

THE EFFECT OF TOTAL QUALITY MANAGEMENT
(TQM) AND WORK-LIFE BALANCE TOWARDS JOB
SATISFACTION

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Abstract

In the past few decades, there are many studies about Total Quality Management (TQM) and work-life balance. Total Quality Management (TQM) and work-life balance is very critical for business sustainability of SMEs as this is related to Human Resource Management (HRM). Human resources have been a critical factor to contribute to the success of a business. High performing organisations not only need improvement on the services and products but also need the improvement on handling human resources and handling process flow in this competitive business environment nowadays. The purpose of this research study is to understand how TQM practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards employees' job satisfaction at SMEs within Klang Valley, Malaysia. The quantitative survey has been carried out and a total of 195 usable responses were collected. It can be concluded that employee training, employee rewards and recognition, employee empowerment and work-life balance plays an important role that will lead to employees' job satisfaction and turnover intention.

CHAPTER 1: RESEARCH OVERVIEW

Introduction

In the past few decades, there are many studies about Total Quality Management (TQM) and work-life balance which also related to Human Resource Management (HRM) has been a critical factor to contribute to the success of a business. High performing organisations not only need to improvement on the services and products but also need to need the improvement on handling human resources in this competitive business environment nowadays.

This chapter proposes a research that can have further understanding on how Total Quality Management (TQM) practices and work-life balance can affect employees' job satisfaction and turnover intention that will contribute towards business sustainability of SMEs within Klang Valley area, Malaysia. Specifically, the study aims to examine the relational factors of Total Quality Management (TQM) practices that included employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance which will influence employees' job satisfaction that lead to turnover intention. The main areas that will be covered in this chapter included research background, problem statement, research objectives, research questions, the importance of the study, hypothesis of the study, proposed conceptual framework, definition of terms, limitation of the study, delimitation of the study and conclusion.

1.0 Research Background

According to SME Master plan, 2012-2020, the development of Malaysia's economy is highly relying on SMEs which is contributing the GDP rate. The performance of Malaysia SMEs is

improving although the business environment is very competitive. This statement is proved by the report from SME which showed that the SMEs' GDP growth increased to from 6% to 6.3% in 2012. SME growth also exceeded the overall GDP growth of the country of 4.7%. These figures showed the importance of SME in shaping Malaysia economic landscape. The success of SMEs has shown a positive influence of the economic growth and development in both developed and developing direct countries (Demirbag et al., 2006). Besides that, there is also a research conducted by Aharoni (1994) found out that the performance of SMEs will affect economies of almost all countries. Thus, this research proposed to have a study which is only focus on SMEs that are contributing to country economy growth.

Nowadays, the business environment is very competitive. The competitive environment has pressured SMEs to implement new methods of working processes to improve the performance (time efficiency, quality issue, shorten lead time etc.) of the organisations. Efficient working methods or process flows are important with increased of international trade, low wage economy competition (different countries), domestic competitors positioning and few large-scale customers that buy products within the region. Internal improvement activities has therefore resulted in increased interest from SME businesses in term of innovative (engaging with new models of manufacturing) and the awareness created by national awards deliberately targeted at SMEs. Efficient working method also allows SMEs to reduce the wastage in terms of time, materials etc. in which also directly lower the cost and provide savings to the organisations and enable them to remain competitive in the market.

Total Quality Management (TQM) is one of the methods to improve the working processes of SMEs. Total quality management (TQM) is a key factor to increase an organisation's effectiveness and to develop the management practices (Thai Hoang et al., 2006). According to Lee & Chang (2006), total quality management (TQM) can is dedication of an organisation's employees to the make changes and endless improvement in working method which targeted to fulfill customers' requirements and needs. The function of Total Quality Management (TQM) is ratified as a critical factor in contribution of business sustainability for both manufacturing and service organisations especially in today's business competitive environment. The findings from

some researchers found out that the effective application of Total Quality Management (TQM) led to enhancement in organisational performance (Flynn et al., 1994). The Total Quality Management (TQM) practices to be explored in this study included employee training, teamwork, employee rewards and recognition, management leadership and employee empowerment. It is important to understand how Total Quality Management (TQM) practices will affect employees' job satisfaction which will be conducted in this research.

Work-life balance is a key factor at the workplace. The main reason is because society and organisations are filled with multi tasks and responsibilities to fulfill in the highly competitive market nowadays. According to McMillan et al., (2011), work-life balance is defined as the absence of conflict between the work and life domains. Other scholars also suggesting energy, time and responsibilities need to be distributed efficiently across domains in order to achieve a balanced life and satisfaction (Kirchmeyer, 2000). Work-life balance is also defined as the minimum role of conflict which achieved satisfaction and well-functioning at both workplace and at home (Clark, 2001). According to Greenhaus, Collins, & Shaw (2003), the conceptions of work-life balance each included the notions equality or near-equality between experiences in the work and non-work roles, which possible to have high levels of satisfaction, functioning, health or effectiveness across multiple roles and that personal resources are applied to each role which is then measure by satisfaction. Employees might need to stay at the organisations for longer period to complete the overload tasks due to inefficient process and causes work-life balance. Implementation of Total Quality Management (TQM): employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment might reduce burden of employees as the practices enable employees to work efficiently and complete tasks in shorter time. Employees' work-life balance can be achieved indirectly with the application of Total Quality Management (TQM). Thus, work-life balance becomes an important for present study as it linked closely with employees' job satisfaction in the organisations.

Based on a survey, Malaysia's employees turnover rate has increased to 13.2% in 2013 from 12.3% in 2012 ("Average Salary Increase of 5.7% in 2014: Survey,"2013). Employees tend to leave an organisation when their job satisfaction is low. Human resources are getting more important for organisations as they are recognized as one of the key factors which will provide

competitive advantage to organisations in today's economy environment (Edvinsson and Malone, 1997; Stewart, 1997; Sveiby, 1997; Mayo, 2001; DTI, 2003; Verma and Dewe, 2004). Thus, human resources management (HRM) in an organisation is important in order to ensure all systems that to be implemented in an organisation can operate efficiently. According to the past studies, organisations which manage their employees by applying a specific set of HR policies and practices are able to receive higher financial returns (Huselid, Jackson & Schuler, 1997). The financial returns guarantee superior organisation performance in long term (Huselid, Jackson & Schuler, 1997). Employee retention becomes a key organisation task for all organisations. Shirazi (2000) also supported the statement and stated "success in hypercompetitive markets depends heavily on talented employees to develop and produce new quality products and services, to devise efficient processes, to deliver products and services as fast as possible and need to provide superior customer service." Thus, an organisation's management team should emphasize Total Quality Management (TQM): employee training, teamwork, employee rewards and recognition, management leadership and employee empowerment and work-life balance to ensure employees' job satisfaction level is always high to reduce turnover rate. Employee retention will minimize organisations' risk by designing comprehensive employee value proposition that balances different driver.

1.1 Problem Statement

Effective working method and human capital becomes a key success factor for an organisation. Human's execution is needed to achieve an organisation's goals. Human resources are the only assets that need to be nurtured generously because employees are the most valuable resource of an organisation (Mishra, 2010). In order to retain employees, it is important to understand employees' job satisfaction towards their jobs from time to time. Job satisfaction is the assessments from employees find the rewarding, fulfilling and satisfying during service existing organisations. It is also defined as a situation that appears when the properties of a job fit together with the demands of employees and fulfill satisfaction from a job (Locke, 1976). Job

satisfaction is a key influence to ensure employees' retention, continuity, attraction and effectiveness of a job and organisation (Locke, 1976). Thompson et al., (2010) stated "Implementing and executing the strategies successfully depends partly on manager's ability to motivate people, create and nurture a strategy-supportive work climate which usually using the best known practices of Total Quality Management (TQM) and pushing for job satisfaction". Besides that, it also can be viewed as positive emotional reactions to specific job. There are numbers of researches explored the relationships between Total Quality Management (TQM) activities towards employees' job satisfaction.

Total Quality Management (TQM) practices can only be success when an organisation is ready to make a move including obsolete outdated management and working process flow and make arrangement to satisfy customer's needs (Johnston and Daniel, 1992). Total Quality Management (TQM) practices are linked closely to human resources (HR) as there are three common basic components according to Zultner (1993). The components included making improvement by a team sharing common system for solving problem and seizing opportunities on a daily basis; satisfying customers by follows a similar structure for working together across the functions of the organisation to provide their best efforts on what are the most important factors to their customers; and lastly improving the organisation (every manager and team share the same understanding of their organisation's goals and strategies).

Ijaz, Kee & Irfan (2012) have stated empirical studies and investigations the linkage between Total Quality Management (TQM) practices and employees' job satisfaction at Pakistani organisations. The findings provide evidence that positive and effective leadership plays a significant and critical role on developing cooperation within employees. Besides that, teamwork leads toward individual performance and organisation performance. Training and education and employee empowerment has significant relationship with job satisfaction (Ijaz, Kee & Irfan, 2012). The research conducted by Chang, Chiu, Chen (2010) focus on the study whereby incorporated total quality management (TQM) practices by exploring the relationship between employee training, employee empowerment, teamwork, employee compensation and loyalty.

Most of the researchers investigate about the linkage about Total Quality Management (TQM) practices and organisation performance and loyalty to an organisation. However, work-life balance also becomes a determinant of employees' job satisfaction level. According to Bakker, Demerouti & Burke (2009), the increased number of hours spent at work and the number of job demands placed on employees has highlighted the permeability of the boundaries between work and life domains and the ability of role demands and strain to be carried from one domain to another by spillover and crossover. Sang et al., (2009) conducted a study to find out the relationship between work-life balance towards job satisfaction and turnover intentions of UK architects. In this study, the result showed that sickness days increased (work-life imbalance), job satisfaction decreased and turnover intention increased. The examination of work-life balance relates to greater job and life satisfaction may contribute to the resources that lead to a greater satisfaction with one's job and life in SMEs.

