

The Impact of People Related TQM and CSR on Employees Job Satisfaction

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Access this article online		
Received on: 27 July 2021	Accepted on: 25 December 2021	Published on: 30 June 2022
DOI: 10.25079/ukhjs.v6n1y2022.pp1-9	E-ISSN: 2520-7806	
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Abstract

This study aims to examine the impact of People related TQM which consist of (management commitment, employee empowerment, involvement, training, and teamwork) and Corporate Social Responsibility CSR (economical, ethical, legal, and philanthropic) on employee job satisfaction. In conducting this study data is collected through primary source using a random survey questionnaire employee in the construction companies located in Sulaymaniyah City/ Kurdistan Region- Iraq. At the time of conducting this study, there were (40) construction companies registered with the Board of Investment of Kurdistan-Iraq and had permission to operate in Sulaymaniyah City. 200 questionnaires were distributed among 25 companies out of which a total of 130 were usable. The data obtained was analyzed quantitatively using SPSS program. The result of this study reveals that there is a positive significant impact of TQM and CSR individually and simultaneously on employee job satisfaction. The proposed model showed an acceptable fit.

Keywords: People Related TQM, TQM, Corporate Social Responsibility, Employee Job Satisfaction, Construction Companies.

1. Introduction

Total Quality Management (TQM) is recognized as a management approach that involves commitment of all employees to the continuous improvement of work processes in order to satisfy customer need and expectation (Lee and Chang, 2006). As well as those employees are the most important asset to deliver an excellent quality product and achieve hierarchical execution, because eventually it's "people that make quality happen" (Prajogo and Cooper, 2010) and without them advance technology and up to date management system will be reduced to nothing (Yue et al., 2011). Companies are motivated by their employees and other stakeholders to behave in a socially responsible way to adjust business practices to reduce the firm's negative outcome (Faeq et al., 2021), such as environment-polluting activities, corrupt practices, health and safety damage (Moodly et al, 2008) to a positive contribution to the community where their business operate. (Benavides-Velasco et al, 2017). Companies adopted CSR as a strategic management approach that concern about non-profit activities of corporations implemented for the welfare of communities beyond their economic interest (Carroll and Shabana, 2010). The employees that recognised as primary internal (Greenwood, 2007) and high

power-influencer stakeholders (Mitchell et al, 1997) demand the organizations for CSR (McWilliams and Siegel, 2001). Also recognizing them as a score of organization that have adopted TQM (Yue et al., 2011).

There are some studies that analyse TQM in the manufacturing industry, particularly the influence of TQM on employee outcomes. In electronic, manufacture sector, none of those studies conducted in the construction sector. There is an ambiguity in the interest of these construction companies to recognize the importance of Total Quality Management outputs (Faeq et al, 2021).

Furthermore, most of the current studies in the relevant literature on CSR practice focus on customers, shareholders little is known about the employee's response to CSR perceptions (Ilikhanizadeh and Karatepe, 2017).

In spite of the benefits of adopting TQM and CSR to deal with the current challenges in the manufacturing industry, there are no contributions that simultaneously analyse both management philosophies to explain their impact on the employee job satisfaction as internal stakeholder in the construction sector (Benavides-Velasco et al., 2014).

The contribution of this study is to fill these gaps in the literature by examining the commitment to both People related TQM and CSR practices influence the employee job satisfaction in the construction sector in Sulaymaniyah city- Kurdistan region – Iraq as a developing country. Therefore, the study problem can be determined by the following question: Do People Related Total Quality Management and Corporate Social Responsibility have impact on Employees Job Satisfaction in the construction companies in Sulaymaniyah city- Kurdistan Region – Iraq?

The importance of this study links between three important subjects, which are people related Total Quality Management, Corporate social responsibility and employee job satisfaction in the construction sector. The findings of this study will provide insightful knowledge about TQM and CSR from the perspective of the employees in the construction sector. This can help academics and quality practitioners who want to support and promote People related TQM and CSR in the construction sector.

