2001). According to Oii K.B et.al (2007) quoted from Zhang et al(2000), Chapman and Al-Khawaldeh (2002) to assure this quality are well-delivered, TQM have been practices as a key for maintaining competitive advantages and is a way of managing organizations to improve its overall effectiveness and performance towards achieving world-class status. TQM creates an organisational culture that fosters continuous improvement in everything by everyone at all times, and requires changes in organisational processes, strategic priorities, individual belief, attitudes and behaviours (Shin et al., 1998).

## CHAPTER 2

### LITERATURE REVIEW& CONCEPTUAL FRAMEWORK

#### 2.0 INTRODUCTION

This chapter provides a review of the literature on the critical success factors of TQM which translate into essential dimension of TQM practices in an organization, the definition of job satisfaction in regarding employees' attitudes and the relationship between the variables and the job satisfaction among employees which correlate with the research objectives identified in the earlier section.

The literature review will endeavour to provide a theoretical body of knowledge related to the two variables of the present study, namely dimension of TQM practices that have been identified and job satisfaction in the workplace. The main purpose of the present study is to determine whether or not there is a relationship between dimensions of TQM practices with the job satisfaction among the employees in the organization.

## **CHAPTER 3**

### **RESEARCH METHOD**

#### **3.0 INTRODUCTION**

This chapter illustrates the methodology that will be applied in the study. It will cover the research design, questionnaire design, sampling design, and sample size, and also the data collection methods that assisted in enhancing the value of the study. The theoretical framework explained the critical success factors affect the employees' job satisfaction and it was develop to identify each variable.

#### **3.1 RESEARCH DESIGN**

Research design provides the basic direction for carrying out a research project so as to obtain answers to research questions. Research design chosen will provide relevant information on the research question and will do the job most efficiently.

For the purpose of this study, the research design was cross-sectional survey. The research demands for information from the public servants of the public sector agencies in SEB about TQM practices towards their job satisfaction. Type of approach that is being used is by a questionnaire survey.

#### **3.2 SAMPLING UNIT**

The sample unit or sample element is the unit of analysis in a population. It can be single element or a group of elements selected from the sample depending on the nature of the study. Thus, in our study, we have chosen to use individual basis.