Therefore, there are two aims of this study. Firstly, it is to fill the gap of factors (TQM Practices: employee training, teamwork, employee rewards and recognition, management leadership and employee empowerment) that affect job satisfaction of employees work for SMEs within Klang Valley, Malaysia by creating a model as current studies are in other countries like Pakistan, China etc. There is lesser study of Total Quality Management (TQM) practices towards job satisfaction in SMEs Malaysia. Besides that, work-life balance will be added as new construct that affect job satisfaction as the previous studies do not have this construct which is linking together with Total Quality Management (TQM) to examine the relationship towards employees' job satisfaction. Secondly is to identify whether employees' job satisfaction will lead to turnover intention. The target group of the study will focus to employees who are working at small and middle sized companies (SMEs) in Malaysia. The purpose of choosing SMEs as target group of study is because SMEs in Malaysia is an important element to contribute to the development and economy growth of Malaysia. This statement is proved by the report from SME which shows that the SMEs' GDP growth rate increased from 6% to 6.3% in 2012. SME growth also hit the overall GDP growth of the country of 4.7%. Therefore, a study should be conducted to understand further on how Total Quality Management (TQM) practices and work-life balance will affect the job satisfaction and turnover intention for SMEs Malaysia.

1.2 Research Objectives

1.2.1 Broad Objective:

The prime objective of the study is to investigate whether total quality management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance will significantly influence job satisfaction and lead to turnover intention for employees who are working for SMEs within Klang Valley or not.

1.2.2 Specific Objective:

- i. To find out the relationship between Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards employees' job satisfaction.
- ii. To access which construct has the most significant relationship with employees' job satisfaction.
- iii. To find out the relationship between employees' job satisfaction and turnover intention.
- iv. To study whether there is significant different among the different income group towards employees' job satisfaction

1.3 Research Questions

After identifying the research objectives that mentioned previously, the research questions to be answered in the research project are stated as below:

- 1) Do Total Quality Management (TQM) practices and work-life balance has a significant and positive relationship towards employees' job satisfaction?
- 2) Which construct (Total Quality Management (TQM) practices and work-life balance) should the top management emphasize in order to ensure employees' job satisfaction is high?
- 3) Will employees' job satisfaction affect turnover intention?
- 4) Is the difference of income level will affect employees' job satisfaction?

1.4 Importance of the Study

According to Slack et al., 2004; Brown, 1998, the primary performance objective of a firm is to achieve the highest level of quality through the design of operations management systems. The 'quality first' reflects 'no trade-off approach' to excellence in operational management rather than the traditional cost-focus of the earlier mass production era of operations management thought (Skinner, 1969; Brown, 1998). Thus, the new agenda reflects the increasing strategic importance of a Total Quality Management (TQM) approach to business design and control that can be traced to works by, now well-recognized (Juran, 1986). The 'quality practices' by many of the leading Japanese manufacturers such as Toyota, Honda, Nissan, Panasonic and Sony has proven the modern importance attached to the management of business and process quality. These Japanese business which emphasis Total Quality Management (TQM) practices are known as 'world class' businesses as they applied the concepts of Total Quality Management (TQM) with superior levels of performance and 'excellence' in manufacturing since the 1980s (Womack

et al. 1990; Schonberger, 1996). According to the findings by Schonberger (1986), the combination of Total Quality Management (TQM) and the practices developed by Japanese manufacturers deeply influence the development of business models that support high performance leading to better efficiency and market effectiveness.

The purpose of this study is the application of such practices and the performance of SMEs where much less is known about the practices and structures that support Total Quality Management (TQM) and work-life balance that will affect employees' job satisfaction and turnover intention. This study focuses upon the SMEs Malaysia which is important to contribute the development of Malaysia's economy growth. From the preceding analysis of the economic goals of the Malaysia government and the success of economy, it can be seen that there are few implications of this study. SMEs are important and require a robust business model that is capable to reach another level of 'breakthrough' performance as expected by the Malaysia government. The goal can only be achieved if the average performance of SMEs in Malaysia is improved. Thus, SMEs should build new competences in quality management through engagement of human resources and learn how to do things better (improvement) and how to do things differently (creativity) to achieve competitive advantage and compete in the market.

The growing costs such as material cost, labour cost, currency fluctuations and other factors pressures in the market. SME is defined by SME Corporation as:

- a) Manufacturing sector, sales turnover not exceeding RM50 million OR full-time employees not exceeding 200 workers
- b) Service and other sectors, sales turnover not exceeding RM20 million OR full-time employees not exceeding 75 workers

Greater and effective resources allocation and improvement of value added performance should be initiated by SMEs to reduce the cost and remain competitive in the market. The improvement programs for SMEs are important not only in opening up the models of high performing SMEs but building a framework that is directly relevant to the Malaysia economy itself is also important because Malaysia economy is dominated by SMEs. Government is promoting Total Quality Management (TQM) practices and provision of structural bodies to assist the awareness

rising for improvement and generating improvements. Many leading Malaysian and international enterprises (located in Malaysia) are also promoting the use of Total Quality Management (TQM). This is because achievement of quality systems allows Malaysia SMEs to reach comparable performance and systems with other located in different countries. According to a research study conducted by Hayes and Wheelwright (1984), no improvements can be made to shorten delivery lead time, shorten sizes or provide cost improvements to customers without an effective quality management process. Examining the positive aspects of work-life balance could also provide additional tools that could be used by practitioners to assist individuals in their effectiveness in dealing with the different domains of their lives, and provide additional positive work-life climates (Allen, 2001). Besides that, income is also an important factor which will determine job and life satisfaction (Clark et al., 2008).

1.5 Hypothesis of the Study

Based on previous studies (Boselie et al., 2002; Keng Boon et al., 2008; Ijaz et al., 2012; Chang et al., 2012; Kabak et al., 2014), the researchers suggest that Total Quality Management (TQM) practices improve job satisfaction and reduce turnover intention. Besides that, there are also previous researches (Deery, 2008; Haar et al., 2014; Kanwar et al., 2009) supported the statement the work-life balance will have significant influence on employees' job satisfaction and turnover intention. The meta-analysis of the previous researches will be attached in Appendix Aii. Thus, the hypothesis is proposed as per below, the further details of the hypothesis development will be elaborated in Chapter 2: Literature Review.

Training has positive influence on employee's productivity, which enhance employees to achieve high job satisfaction level (Choo & Bowley, 2007).

First Hypothesis:

H1 : Employee training has positive relationship with employees' job satisfaction.

The job satisfaction of employees is high when relationship of employees and teamwork in an organisation is strong. Teamwork tends to motivate employees and improve job performance (Kabak et al., 2014).

Second Hypothesis:

H2 : Teamwork has positive relationship with employees' job satisfaction.

The past researches (Brown & Mitchell, 1993; Oliver & Anderson, 1994; Livingstone, Roberts, & Chonko, 1995) has shown the result of employee compensation have a positive influence on employees' job satisfaction.

Third Hypothesis

H3 : Employee rewards and recognition has positive relationship with employees' job satisfaction.

Chang et.al (2010) found out that there is positive relationship between leadership behavior and job satisfaction. Employees' satisfaction is high when leader take care to help, provide assistance to the employees and care about their needs (Hallowell, Schlesinger & Zornitsky, 1996).

Forth Hypothesis

H4 : Management leadership has positive relationship with employees' job satisfaction.

Higher levels of job satisfaction and performance can be achieved by using the strategy of employee empowerment as employees are involving in target or objective setting and decision making that will influence their job (Ugboro & Obeng, 2000).

Fifth Hypothesis

H5 : Employee empowerment has positive relationship with employees' job satisfaction.

According to findings of research conducted by Kossek et al., (2014), nearly all employees valued work-life balance highly and it has important implications on people's well-being and work productivity all over the world

Sixth Hypothesis

H6 : Work-life balance has positive relationship with employees' job satisfaction.

There are numerous of researchers also found out that job satisfaction is one of the variables having the negative relationship to turnover intention (Scott and Taylor, 1985; Clegg, 1983; Herzberg, 1996).

Seventh Hypothesis

H7 : There is negative relationship between employees' job satisfaction and turnover intention.

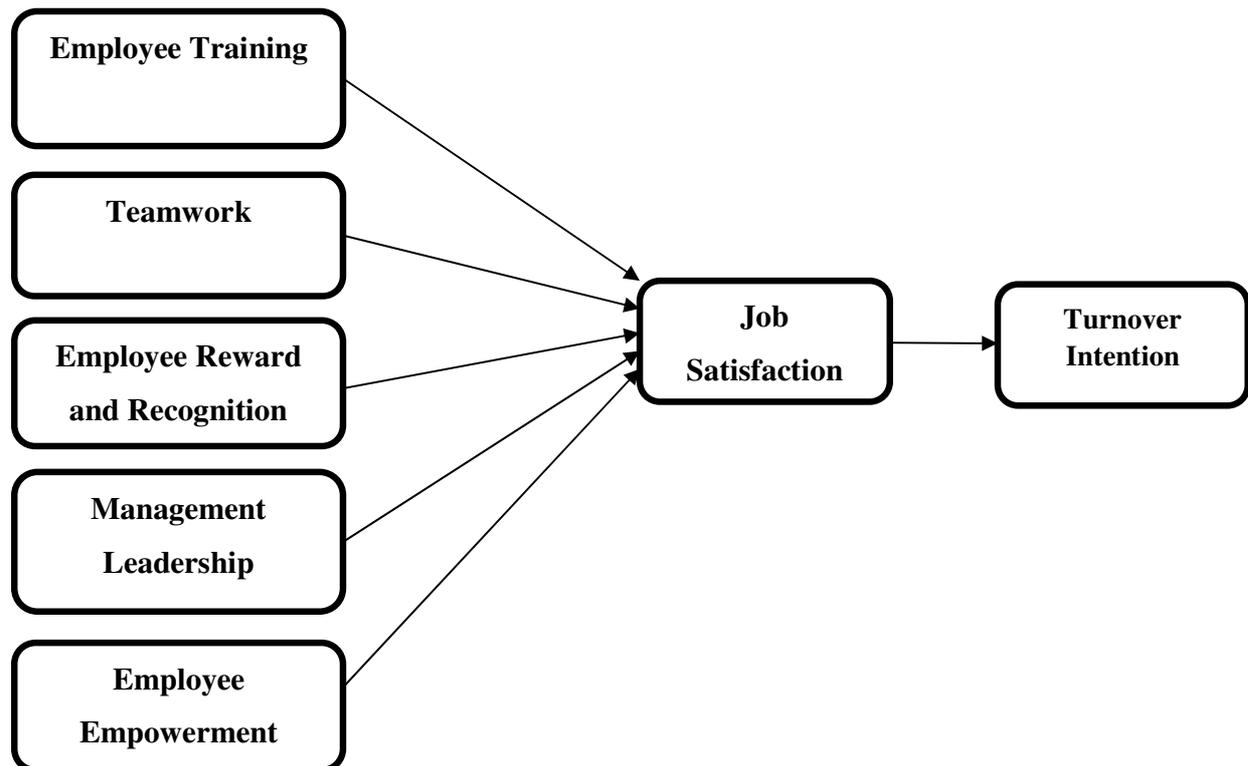
Clark and Oswald (1996) found out that an individual tends to achieve higher job satisfaction when their income level is high.

