

Employee Commitment and Excellence of Total Quality Management

An Empirical Investigation of Fifteen Manufacturing Companies

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Abstract

Development in the product markets, technology and legislation has led employers to search for new strategies and structures. Accordingly, the quality of products and services is high on the agenda for both private and public sector organizations with quality certification and Total Quality Management emerging as key concerns. The proponents of Total Quality Management (TQM) define quality in terms of customer requirements, or 'fitness for use'. In this way employees in the organization are exhorted to be customer driven with the aim of continuously improving customer satisfaction. Total Quality Management (TQM) has two aspects, production orientation and employee relations orientation. Organizations are of course more than technical systems. They are about people and about the way people behave and interact with each other in groups. They are about the attitudes, the aspirations and the motivation of people in work situations. Accordingly the objective of this paper is to identify the impact of employee commitment as a work related attitude on the excellence of TQM. Most writers on TQM agree that its success is dependent on a people orientation, illustrated through initiatives such as team working, training and development, employee involvement and participation on a people orientation. Devanna et al. (1984) argues that the various elements of human resource management should fit together as a coherent whole as reflected in their 'HRM Cycle'. This suggests that the bid to develop a quality culture begins with staff selection and induction, where the aim is to select employees with the required attitudinal and behavioral characteristics and to then induct them in to the quality culture. Total quality requires a complete change in the attitude culture prevailing within organizations. The results of this study reveal that the employee commitment is a key determinant of the excellence of Total Quality management of an organization as a job related attitude.

Key Words: Total Quality Management (TQM), Excellence of Total Quality Management (ETQM), Employee Commitment (EC), Job Attitudes, Organizational Culture, Leadership, Human Resource Management.