2. Literature Reviews

2.1. Total Quality Management

The synergy between HRM and TQM practices generate positive, tangible and intangible outcome to the organization (Jimenez and Costa, 2009), and TQM practices are critical conduits for encouraging employee motivation, retention and performance (Farj et al, 2021). Thus, organizations that acquire soft TQM can outperform competitors (Powell, 1995). Still, there is a lack in the literature of agreement as to what are the People related TQM elements therefore, there are various TQM elements have investigated by researchers (Prajogo and Cooper, 2010; Arunachalam and Palanichamy, 2017; Boon Ooi et al., 2007; Chang et al., 2010 and Yue et al., 2011). And they are (top management commitment, top management- leadership, employee empowerment, employee involvement, teamwork, appraisal systems, customer focus, continuous improvement, organizational trust, reward and recognition, organizational culture, and training). In relation to employees' work-related attitude in TQM literature, employee involvement, empowerment, and top management commitment and leadership are identified as critical elements of a successful TQM programme (Bowen, et al., 1989). Teamwork and employee training (Hackman and Wageman, 1995).

2.1.1. People related TQM dimensions:

2.1.1.1. Management commitment: is considered as the first step which organisations need to secure before they embark on putting TQM in place (Prajogo and Cooper, 2010). Beside a critical ingredient in creating and maintaining an effective and positive service orientation.

2.1.1.2. Employee empowerment: “Empowerment provides an environment where workers can unleash, develop and utilise their skills and knowledge to their fullest potential for the welfare of the organisation as well as for themselves”(Ripley and Ripley 1992 , p. 21). While defined by (Conger and Kanungo, 1988, p. 747) ‘a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness, and through their removal by both formal organisational practices and informal techniques of providing efficacy information’. empowerment provides employees with the freedom to take responsibility for their ideas, decisions and outcomes, hence releasing them from rigid and bureaucratic controls, which is similar to job enrichment (Prajogo and Cooper, 2010). When people are empowered, they can control and influence the environment they work or they can change the results (Vu, 2020).

2.1.1.3. Employee involvement: This involves developing both top-down and bottom-up communication channels, providing mechanisms for employees to voice their concerns or suggestion on quality issues (Al- Jaf et al, 2020), and direct participation in decision-making processes (Prajogo and Cooper, 2010). Employee involvement connote the idea of allowing employees to participate in decisions that affect them, increasing their autonomy and control of their work, delegating more authority and responsibility to them, in other to make than more committed, motivated and satisfied with their jobs in an organization (Obiekwe et al., 2019).

2.1.1.4. Training: Training provides employees with skills and confidence in achieving high-quality outcomes from their work (Prajogo and Cooper, 2010). would provide opportunities to the employees to have a better career life and get better position in the organization (Ahmed and Faeq, 2020)

2.1.1.5. Teamwork: Teamwork was defined as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers there (Sanyal and Hisam, 2018). Teamwork is a process that describes interactions among team members who combine collective resources to resolve task demands (Schmutz et al., 2019).

2.2. Corporate Social Responsibility

CSR is a new management approach; therefore, the universal definition of CSR is not yet well developed and still remains elusive (Skudiene and Auruskeviciene, 2012). Davis (1973) assertions that “CSR refers to the firm’s consideration of, and response to, issues beyond the narrowly economic, technical, and legal requirements of the firm”. Enable the organizations for “contributing to sustainable development by working to improve the quality of life with employees, their families, the local community and stakeholders up and down the supply chain” (Garavan and McGuire, 2010). According to Carroll (1979), there are four indicators of CSR: economic, legal, ethical, and philanthropic.

Organizations engaged in CSR activities are more constructive in comparing to those organizations with no CSR or less visible CSR programs (Bhattacharya et al, 2008).

2.2.1. The economic indicator: refers to the economic activities in terms of competitive position, profitability, and operational efficiency.

2.2.2. Legal indicator: refers to the obligation to follow the rules and regulations of place that under it operate their business.