Eighth Hypothesis:

H8 : There is significant difference between income levels group towards employees' job satisfaction.

1.6 Proposed Conceptual Framework

Figure 1: Conceptual Framework of TQM Practices towards job satisfaction and turnover intention



Source: Framework from previous studies by Saraph et al. (1989); Badri et al., (1995); Black and Porter (1995, 1996); Grandzol and Gershon (1998); Quazi and Padibjo (1998); Chang, Chiu, Chen (2010)

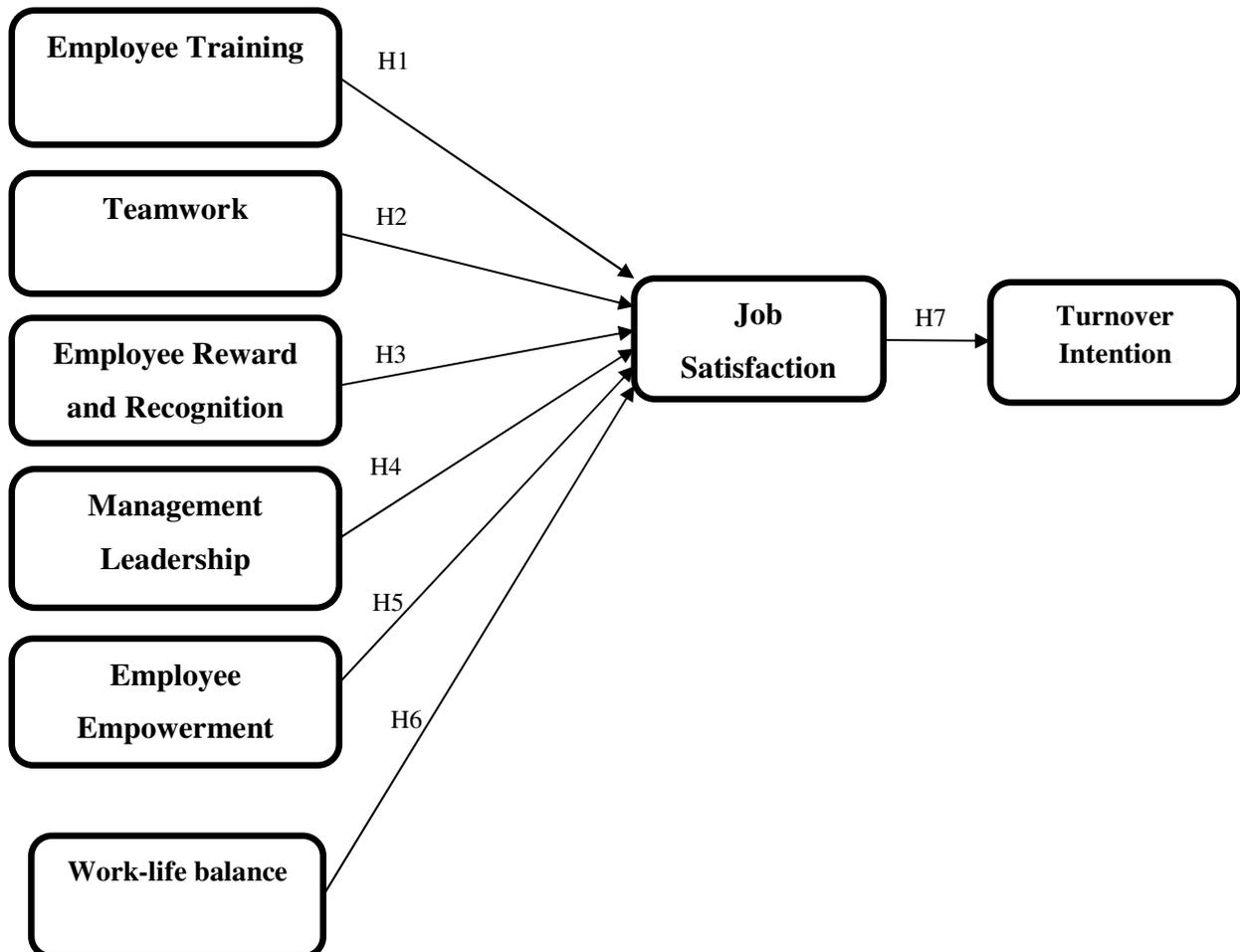
The above theoretical framework are proposed by Saraph et al., 1989; Badri et al., 1995; Black and Porter, 1995, 1996; Grandzol and Gershon, 1998; Quazi and Padibjo, 1998; Chang, Chiu, Chen, 2010 which proposed a valid and reliable measurement instrument applicable to both industrial and services.

There is another research conducted by Haar, Russo, Suñe & Olljer-Malaterre (2014). The study explored the relationship between work-life balance towards job satisfaction.

Based on previous studies which had the similar dependent variable- job satisfaction, the present study proposed to add in the construct: work-life into proposed framework based on research by Haar, Russo, Suñe & Olljer-Malaterre (2014) that study on the affect work-life balance towards job satisfaction. The independent variable: work-life balance is added into proposed framework as nearly all employees valued work-life balance highly and is has significant effect on people's well-being and work efficiency all over the world (Lyness & Judiesch, 2014). Besides that, there are various studies mentioned that the demographics of employees which included age, gender and income might affect job satisfaction level (Finlay et al., 1995; Clark et al., 1996; Howard and Frink, 1996; Granzach; 1998; Robie et al., 1998). According to Bakan et al., (2013), there is significant relationship between employees' income level towards their job satisfaction.

Thus, the proposed framework to conduct the present study as per below:

Figure 2: Proposed Framework



Source: Developed for research.

1.7 Definition of Terms

1.7.1 Total Quality Management (TQM)

Total Quality Management (TQM) is a strategy that implemented by organisations that focus on handling the total organisation as a whole to provide products and services that fulfill customers' needs through the mobilization of the individuals, management leadership and the cohesion of all the firms' resources (Escrig, 2004). According to Yusof and Aspinwall (2000a), Total Quality Management (TQM) is defined as “adopting a quality culture through the application of quality management initiatives in all aspects of the business with full considerations towards building a ongoing improvement cultured based on realistic resources, financial and human, and in anticipating and meeting customer needs according to priorities established for continued business success”. Total quality management (TQM) practices such as employee training, teamwork, employee and recognition, management leadership and employee empowerment will enhance organisations to improve the quality of products and services, increase market share, high sales volumes, reduce costs, increase efficiency and effectiveness which will directly improve competitiveness among competitors (Rajagopel et al., 1995; Youssef et al., 1996; Zhang et al., 2000; Chapman & Al-Khawaldeh, 2002).

1.7.2 Employee Training

An employee's knowledge and skills can be developed by provide training and development programs which will provide opportunities for individual growth. Training will improve employee's capability to complete their responsibilities assigned by the organisations (Choo & Bowley, 2007).

1.7.3 Teamwork

An effective team works together to achieve a common objective which will motivate them and also increase job satisfaction (Griffin, Patterson & West, 2001).

1.7.4 Employee Rewards and Recognition

Rewards and recognition is a system to motivate, evaluate, rewards and acknowledge the individual or team achievement for quality improvement and increased customer satisfaction (Brown et al., 1994).

1.7.5 Management leadership

Quality goals, sufficient resources allocation for quality enhancement achievements, evaluation of employees based on quality performance must be done by top managers to achieve quality (Ahire et al., 1996).

1.7.6 Employee empowerment

Empowerment is “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” (Conger and Kanungo, 1988).

1.7.7 Work-life balance

An individual achieve balance between work and family roles (Greenhaus et al., 2003).

1.7.8 Job satisfaction

Job satisfaction is defined as the pleasurable emotional state resulting from the valuation of their job (Locke, 1976; Moorehead & Griffin, 1998) and it is a motivator to improve employee performance (Mak & Sockel, 2001).

1.7.9 Turnover intention

Turnover intention signifies a person's perceived likelihood to stay or leave existing hiring organisation (Cotton & Tuttle, 1986). Turnover intention can be treated as a predictor of actual turnover (Cotton & Tuttle, 1986; Lee & Mowday, 1987; Steel & Ovalle, 1984) as it has been consistently been linked to actual turnover (Griffeth, Hom & Gaerttner, 2000).

1.8 Limitation of the Study

The limitation to conduct this study included the limitation of location. The present study is conducted within Klang Valley area. The purpose of this study is to explore how Total Quality Management (TQM) and work-life balance towards employees' job satisfaction and turnover intention for those who are working for SMEs. However, the data will only be collected from respondents that who are working for SMEs within Klang Valley area only. The collected data might not represent the whole SMEs in Malaysia.

Besides that, there is limitation of respondents to provide the accurate or honest response during answer the questionnaire. This is because some of the questions are asking sensitive issues like turnover intention and management leadership. Respondents might worry their superiors will find out their answer from questionnaire. Therefore, they will provide inaccurate reply which will cause inaccurate result for this study.