2.2.3. Ethical indicator: refers to the activities that over the social expectation beyond legal obligation that required by law.

2.2.4. Philanthropic: refers to activities to be at the level of social expectation to be good corporate citizens (e.g., promotion of human welfare).

2.3. Employee Job Satisfaction

People need a job to build their lives and filling their needs on the other hand, they have to spend most of their life time in the job so it’s not surprising that they seek satisfaction in their job and change it if they feel their job not fit their expectations. Job satisfaction refers to “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969, p. 316). That is basically recognised as a multidimensional construct (Yue et al, 2011) which reflect employees’ feelings of satisfaction with a various job element that are related to the job content in a direct or indirect way (Chang and Chang, 2007). According to (Irvine and Evans, 1995) there are three main factors affect employee job satisfaction:

- 1- Economical factor: belongs to financial factors (pay, compensation and career opportunities),
- 2- Social factor: related to the nature of the work, working conditions, work environment)
- 3- Psychological: factors concern about demographic variables like (age, work experience).

The organization’s ability to participate their employees in different activities and decision-making process enhances employees’ job satisfaction (Kim, 2002). Job satisfaction is an essential goal for organizations of its well-established association with organizational outcome in both individual and organizational levels (Yue et al, 2011).

2.4. Study Framework

The researchers developed the study framework scheme on the theoretical basis of the literature on the main dimensions of the study, which is People related TQM (Total Quality Management), CSR (Corporate Social Responsibility) and Employee job satisfaction. Figure 1 shows the study scheme for these relationships.

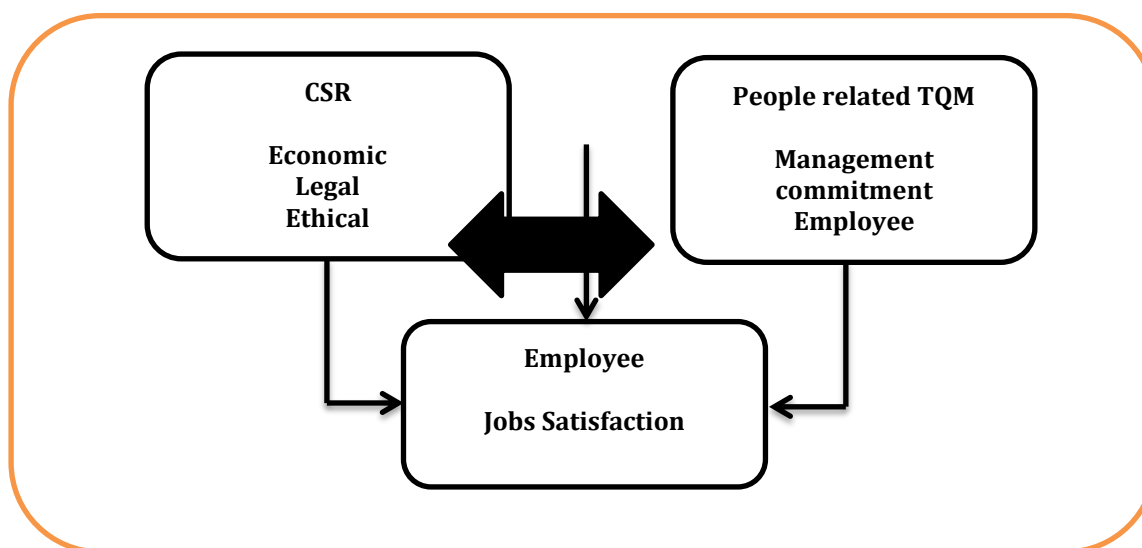


Figure 1. Theoretical Framework.

2.5. Study Hypotheses

H1: There is a significant positive correlation between People related TQM and CSR.

H2: People related TQM practice (top management commitment, employee empowerment, involvement, training, and teamwork) has a significant positive impact on employee job satisfaction.