1.9 Delimitation of the Study

The delimitation of this study is target location to conduct this research study. As researcher is able to access certain SMEs within Klang Valley area, it will be easier to collect the data and SMEs are mostly (32.6%) located in Klang Valley (Wong, 2013). Researcher is using snowballing method which distributes the research questionnaire to friends and colleagues. Friends and colleagues will help to distribute the questionnaires to their friends and family as well. The snowballing method enables the data to be collected in short period. The data was collected from 18 January 2016 until 4 March 2016.

1.10 Conclusion

In summary, this chapter has presented the overall introduction and scope of the Total Quality Management (TQM) practices and work-life balance towards employees' job satisfaction and turnover intention, the issues and the problems, research questions, objective and the significance of the study. It also included the importance of SMEs to the development of Malaysia's economy. It was designed to contextualize the reader with general elements of the research and provide an overall route map to the subsequent chapters. The next chapter will discuss the past studies and identified the potential hypothesis and proposal of theoretical framework that adopted and adapted for this study.

CHAPTER 2: LITERATURE REVIEW

Introduction

In this chapter, the first section will be comprehensive review of secondary data on the topic of Total Quality Management (TQM) practices and work-life balance towards employees' job satisfaction level which will affect the turnover intention rate of SMEs (with particular emphasis on Malaysia SMEs). The second section followed by the review of relevant theoretical models. A proposed conceptual framework will be developed based on the research objectives and research questions in the third section. Hypothesis on each of the components will be developed and be tested to review the relationship toward job satisfaction. The purpose of this chapter is to help reader understand how the researcher generated and refined the research ideas and how these ideas were informed via critical review of exiting theories and studies (Sharp and Howard, 1996).

2.0 Review of Literature

2.0.1 Total Quality Management (TQM)

The success of Total Quality Management TQM can only be achieved when the organisation is eager to make a move, to obsolete outdated management and working flow if necessary, and make decision and set objective of fulfilling customers' needs as priority (Johnston and Daniel, 1992). Payne (1992) also mentioned that many elements connected with people such as teamwork, active involvement of management, willing to face failure, creativity, innovation, rewards structure, extensive training, effective communications, reduction of the fear of losing security, obsession with improvement, management commitments at all levels, customer

feedback, employee and management trust, nurturing organisational climate, mutual goals, employee involvement and empowerment for improved communications through flatter organisations and faster decision making. According to the findings by Harber et al., (1991), Total Quality Management (TQM) is found have an important impact on an individual's job satisfaction and often generate better working environment (Poister and Harris, 1997). Gardner and Carlopio (1996) also supported the statements as a study has been conducted to explore employees' affective reactions (i.e job satisfaction, commitment, and turnover intention) to organisational efforts. The findings shows that employees' involvement of organisational quality achievements will be significantly linked to employees' affective reactions, with those perceiving greater organisational quality achievements seen exhibiting the more positive related to employees' job satisfaction within the organisation.

2.0.2 Employee Training

It is important for the employees to update their knowledge and training in order to work efficiently and achieve individual growth and development. A research was conducted by Choo & Bowley (2007) and result showed that training has positively impact on employee's productivity, which achieves higher levels of employee satisfaction. This statement is supported by Oosterbeek (1998) which found out the advantages of training such as realizing the rewards of increased skillsets, motivation, higher productivity and knowledge sharing among employees. Besides that, the findings from Waung (1995) and Saks (1996) also showed that training and development program will increase employees' job satisfaction. Thus, training and development program has a positive impact on employee's job satisfaction. There is another research conducted by Pugh (1984) found out that lack of training also caused shorter employment tenure, frustration and job dissatisfaction.

2.0.3 Teamwork

Teamwork is defined as a group of interdependent employees work together and cooperate to achieve organisations' goal (Parker & Wall, 1998). Teamwork is an important element for implementing TQM as team building is able to modify a group of experienced but otherwise uncoordinated employees into highly concentrated, energetic team capable of achieving more with lesser errors in shorter time (O'Connor and Erickson, 1992). According to the findings by Griffin, Patterson & West (2001), a capable group works together to achieve common objective can improve the motivation and increase job satisfaction. Kabak et al., (2014) also have the similar findings which resulted: when the relationship of employees and teamwork in an organisation is strong, it tends to motivate employees and improve job performance. TQM involves the cooperation of all employees in an atmosphere of teamwork dedicated to improve the quality and services (Ruch and Roper, 1992).

2.0.4 Employee Rewards and Recognition

Organisation's rewards and compensation system will influence employee's satisfaction (Wageman, 1995; Carson, Carson, Roes, Birkenmeier, & Phillips, 1999). This statement is also supported by the research conducted by Brown & Mitchell (1993); Oliver & Anderson (1994); Livingstone, Roberts, & Chonko (1995) which has shown the result of employee compensation have a positive influence on employee job satisfaction. Besides that, rewards and due recognition is proven as an important factor of a quality improvement program (improved performance by any individual, section, team, department or division within an organisation) by Dale (1999). Thus, formal compensation systems must be developed to motivate, evaluate, rewards and acknowledge the individual or team achievement for quality improvement and increase customer satisfaction (Brown et al., 1994).

2.0.5 Management Leadership

There are many past researches to investigate the relationship between leadership behavior and job satisfaction. A research by Hinkin & Tracey (1994) indicated that there is a positive relationship between leadership behavior and job satisfaction. According to Ahire et al., (1996), top managers must set achievable and realistic quality goals, prioritize quality as a strategic issue, allocate sufficient resources for quality improvement purpose and evaluate employees based on their quality performance in order to achieve total quality. The employees are more likely to review the progress of critical quality programs when top management is committed in nurturing the culture of total quality (Ugboro and Obeng, 2000). Besides that, the result of a study conducted by Chang et.al (2010) reported a positive relationship between leadership behavior and job satisfaction. Employees' satisfaction is high when leader take care to help, support the employees and concern about their needs (Hallowell, Schlesinger & Zornitsky, 1996).

2.0.6 Employee Empowerment

Employee empowerment is defined as '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' (Conger and Kanungo, 1988). Most of the organisations adopted the strategy- employee empowerment which enables employees to make their own decision at job in order to smoothen functioning of their jobs and take responsibility of their results. This statement is supported by the findings by Lawler (1994) which indicated employee empowerment as one of the most important element of Total Quality Management (TQM) which will encourage employees to respond to quality related issues and provide the resources and power to solve the issues. High job satisfaction level and better performance can be achieved by using the strategy of employee empowerment as employees are involving in goal setting and

decision making that can affect their work (Ugboro & Obeng, 2000). It has been recognized that employee empowerment has a positive impact on employee's attitude and behavior (Sternberg, 1992) which leads towards higher job satisfaction (Seibert et al., 2004)

2.0.7 Work-life balance

Work-life balance will affect employee attitudes, behaviors, well-being which will directly impact organisations' effectiveness (Eby et al., 2005). According to Hughes and Bozionelos (2007), the findings found out that work-life balance is not fully contributed from family commitment and work, but also included outside work activities such as visiting friends and relatives, entertainment and creative activities. All of these activities will directly associate with maintaining work-life balance (Hughes and Bozionelos, 2007). Stress can be reduced by pursuing interest activities when achieve balance between work and family (Hughes and Bozionelos, 2007). According to findings by Kossek et al., (2014), nearly all employees valued work-life balance highly and it has significant influence on people's well-being and work efficiency all over the world (Lyness & Judiesch, 2014). People who perceive balance between their work and life roles tend to be more satisfied of their life and report better physical and mental health (Brough et al., 2014; Carlson, Grzywacz & Zivnuska, 2009; Ferguson, Carlson, Zivnuska & Whitten, 2012; Greenhaus et al., 2003; Lunau, Bambra, Eikemo, Van der Wel & Dreagano, 2014).

2.0.8 Income level

There are few past studies mentioned explored the relationship between demographics of employees which included age, gender and income towards job satisfaction level (Finlay et al., 1995; Clark et al., 1996; Howard and Frink, 1996; Granzach; 1998; Robie et al., 1998). According to Bakan et al., (2013), their study explored the relationship between employees'

income level towards job satisfaction level. Their study found out that the income level has a significant result towards job satisfaction level which also can be defined employees achieve higher job satisfaction when their income is higher.

2.0.9 Job Satisfaction

Locke (1976) defined job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction is the assessment from employees find the job rewarding, fulfilling and satisfying, as opposed to frustrating and unsatisfying (Churchill et al., 1974). The assessments of job satisfaction included factors such as salary, benefits, supervisor behavior etc. (Brown & Peterson 1993).

According to Olmstead (2001), job satisfaction is simply explaining the beliefs and feelings of individual towards their current job. This statement was also supported by study from Abayomi et al., (2011), indicated that job satisfaction is referring to an individual’s response towards the condition of work. Yang and Kassekert, (2009) interpret individual job satisfaction is related to the overall well-being and mental health. While for organisation, job satisfaction has contributed to aspect of performance, cost on the negative effect of turnover, burnout and absenteeism (Lee et.al., 1987). Lee (1987) also found that an employee is likely to perform the duty favorably when he is satisfied with his job. Therefore, the company’s overall performance will be improved by the employees’ favoritism. In other words, the employee is likely to behave negatively and indirectly reduce the company performance if the employee is not satisfied with the job. Many studies have also reported that the job satisfaction of an employee is either an antecedent or an outcome variable (Ladebo, 2008).

2.0.10 Turnover Intention

A study conducted by Duraisigam et al., (2009) and Chen et al., (2008) concluded that there is negative relationship between job satisfaction and turnover. There are numerous of researchers also found out that job satisfaction is one of the variables having the strongest zero-order relationship to turnover intention (Scott and Taylor, 1985; Clegg, 1983; Herzberg, 1996). According to Tett and Meyer (1993), quitting is logically preceded by intention to quit and negatively related to job satisfaction. Besides that, there are researches by Arndt et al. (2006), Saks (2006) and Arnett et al. (2003) examined the relationship between job related variables (job satisfaction) and the turnover of sales people and concluded that the job satisfaction has a negative significant relationship with turnover intention.