H3: CSR implementation (economical, ethical, legal and philanthropic.) has a significant positive impact on the employee job satisfaction.

H4: Simultaneous implementation of People related TQM and CSR have a significant positive impact on the employee job satisfaction.

3. Methodology

The target population of the current study consists of employees work at the construction companies located in Sulaymaniyah City/ Kurdistan Region- Iraq. At the time of conducting this study, there were (40) construction companies registered with the Board of Investment of Kurdistan-Iraq and had permission to operate in Sulaymaniyah City. 200 questionnaires were distributed among 25 companies out of which a total of 130 were usable. using five-point Likert scale (1strongly disagree to 5 strongly agree). The data were analysed using descriptive and inferential statistics SPSS program. In order to measure People related TQM a (23) item questionnaire was adapted from (Prajogo and Cooper, 2010) the aspects included top management commitment six items, employee empowerment (four items), employee involvement (five items), training (three items), and teamwork (five items) and. As well as (24) items were used to assess CSR adapted from (Lee et al., 2012) economic CSR and the legal CSR each consisted of seven items, while the ethical CSR and the philanthropic CSR each consisted of five items. The job satisfaction variable item that consists of three questions adapted from (Karatepeand Karadas, 2015).

4. Results and Outcomes

4.1. Reliability of the questionnaire:

Cronbach Alpha analysis was used for the purpose of verifying the reliability coefficient of the questionnaire. The value of the Cronbach Alpha is acceptable when these values are greater than 0.60 (Sekaran, 2005). The total value of the questionnaire' questions is (. 90), TQM (.90), CSR (.90), Employee job satisfaction (.90). These results show that the reliability of the questionnaire has a high degree of reliability as shown in Table 1.

Table 1. Results of Cronbach Alpha Value.

Variables	No of questions	Cronbach Alpha value
Whole questionnaire	50	0.90
TQM	23	0.90
CSR	24	0.90

Employee job satisfaction	3	0.90
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4.2. Descriptive Analysis of the Variables

A descriptive analysis was then conducted to describe the general employee perception of the TQM, CSR, and employee job satisfaction in construction companies in Iraq context. As can be seen in Table 2,3, and 4 the mean and standard deviation of the constructs were reported. For ease of interpretation of the five-point Likert scale anchored by 1 (strongly disagree) to 5 (strongly agree).

4.2.1. Total Quality Management

Table 2 shows the general average means of TQM that reached (4.44). As shown, there is a high level in the general averages of all TQM dimensions. Its six questions of management commitment mean are (4.49), employee empowerment mean is (4.28) employee involvement mean is (4.63) training mean is (4.38) and teamwork mean is (4.44). These results indicate that the TQM dimensions receive a high level of attention at the construction companies in Sulaymaniyah city.

Table 2. Means and Standard Deviations of People Related TQM Questions.

TQM	Mean	SD
Managers assume responsibility for quality performance.	4.62	0.725
Managers actively participate in the continuous improvement programmes.	4.58	0.758
Importance is attached to quality by top-level managers in relation to cost objectives	4.62	0.725
Quality issues are reviewed in the company's top management meetings.	4.60	0.728
Managers have objectives for quality performance.	4.28	0.728
The goal-setting process for quality within the company is comprehensive	4.28	1.05
General average of Management commitment	4.49	0.785
Employees are encouraged to fix problems they find.	4.28	1.05
Employees are given the resources necessary to correct quality problems they find.	4.28	1.05
Employees have technical assistance available to them to help them solve quality problems.	4.28	1.05
A problem-solving network is available to employees in solving quality related problems	4.28	1.05
General average employee empowerment	4.28	1.05
Resources are available for quality-related training in the company	4.64	0.66
Quality-related training is given to all supervisors and managers in the company.	4.62	0.66
Quality-related training is given to all employees in the company.	4.64	0.66
Training is given in the 'total quality and continuous improvement' concepts throughout the company.	4.64	0.66
Training is given in the basic statistical techniques (e.g. histogram and control chart) throughout the company	4.64	0.66
General average of involvement	4.63	0.66
Employees are involved in quality improvement teams	4.38	0.87
Cross-functional teams are established for solving quality problems	4.38	0.87
Resources are available for supporting quality-related teams	4.38	0.87
General average of Training	4.38	0.87
Resources are available for quality-related training in the company	4.40	0.880
Quality-related training is given to all supervisors and managers in the company.	4.40	0.880
Quality-related training is given to all employees in the company	4.44	0.884
Training is given in the 'total quality and continuous improvement' concepts throughout the company	4.48	0.814