2.0.11 Small and Medium Enterprises (SMEs)

Small and medium enterprises (SMEs) strongly influence on the economies of all countries. Besides that, SMEs is the primary source of employment creation worldwide (Ghobadian & Gallear, 1996; Ladzani & Van Vuuren, 2002). Successful small manufacturing firms can achieve competitive advantage through specialization in products, markets or customers (Steiner and Solem, 1998). Thus, the improvement process by applying Total Quality Management (TQM) practices is important to reduce the cost as individual and environmental factors were critical to small business success (Yusuf, 1995).

In 1 January 2014, there is newly revised SME definition comes into effect as more firms have access to SME support programmes (SME Corporation Malaysia):

- c) Manufacturing sector, sales turnover not exceeding RM50 million OR full-time employees not exceeding 200 workers

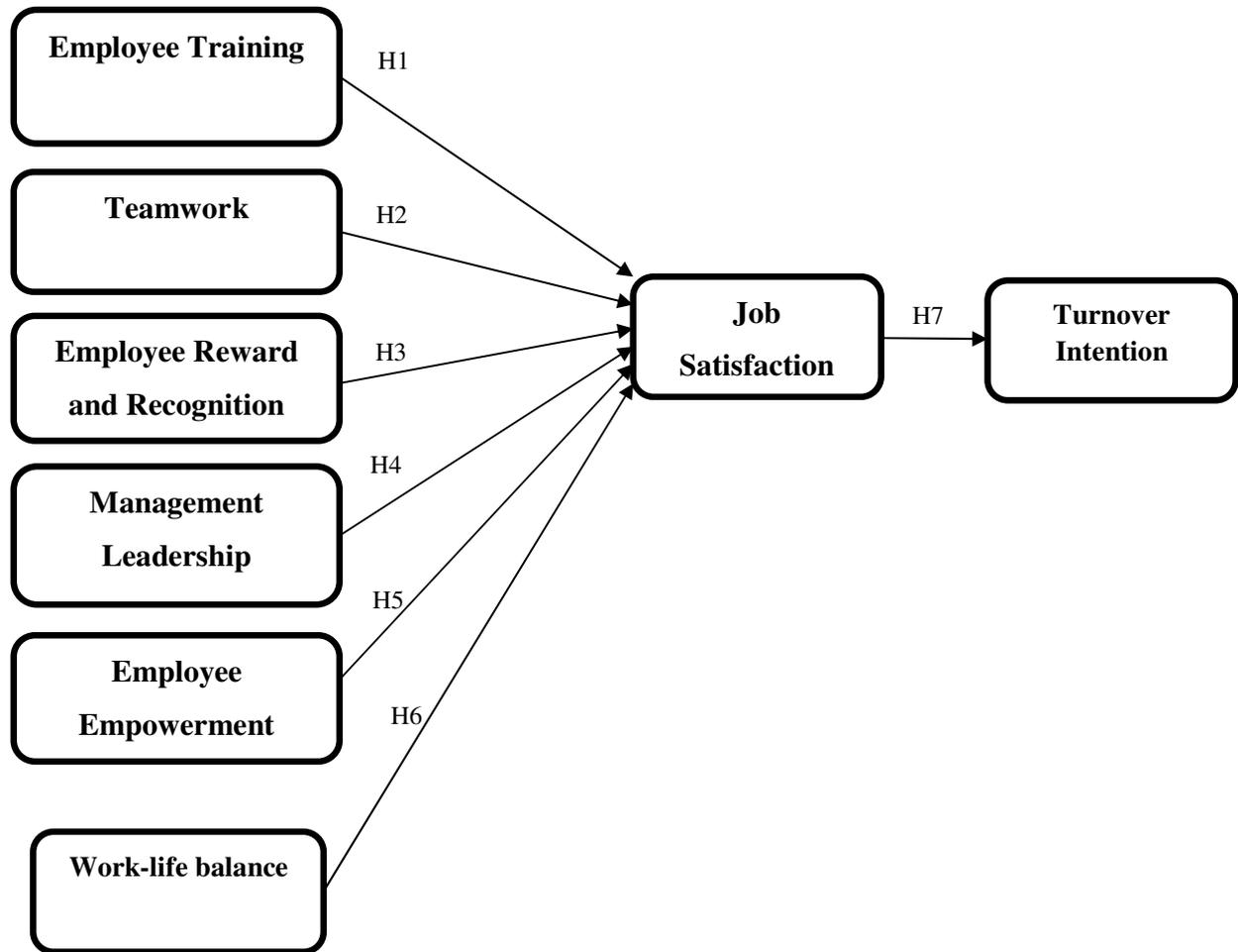
-
- d) Service and other sectors, sales turnover not exceeding RM20 million OR full-time employees not exceeding 75 workers

2.1 Proposed Conceptual Framework

The model below was presented on the conceptual framework of this study. It is adopted and adapted from the conceptual framework developed from few journals. The journals and previous studies provide an idea of how to extent the conceptual framework on this study.

The framework is adapted from Total Quality Management (TQM) constructs in an integrated way for successful Total Quality Management (TQM) implementation (Chang et al., 2010). The purpose of the study is to explore the relationship between Total Quality Management (TQM): employee training, employee empowerment, teamwork, employee compensation and management leadership towards employees' job satisfaction and loyalty within the context of government in Taiwan (Chang et al., 2010). The theoretical framework is developed based on the conceptual models proposed by Saraph et al. (1989); Badri et al., (1995); Black and Porter (1995, 1996); Grandzol and Gershon (1998); Quazi and Padibjo (1998); Chang et al., (2010) which proposed a valid and reliable measurement instrument applicable to both industrial and services. The effect of work-life balance towards job satisfaction is adopted from journal by Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). The independent variable: work-life balance is added into proposed framework as nearly all employees valued work-life balance highly and is has significant influence on people's well-being and work productivity all over the world (Lyness & Judiesch, 2014). There is significant difference between employees' income level towards job satisfaction (Bakan et al., 2013). In Figure 3, job satisfaction and turnover intention denoted as dependent variable while Total Quality Management (TQM): employee training, teamwork, employee rewards and recognition, management leadership and employee empowerment and work-life balance were denoted as the independent variables in this study. Thus, the proposed framework as below:

Figure 3: Proposed Conceptual Framework of Total Quality Management (TQM) practices and work-life balance towards job satisfaction and turnover intention



Source: Developed for research.

2.2 Hypothesis Development

Employee training provides opportunities which allow employees to improve their knowledge and skills for more productive teamwork and improvement on individual growth and development. There is research found that insufficient training causes shorter service period, frustration and dissatisfied with their job (Pugh, 1984). The statement is also supported by the research result from Waung, (1995); Saks, (1996) reported workers that joined training will achieve higher job satisfaction than those who do not involve in training which positively influence employee satisfaction. Employee satisfaction which linking to training stems from the fact that employees gain confidence of producing high quality, perceive potential for carrier advancement and appreciate their companies' investment in them (Burke, 1995; Saks, 1996). Employee development through various training programs will increase job satisfaction than those without training (Anne et al., 2001). A research conducted by Choo & Bowley (2007) showed training has positive influence on employee's productivity and achieve higher level of employee satisfaction. However, the findings from the research study by Jun et al., (2006) indicated that employee training has demonstrated a significant effect on employee empowerment and teamwork instead of have direct influence on job satisfaction. Besides that, there is also research argued that employee training has negative relationship with employee satisfaction (Chang et al., 2010). Hence, the present study will test the hypothesis as below:

H1 : Employee training has positive relationship with employees' job satisfaction.

The success of Total Quality Management (TQM) implementation is relying on quality circles and the quality improvement teams. The findings by Karia et al (2000); Karia et al., 2006; Keng Boon et al., (2007) indicated that teamwork is dominant factor to enable production workers to work together and complete tasks. Effective teamwork is a motivation to employees and makes performance improvement and self-efficacy. It improves employees' motivation and increase job satisfaction (Griffin et al., (2001). Motivation and self-efficacy can be improved via teamwork as it can be a root of employee autonomy, meaningfulness, building relationship with team members and satisfaction (Denison and Hart, 1996; Kirkman and Rosen, 1999; Mitchell et al.,

2001; Wall et al., 1986). Rahman and Bullock (2005) conducted surveys at manufacturing companies in Australia and New Zealand and found that teamwork has a significantly positive relationship towards employee morale. Thus, same expectation of positive relationship between teamwork and employee satisfaction is assumed. Kabak et al., (2004) also indicated that there is significant relationship that employee relations and teamwork which will increase motivation and job performance of employees. Although most of the studies (Jun et al., 2006; Keng Boon et al., 2007; Chang et al., 2010) showed that teamwork is positively correlated with job satisfaction, there are few other factors such as the composition of the team, group processes within the team, and the nature of the work itself will affect the job satisfaction level as well (Gladstein, 1984; Campion et al., 1993). The findings of Govindan and Ahmad (2003) had shown a contrast result with previous studies which found that teamwork is negatively correlated with job satisfaction of employees. Therefore, proposal to test the hypothesis is stated as below:

H2 : Teamwork has positive relationship with employees' job satisfaction.

Organisation's rewards and compensation system can be applied to increase employee's satisfaction (Wageman, 1995; Carson, Carson, Roes Birkenmeier & Phillips, 1999). Employees' contributions in improving organisational performance should be shared within the organisation. For example, rewards and compensation system like employee of the month, cash rewards to employees will have positive impact on their attitude, behavior and self-satisfaction which lead to increase motivation among other employees by increased competition. A search conducted by Ijaz et al., (2012) presented that rewards and recognition will increase employees' job satisfaction and also increase employees' performance. Thus, hypothesis will be tested:

H3 : Employee rewards and recognition has positive relationship with employees' job satisfaction.