Training is given in the basic statistical techniques (e.g., histogram and control chart) throughout the company	4.48	0.814
General average of teamwork	4.44	0.854
General average of TQM	4.44	0.843

4.2.2. Corporate Social Responsibility

Table 3 shows the general average means of CSR trust that reach a value of (4.54). As shown, there is a high level in the general averages of CSR dimensions. It is each seven questions of economic and legal questions from the employee's view which reflect a general high mean of (4.7) and (4.47) respectively, and each five questions of ethical and philanthropic questions shows a mean of (4.48) and (4.51) respectively. These results indicate that the CSR dimensions receive a high level of attention at the construction companies.

Table 3. Means and Standard Deviations of CSR Questions.

CSR	Mean	SD
Our business has a procedure in place to respond to every customer complaint.	4.80	0.814
We continually improve the quality of our products business.	4.80	0.814
We use customer satisfaction as an indicator of our business performance.	4.50	0.814
We have been successful at maximizing our profits.	4.48	0.814
We strive to lower our operating costed	4.48	0.814
We closely monitor employee's productivity	4.46	0.813
Top management establishes long-term strategies for our	4.46	0.813
General average of economic	4.7	0.813
Managers are informed about relevant environmental laws.	4.46	0.813
All our products meet legal standards.	4.48	0.814
Our contractual obligations are always honoured.	4.50	0.814
The managers of this organization try to comply with the law.	4.48	0.814
Our company seeks to comply with all laws regulating hiring and employee benefits	4.48	0.949
We have programs that encourage the diversity of our workplace (in terms of age, gender, or race)	4.42	0.814
Internal policies prevent discrimination in employees' compensation and promotion	4.48	0.814
General average of legal	4.47	0.833
Our business has a comprehensive code of conduct to all customer.	4.48	0.814
Members of our organization follow professional standards.	4.48	0.814
Top managers monitor the potential negative impacts of our activities on our community.	4.50	0.814
We are recognized as a trustworthy company. Fairness toward co-workers and business partners is an integral part of our employee evaluation process.	4.50	0.814
A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment).	4.48	0.814
General average of ethical	4.48	0.814
The corporation tries to improve the image of its product.	4.50	0.814
The corporation tries to improve perception of its business conduct.	4.48	0.814
The corporation tries to improve its corporate image.	4.48	0.812
The corporation tries to help the poo.	4.56	0.812
The corporation tries to contribute toward bettering the local community.	4.56	0.812
General average of philanthropic	4.51	0.812
General average of CSR	4.54	0.818

4.2.3. Employee Job Satisfaction

Table 4 shows the general average means of employee job satisfaction that reached (4.48). As shown, there is a high level in the general averages of employee job satisfaction, questions from respondents' view. Each of the three questions reflects a general high mean of (4.44), (4.46), and (4.54) respectively. These results indicate that the employee job satisfaction dimensions receive a high level of attention at the construction companies.

Table 4. Means and Standard Deviations of Employee Job Satisfaction Questions.