Leadership plays a vital role to implement TQM in an organisation effectively (Flynn et al., 1994) Leadership drives toward organisational performance (Zakuan et al., 2010). Hinkin & Tracey (1994) showed that there is a positive relationship between leadership behavior and job satisfaction. The previous study (Keng Boon et al., 2007) also relates management leadership to organisational culture which indicated that an effective participative management requires an

organisational culture which encourages employee involvement. The findings of Keng Boon et al., (2007) and Lawler et al., (1992) did mention that top management involvement is able to foster organisation culture and increase employees' job satisfaction. The past research (Chang, 2010) also supported the result and showed that management leadership is significantly and positively related to employee satisfaction. However, there is research studies conducted by Downey et al. (1975); Hampton et al. (1986) found that there is no relationship between management leadership and job satisfaction. The present study will test the following hypothesis:

H4 : Management leadership has relationship with employees' job satisfaction.

Employees are able to achieve higher job satisfaction level when the strategy of employee empowerment is applied in an organisation (Ugboro & Obeng, 2000). There is past study resulted that employee empowerment is significantly influence employee's attitude and behavior and lead to higher job satisfaction (Seibert et al., 2004).. Robert et al. (2000) resulted that employee empowerment is not significant related satisfaction but a significant and positive relationship on employees' organisational commitment. Hence, it is hypothesize that:

H5 : Employee empowerment has positive relationship with employees' job satisfaction.

Individuals who experience work-life balance may be more satisfied of their job and life "because they are participating in role activities that are salient to them" (Greenhaus et al., 2003). The inability to balance work and family will cause job dissatisfaction (Hughes & Bizionelos, 2007). There is study conducted by Burke (2010) to investigate the relationship of managerial and professional men's perception of organisational values that support work-life balance in their workplace. The results of the findings indicated that when the organisations value more supportive of work-life balance, they will have lesser job stress, more enjoy at work, greater job and life satisfaction and lower intention to quit their job (Burke, 2010). Thus, the present study will test the following hypothesis:

H6 : Work-life balance has positive relationship with employees' job satisfaction.

According to Duraisigam et al. (2009) and Chen et al. (2008), there is a well-established negative relationship between job satisfaction and turnover intention. A study conducted by Sang et al.,

(2009) explored the relationship of job satisfaction of UK architects and relationship with work-life balance and turnover intentions. The result showed that majority respondents reported work-life balance and considering leaving their current employer. Thus, it is hypothesize that:

H7 : There is negative relationship between employees' job satisfaction and turnover intention.

A study conducted by Bakar et al. (2013) at a British company to explore the relationship between employees' income level and job satisfaction level. The result reported that employees that earning higher income had higher job satisfaction level than the employees with low income levels. Thus, the present study will test the following hypothesis:

H8 : There is significant difference between income levels group towards employees' job satisfaction.

2.3 Conclusion

This chapter has described the background theory underpinning this research. The literature review commenced with a review of Total Quality Management (TQM) practices such as employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance and income towards job satisfaction and turnover intention as the key foundations of this study. The literature review has highlighted the importance of Total Quality Management (TQM) practices, work-life balance and income level which will have significant influence on employees' job satisfaction in organisations. The chapter also examined the definition of each Total Quality Management (TQM) practices. There are researches explored the relationship between Total Quality Management (TQM) practices implementation, work-life balance and income level towards job satisfaction in regards to organisations. However, there is absence of major study of Total Quality Management (TQM) practices and work-life balance towards employees' job satisfaction and turnover intention for

SMEs within Klang Valley, Malaysia. This is critical because SMEs businesses play a critical role in contributing the GDP growth rate and the national economy. Thus, present study would be added to have a better understanding of Total Quality Management (TQM) practices and work-life balance towards job satisfaction and turnover intention of employees who are working for SME businesses in this region.

The main research questions and the context of this study (high is declared as SME businesses in Malaysia), it can be seen that Malaysia is a suitable national for the study of SMEs. The main reason is because the economy development of Malaysia is highly dependent upon SMEs and the government/ industrial customers/ competitive market combine to make Malaysia a dynamic environment engaged with Total Quality Management (TQM) practices.

“TQM is a method where an organisation focuses on customer satisfaction through participation of all employees and suppliers for continuously improving product or services and cross functional business processes.”(Oakland, 2003). In order to achieve high level of customer satisfaction, Human Resources Management (HRM) plays important role to achieve the performance.

Total Quality Management (TQM) practices: employee training, teamwork, employees reward and recognition, management leadership and empowerment could impact on the employees' satisfaction either from work or from his/ her personal life. The Total Quality Management (TQM) practices are linked closely to employees work-life balance. Employees tend to work more efficiently when organisations are applying Total Quality Management (TQM) practices. For example, employees will be able to complete tasks in shorter time when sufficient trainings are provided to them. They do not need to stay in the organisations for longer hour to complete the tasks. When work-life balance of employees is achieved, they tend to have higher job satisfaction. Good flexible working arrangements and flexible working hour enable employees to enjoy the work and his/her personal life. Additionally, pay, promotion, supervisor style, co-workers and the job itself have a significant impact on employees' satisfaction towards their organisation.

The next chapter will outline and defend the research strategy and methodology for this study. Limitations and key design aspects that overcome the problems with the existing empirical work presented in this chapter will be identified in the next chapter.

CHAPTER 3: METHODOLOGY

Introduction

Conceptual frameworks and hypothesis are highlighted in previous chapter, literature review. It provides foundation for this chapter to proceed. This chapter discusses the research design and methodology used to conduct this research. Research design, data collection methods, sampling design, research instrument, questionnaire design and data analysis, limitations of the study, ethical considerations and conclusion will be included in this chapter.

3.0 Research Design

Research design is a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information (Burns & Bush, 2006). It is a blueprint to fulfil objectives of the research and answering questions (Cooper and Schindler, 2006) and to illustrate a clearer depiction to show the progression of carrying out the research in an appropriate and systematic mode.

The objective of quantitative research is to determine the relationship between an independent variable and a dependent outcome in population (Hopkins, 2008). Quantitative approach which focusing on measuring phenomena by collecting, analyzing numerical data and applying statistic test will be used for this research (Hair, Money, Samouel & Page, 2007).

In this research, quantitative research will be conducted in order to measure the variables Total Quality Management (TQM) practices which included employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards job satisfaction and turnover intention. This research project uses descriptive and

inferential analysis. Descriptive analysis is used to describe the characteristics of population or phenomena (Zikmund, 2003). Inferential analysis is used to explain hypothesis which stated the cases and effect that enable researcher to draw a conclusion about a population from a sample (Hair, Babin, Money & Samouel, 2003).

3.1 Data Collection Methods

Data Collection is an important aspect of every type of research. The process of gathering data from selected sample or respondent will begin when the research design has been established (Zikmund, 2003). Inaccurate data collection will lead to invalid results. Therefore, it is vital to decide which type of data should be used for the research. Primary data collection method is adopted for this research. The first hand data will be collected by survey questionnaire. The collected data will proceed to statistical testing and analyzing after receive from the respondents. The main purpose of data collection is to examine the hypothesis that has advanced from the literatures and past studies.

3.1.1 Primary Data

Malhotra, Hall, Shaw & Oppenheim (2002) defined primary data as the data originated by the researcher for the specific purpose of addressing the problem at hand. Primary data are original work of research study or raw material without the interpretation that represent an official opinion or position. Hence, primary data are always the most authoritative because the information has not been filtered or interpreted by any second party (Cooper & Schinder, 2006). Collected data are up to date compared to secondary data.

There are several ways to collect primary data. Primary data for quantity research can be collected through survey, interviewer complete survey and observation (Hair et al., 2007). The method of collecting data through interview and observation for primary data is involving long period of time and high expenses. However, the collected data or results with have high reliability and trustworthy as researcher will have direct interaction with respondents. Another method to collect the data is through questionnaire survey. Questionnaire survey is the most common method in generating primary data. It is a research technique in which information is gathered from a sample of people by conduction survey questionnaire (Zikmund, 2013).

In this research, the primary data are collected through the method of questionnaire survey. Questionnaire survey provide standardization as all respondents are answering the same questions and are exposed to the same response option for each question and finally lead to the ease of administration and analysis (Burn & Bush, 2006). It has been selected as the preferable way to obtain the primary data, because questionnaire survey is easy to control and transform into statistical information.

The questionnaire survey in this research study will be distributed by using two methods which is combining traditional distribution and electronic survey. The research questionnaire is collecting by using snowballing method which is pass the questionnaire survey to friends and colleagues who are working for SMEs within Klang Valley area. Electronic survey allows fast data collection and analysis process (Hair et al., 2007). It enables researcher collects a large volume of data from respondents in shorter period. The data collection process also involved lower expenses. The data are collected from 18 January 2016 until 4 March 2016. All the collected statistical data will be manipulated by the statistical analysis techniques in order to produce findings in Chapter 4.

3.2 Sampling Design

Sampling technique is very important to increase the validity of the data collection and ensure the sample is representative of a population. Sampling reduces the amount of data to be collected and allow a conclusion about the whole population to be drawn (Zikmund, 2003).

3.2.1 Target Population

Sampling design begins with defining the target population precisely. The target population is the collection of elements or objects that researcher seeks to acquire information and about which inferences are to be made (Malhotra, 2006). The aim of this research is to investigate Total Quality Management (TQM) practices and work-life balance towards job satisfaction and turnover intention in SMEs within Klang Valley (Kuala Lumpur, Putrajaya and Selangor) in Malaysia. Hence, the target population of this study will be the employees who are working for SMEs within Klang Valley in Malaysia without age restriction among the male and female when they are selected in the survey. Klang Valley area is chosen as there are 32.7% SMEs are located in this area (Wong, 2013) as per table below:

Table 1: Percentage of SMEs in each states of Malaysia

Number of SME Establishments by State

State	Total SMEs	%
Johor	68,874	10.7
Kedah	37,092	5.7
Kelantan	37,823	5.9
Melaka	21,675	3.4
Negeri Sembilan	24,542	3.8
Pahang	29,462	4.6
Perak	60,028	9.3
Perlis	5,053	0.8
Pulau Pinang	40,824	6.3
Sabah	40,884	6.3
Sarawak	43,830	6.8
Selangor	125,904	19.5
Terengganu	22,514	3.5
W. P. Kuala Lumpur	84,261	13.1
W. P. Labuan	1,952	0.3
W. P. Putrajaya	418	0.1
Total SMEs	645,136	100.0

Source: Economic / SMEs Census, 2011 by Department of Statistics, Malaysia

3.2.2 Sample Size

Sample size refers to the number of respondents to be included in the study (Malhotra, 2006). The time and other resource constraints have been taken into considerations in

determining the sample size to be used in this research. Sample sizes larger than 30 and less than 500 are appropriate for most research (Roscoe, 1975). Thus, 200 samples are prepared for this research. There are only 198 samples collected and 195 samples are usable and enter into SPSS 20 to proceed to analysis. The other 4 responds were unusable due to incomplete information provided.

3.2.4 Sampling Technique

There are two sampling techniques can be used in this study which are probability sampling technique and non-probability sampling technique (Hair et al., 2007). Probability sampling assumes that every element in the population was known, but not necessarily equal probability of being selected as sample (Hair et al., 2007; Zikmund, 2003). This method is commonly used in survey- based research and researcher needs to make statistical inference from samples about populations in order to answer the research questions (Saunders et al., 2003). Probability sampling includes simple random sampling, systematic sampling, cluster sampling and multi-stage cluster sampleing (Hair et al., 2007). Non- probability sampling techniques are used to gain in-depth information and a deep understanding about the cases being researched (Saunders et al., 2003). According to Hair et al., (2007), non-probability sampling includes convenience sampling, judgment sampling, quota sampling and snowball sampling.

In this research, non-probability technique has been chosen as there is an assumption of the sample collected from target respondents would be representative and accurate. The non-probability techniques to conduct this research included convenience sampling and snowball sampling. Convenience sampling assures the sampling units are most conveniently available. For example, personal contact is available to collect the data. Snowball sampling ensures the data can be collected in shorter time. For example, respondents are requested to pass the questionnaires to individuals he most frequently

associates. Both methods are inexpensive, extensively used and not require larger population (Zikmund, 2003). Hence, it can help to save or reduce the cost of sampling.

3.3 Research Instrument

3.3.1 Questionnaire Design

A questionnaire survey is typically used to create the questions and obtain feedback from the respondents (Burns & Bush, 2006). It's a set of questions developed in order to obtain researcher's primary sources or used by respondents or interviewers to record answers (Zikmund, 2003).

According to Burns & Bush (2006), using questionnaire can translate the research objective into specific questions to the respondents and provides standardization to all respondents' reaction to the survey identically. Thus, the way of questionnaires design is a key process to ensure the validity and reliability of the information (Zikmund, 2003). Questionnaire is adopted from the past researchers' article and journal (Jun et al., 2006; Sang et al., 2009; Cammann et al., 1983; Khatri et al., 2001; Kuvass, 2006) to enhance the reliability and accuracy of the result in this study. The table 2 below shoes the summary of questionnaire sources.

Table 2: Sources of Questionnaire

Variables	Sample of items	Scale	Adopted from
Employee training	1. I have sufficient training at this firm to do my job effectively. 2. I am trained for quality improvement skills. 3. Much of training at our facility emphasizes product and service	Five-point Likert scale	Jun et al., (2006)

	quality.		
Teamwork	<ol style="list-style-type: none"> 1. Work within the department is appointed around groups. 2. I am more comfortable working in a team rather than individually. 3. In this company, workplace decisions are made through consensus. 4. Other units or departments always co-operate with me when I need assistance. 	Five-point Likert scale	Jun et al., (2006)
Employee Rewards & Recognition	<ol style="list-style-type: none"> 1. I am satisfied with the pay that I received. 2. I earn more than others who do similar work at other firms. 3. My pay encourages me to improve the quality of my work. 4. I will receive rewards if I do something to improve product and service quality. 5. The benefits, such as vocation and medical insurance that I received here are better than those I could get at similar forms. 	Five-point Likert scale	Jun et al., (2006)
Management Leadership	<ol style="list-style-type: none"> 1. Top management actively participates in quality improvement and improvement processes. 2. Top management empowers employees to solve quality problems. 3. Top management arranges adequate resources for employees' education and training. 4. Top management pursues long-term business success. 	Five-point Likert scale	Jun et al., (2006)
Employee Empowerment	<ol style="list-style-type: none"> 1. I am provided with substantial autonomy and responsibility. 2. I am encouraged to develop new ways to provide better products and services. 3. I am not punished for quality improvement ideas that are unsuccessful. 4. I am provided with sufficient 	Five-point Likert scale	Jun et al., (2006)

	information to arrive at good quality suggestions.		
Work-life balance	<ol style="list-style-type: none"> 1. It has been difficult for me to fulfil my responsibilities because of the amount of time I spend on my job. 2. I have arrived at work too tired to function well because of household work I had done. 3. I have come home from work too tired (several times a month) to do the chores which need to be done. 4. My marriage/ relationship suffer because of my work. 5. I feel that my work prevents me from being as good as parent/ family member as I would like to be. 6. I find it difficult to “switch” off when I finish work. 7. My work affects my enjoyment of my social life. 8. I often think about leaving my job. 	Five-point Likert scale	Sang et al., (2009)
Job satisfaction	<ol style="list-style-type: none"> 1. I like my job, it is my ideal job. 2. I am satisfied with my current job. 3. I will still continue my job if I have to decide all over again. 4. I will recommend my friend to apply a job like mine with my company. 	Five-point Likert scale	Jun et al., (2006) Cammann et al., (1983)
Turnover Intention	<ol style="list-style-type: none"> 1. I am probably going to be working for another company in a year. 2. I am planning on looking for a different job in a different organisation within the next 12 months. 3. I am actively looking for a job with another company. 4. I often think of quitting my current job. 	Five-point Likert scale	Khatri, Fern, & Budhwar (2001) Kuvass (2006)

Source: Developed for research

The questionnaire consists of two parts: (A) demographic information and (B) Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition,

management leadership, employee empowerment and work-life balance that affect job satisfaction and turnover intention. The demographic information section is designed in closed-ended form. Other variables in section B is designed by using five-point Likert scale (1=strongly disagree, 2=disagree, 3=Neutral, 4=Agree, 5=strongly agree). SPSS 20 (Statistical Package for Social Science Version 20) will be used in the research to analyze the data.

3.3.2 Measurement Scale

Close-ended questions or scaled-response questions are used whereby respondents are required to choose from response options or scale points on the questionnaire (Burns & Bush, 2006). Measurement scale is defined as any series of items that are arranged progressively according to value or magnitude, into which an item can be placed according to its quantification and reflect the characteristics of the items being measured (Zikmund, 2003). There are few types of measurement scale included nominal scale, ordinal scale, interval scale and ratio scale. In this research, nominal scale, ordinal scale and ratio scale (interval-Likert 5 point scale) had been used to measure the research questionnaire.

3.3.2.1 Nominal Scale

A nominal scale is the simplest type of scale which uses numbers as labels to identify and classify the individuals, objects, or events on a scale (Hair et al, 2007; Zikmund, 2003). It allowed data to be placed into related categories. The demographic information in this project measured by nominal scale included industry, gender and job category.

3.3.2.2 Ordinal Scale

An ordinal scale is a ranking scale which arranges objects or alternatives according to their magnitudes (Hair et al, 2007; Zikmund, 2003). It places objects into a predetermined category that is ranked in order according to some criteria such as preference, age and income group (Hair et al., 2007). In this research, demographic information such as company category, age, personal monthly income and year of service will be measured by ordinal scale.

3.3.2.2.1 Likert Scale

According to Stevens (1946), a number is assigned to objects by applying rule is a process of scaling. Any phenomenon could be “quantified” through defining measurement scales. One of the rating scales is Likert Scale. Likert Scale will be applied on independent and dependent variables questions. Likert Scale allow respondent to indicate level of agreement or disagreement with the constructed statement (Zikmund, 2003). Likert (1932) also mentioned that the scale is normally be used to measure how the respondents indicate their view to certain issue or topic. Five Likert Scale is most common and widely use in research questionnaire. The respondents will choose from five options included strongly disagree, disagree, neutral, agree and strongly from each statement. The numerical score will be indicated as: (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree). Likert Scale is used in this study to reflect the degree of Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance of employees who are working at SMEs towards job satisfaction and turnover intention.

3.4 Pilot Testing

According to Zikmund (2003), pilot testing is any small scale exploratory research study techniques that use sampling but does not apply exact standards. A pilot test of questionnaire was conducted before the actual survey took place. Pilot test is also known as pre-testing before proceed to data collection. A pilot test is conducted to detect weakness in design and instrumentation and to provide a proxy data for selection of a probability sample (Cooper & Schindler, 2003). Questionnaire amendment will be done by researcher if any confusion on the pilot test questionnaire survey.

In this research, pilot test sample was carried out before distribute a formal survey to the respondents. The sample respondents are possible as small as 10 to 20 in size for simple experimental research (Roscoe, 1975). Thus, 21 pilot tests were distributed to respondents in this research study before formal distribution of survey to the respondents. The purpose to pretest the questionnaire is to obtain significant feedback or revises from the respondents. This is because the respondents of pilot test might help to identify anything, detect error or facing any difficulty and confusing words within the questionnaire. The purpose of running reliability test is to ensure the dependability, stability, predictability, consistency and accuracy, and relates to the extends which any measuring procedure yields the same results on repeated trials (Kerlinger, 1986).

In this research, the collected data from 21 respondents will be inserted into SPSS and proceed to test by using Cronbach's Alpha Coefficient. According to Malhorta (2006), Cronbach's Alpha of reliability test is used to examine the reliability of the measurement scale. Scales were analyzed in term of their reliability, by means of the internal consistency. This test is able to verify whether the items in the questionnaire are related to each other or vice versa.

Reliability measure is one for which a respondent responds in the same or in a very similar manner to an identical or near-identical question (Burns & Bush, 2006). It is considered reliable

if its repeated application results in consistent scores and concerned with the consistency of the research findings (Malhotra, 2006).