Employee job satisfaction	Mean	SD
I feel fairly well satisfied with my present line of work	4.44	0.812
I feel a great sense of satisfaction from my line of work	4.46	0.813
All things considered (i.e., pay, promotion, supervisors, co-workers, etc.	4.54	0.734
General average of employee job satisfaction	4.48	0.784

4.3. Testing Study Hypotheses

4.3.1. Examining the Correlation between the Study Variables

The first hypothesis states that there is a significant positive correlation between People related TQM and CSR. Pearson Correlation was used in order to examine this hypothesis which indicates a significant and medium correlation ($r = .575$) between People related TQM and CSR at the significant value of (0.000). Nevertheless, the existence of a positive correlation exists between CSR and People related TQM dimensions (management commitment, employee empowerment, involvement, training, and teamwork ($r = .387$), ($r = .487$), ($r = .413$), (.445), and (.376) respectively.

4.3.2. Examining the Impact between the Study Variables

The regression analysis as it shown in Table 5 illustrates that People related TQM and CSR separately have a significant impact on employee job satisfaction. The constant value reveals that if people related TQM and CSR is at zero level, employee job satisfaction has to be in 0.85% and 0.88%. These predictions were significant at p-value of (0.05). Furthermore, 0.73% and 0.79% of employee job satisfaction can be explained by people related TQM and CSR as represented by R^2 value. In addition, F calculation is equal to (132.52) and (180.39) respectively, which are statistically significant. These results confirm the second and third hypothesis. Table 5 shows that the calculated R^2 is 0.73, meaning of the variance in employee job satisfaction can be predicted by the simultaneous implementation of human related TQM and CSR. Moreover, Table 5 illustrates that F calculated is 120.68 with the significant value of 0.00 and is statistically significant.

Table 5. Regression Analysis between Study Variables

Variable					
	β	t	F value	R^2	sig
Human related TQM	0.656	18.679	132.52	0.73	0.00
CSR	0.787	19.312	180.39	0.79	0.00
Human related TQM and CSR	0.632	17.847	120.68	0.73	0.00

5. Conclusion

Using data gathered from employees in construction sector in Sulaymaniyah city- Kurdistan region – Iraq, the current study proposed a research model and tested four hypotheses. The results denote that the research hypotheses support, i.e. The findings of the current study indicates that people related TQM encompasses the employee job satisfaction through the principles of (top management commitment, employee empowerment, involvement, training and teamwork) this finding is a line with other empirical studies in literature like (Prajogo and Cooper, 2010; Yue et al., 2011; Faeq et al., 2021; Faraj et al., 2021).

Conversely, the findings show that Kurdistan region - Iraq as a political, economic and social instability can optimize CSR overall achievement by creating best synergy between organizational resource and the need employees satisfied with the job can be increased through practicing CSR. This finding is in agreement with relevant studies (Lee et al., 2013; Faraj et al., 2021).

Moreover, the results denote that the research hypotheses support that there is a significant and positive impact of people related TQM and CSR simultaneously on employee job satisfaction this finding is in a line with the study of (Benavides-Velasco et al., 2014;).

The finding of current study encourages the decision makers in the construction sector to invest more in People related TQM, initiates and adopt CSR activities to attract employees, enhance morale, quality of work and relations, increase productivity, improve performance and obtain a competitive edge.

6. Recommendation, Limitation, and Future Study

Management in the construction sector should invest in current employees with continuous training, empowerment, involvement and teamwork that would develop their technical, behavioural and communication skills that enable the organization to retain a pool of satisfied employees who can deal with customer requests properly.

During the employment process, candidates should be reminded about the company's CSR initiative. This sends a clear message to these individuals that the construction company is serious about CSR in order to achieve long-term growth and development.

Management in the construction sector should emphasize to establish an environment and culture to support a moral and ethical values that reflect the organization's adaptation of CSR. It's recommended the organization to give more responsibility and privilege to hard workers who are in progress in their career, according to the organization's commitment to both TQM and CSR strategies.

Several limitations of our study that highlight a need for future research should be reported. First, we limited our focus on employee job satisfaction as a dependent variable, Future empirical studies may take into account other critical variables like voice behaviour, employee green behaviour. Second, future research may collect data from other sectors and cities in the Kurdistan region - Iraq specifically or Iraq in general – to expand the data base for generalization and comparison.

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