According to the Sekaran (2003), the reliability which less than 0.6 are consider poor, reliability test value that is in the range of 0.7 is consider good acceptable reliability, those more than 0.8 to 0.9 is considered good and the closer the Cronbach's Alpha to 1 the higher the internal consistency. The evaluation of the Cronbach's Alpha coefficient is based on the rules of the thumb below:

Table 3: Rule of Thumb about Cronbach's Alpha coefficient size

Alpha Coefficient Range	Strength of Association
Less than 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9 and above	Excellent

Source: Developed for research

3.5 Data Processing

Data preparation is referred as a process of converting information from a questionnaire and transfer to a data warehouse. (Hair, Bush & Ortinau (2006). According to Malhotra et al. (2002), the entire process of data preparation is guided by the preliminary plan of data analysis that was formulated in the research design phase. The first step is to check for acceptable questionnaire, followed by editing, coding, transcribing the data and finally the data are cleaned and a treatment for missing responses is prescribed (Malhotra et al., 2002).

3.5.1 Questionnaire Checking

The initial step in questionnaire checking involves a check of all questionnaires for completeness and interviewing quality while field work is still underway. Any problem in meeting the sampling requirement should be identified and corrective action before the data are edited (Malhotra et al., 2002).

3.5.2 Editing

Editing is the review of questionnaire with the objective of increasing accuracy and precision. The process consists of screening questionnaire to identify illegible, incomplete, inconsistent, or ambiguous responses (Malhotra et al., 2002).

3.5.3 Coding

Coding means assigning a code, usually a number, to each possible response to each question and includes an indication of the column position (field) and data recorded it will occupy (Malhotra et al., 2002). In this questionnaire, all of the options of questionnaires are coded by using numbers like 1, 2, 3 etc. All of the numbers enables researchers to key in the data into SPSS easily.

3.5.4 Transcribing

Transcribing data involves transferring the coded data from the questionnaires or coding sheets onto disk or magnetic tapes or directly into computers by keypunching (Malhotra et al., 2002). In

this research project, the Statistical Project for Social Science Version 20 (SPSS software version 20) will be used for transcribing data. The question in the questionnaire survey includes a mixture of “positively-keyed” and “negatively-keyed” items. This need to be addressed before computing the scores on the questionnaires and before proceed to any analyses.

In this research, the items for employee training, teamwork, employee rewards and recognition, management leadership employee empowerment and job satisfaction is “positively-keyed” while work-life balance and turnover intention is “negatively-keyed” items. Reverse scoring the negatively-keyed items need to be completed to ensure all of the items are consistent with each other. Hence, reverse scoring was done to the items from work-life balance. During revering the code, all the scores from the questionnaires are recoded. The original scoring are 1=Strong disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree. After reverse the scoring, they become 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly disagree.

3.5.5 Data Cleaning

Data cleaning includes consistent check and treatment of missing responses which are more through and extensive whereby consistency checks identify data that are out of range, logically inconsistent or have extreme values which are inadmissible and must be corrected (Malhotra et al., 2002). Malhorta et al. (2002) also mentioned that missing responses represent values of a variable that are unknown; either because respondents provide ambiguous answer or their answer was not properly recorded.

There are totally 235 sets questionnaires have been distributed to the respondents by using traditional distribution and electronic method. There are totally of 198 questionnaires are collected. However, 3 sets had been filtered due to incomplete information. Thus, there are only 195 sets data will be used for data analysis.

3.6 Data Analysis

After the data collection is completed, Statistical Package for Social Sciences (SPSS version 20) software was used to analyze the data. All collected data are inserted into SPSS 20. It enables researchers to calculate and analyze the quantitative data in effective and efficient manner. The analysis methods that will be used to interpret the result of this research included reliability test, descriptive analysis, multiple regression analysis, simple regression analysis and Anova Test.

3.6.1 Reliability Test

Reliability measure is one for which a respondent responds in the same or in a very similar manner to an identical or near-identical question (Burns & Bush, 2006). It is considered reliable if its repeated application results in consistent scores and concerned with the consistency of the research findings (Malhotra, 2006). This test is able to verify whether the items in the questionnaire are related to each other or vice versa. Cronbach's Alpha of reliability test is used to examine the reliability of the measurement scale. Scales were analyzed in term of their reliability, by means of the internal consistency. Low reliability indicates the imperfection in the measuring process that influenced the research project in different ways each time when the measurement is taken (Zikmund, 2003). Reliability test is conducted after collected the data from pilot test. This is to ensure that the constructs are reliable before proceed to distribute the questionnaires.

3.6.2 Descriptive Analysis

According to Burns & Bush (2006), the descriptive analysis is used to describe the variables (question responses) in a data matrix (all respondents' answer). It is statistics normally associated with frequency analysis that helps to summarize the information presented in the frequency table. Basically, descriptive analysis is calculating Descriptive measure is typically used early in the

analysis process and become foundation for subsequent analysis. The objective of descriptive analysis is able to provide accurate, simple, and meaningful figures by summarizing the dependent and independent variable in a large set of data. In this research, descriptive analysis is used to analyze the demographic and general data.

A frequency distribution is reports the number of responses that each question received and it used to determine the experimental of the variable (Aaker et al., 2007). Frequencies themselves are raw counts, and normally these frequencies are converted into percentages for straightforward of comparison the variable (Burns & Bush, 2006). The percentage will breakdown into the various categories, and express these variable in the percentage terms. Besides that, the frequency distribution of the variable will be visualized through table in this research. The objective is to obtain a count of the number of responses associated with different values of the variable (Malhotra, 2006). Hence, the frequency distribution will be used to summarize the demographic information based on the questionnaires return by the respondents.

3.6.3 Multiple Regressions Analysis

The multiple regression analysis involves more than one independent variable to predict a single dependent variable or used in the regression equation (Burns & Bush, 2006). The basis of this technique is an assumed straight-line relationship existing between the variable (Burns & Bush, 2006). According to Hair et al. (2007) multiple regression analysis is a statistical technique which analyzes the linear relationship between a dependent variable and independent variables by estimating coefficients for the equation and for a straight line. The equation in multiple regressions has the following form:

$$y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 \dots + b_m x_m$$

Equation;

$$y = a + b_1 ET + b_2 TW + b_3 ERR + b_4 ML + b_5 EE + b_6 WLB$$

Where

-
- ET = Employee training
 - TW = Teamwork
 - ERR = Employee rewards and recognition
 - ML = Management leadership
 - EE = Employee empowerment
 - WLB = Work-life balance

With multiple regression, the underlying conceptual model specifies that several independent variables are to be used, and it is necessary to determine which one are significant (Burns & Bush, 2006). It helps researcher to clearly identify which independent variables have great impact on the dependent variable. In addition, five basic questions used to determine the result in this study: whether a relationship exists; how strong is the relationship; whether the relationship is positively or negatively skewed; what is the best way to describe the relationship and what are the best means of fitting a straight line to the data.

This research will investigate the effect and relationship between independent variables (Total Quality Management (TQM) Practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work life balance) towards the dependent variable (job satisfaction). Researcher will be able to understand the most significant factor that influence job satisfaction of employees who are working for SMEs and establish better strategy for SMEs top management to improve their organisations.

3.6.4 Simple Regression Analysis

The simple regression analysis is similar to multiple regressions analysis. It is a type of regression that with single metric dependent variable and single metric independent variable. Simple regression analysis identifies the relationship between one independent variable and one dependent variable (Hair et al., 2003). Simple regression analysis is a statistical technique which

analyzes the linear relationship between a dependent variable and an independent variable by estimating coefficients for the equation and for a straight line. The equation in simple regression has the following form:

$$y = a + b_1 x_1$$

Equation;

$$y = a + b_1 JB$$

Where

JB= Job satisfaction

In this research, simple regression analysis is used to investigate the relationship between independent variable (job satisfaction) towards the dependent variable (turnover intention). Researcher will be able to understand the how job satisfaction of SMEs employees will influence on turnover intention and establish better strategy for SMEs top management to improve their organisations.

3.6.5 ANOVA Analysis

According to Kucuk et al., (2015), Analysis of variance (ANOVA) is a widely used statistical test which is used to analyze difference among three or more groups. There are three assumptions for ANOVA which included all samples are drawn from normally distributed population, all populations have common variance and lastly all samples are drawn independently of each other. In this research, ANOVA is used to explore different mean between income level group towards employees' job satisfaction.

3.7 Limitation of the study

There are few limitations in this research. This section examines the limitations of the research design, which were identified from the beginning. In addition, the counter measures taken to minimise the impact of these issues. The limitations of the research are stated as per below:

- a) Bias in informant responses need to be considered during the research. A multiple informant approach will be adopted and investigate further any 'outlier' responses as a counter measure to this limitation.
- b) The limitation off accessibility of participating company. Some of the companies were not ready to accept the researcher as they are busy for their daily tasks.
- c) This research was focused on SMEs in certain industry only such as printed and published industry. More than 20% collected questionnaires are from printed and published organisations. Therefore, the findings of this research could not be generalized between similar businesses in similar industries.
- d) The limitation of sample size which consist of 195 data from the questionnaire collection only. The result can be more accurate to present SMEs within Klang Valley if there are more responds can be collected.

3.8 Ethical Considerations

Ethical issues need to be addressed and considered in social science or management research. This is because ethical issues are related to the integrity of the research and subject matter (Bryman and Bell, 2015). Churchill (2002) indicated that the ethics are relevant to all situations and activities and can affect anybody.

In this research, a few ethical issues arose during conduct of the survey questionnaire. Firstly, some of the participating companies permissions are not obtained as researcher is using snowballing method which distribution of questionnaire surveys to individuals that most frequently associates. Besides that, the company name and respondents' name were not identified.

3.9 Conclusion

This chapter described research design, data collection methods, sampling design, research instrument, construct measurement, pilot testing, data processing, data analysis, limitation of the study and ethical consideration. Chapter 3 provide a linkage to chapter 4, they are interrelated. The following chapter will show the patterns of the result and analysis of the results which are relevant to the research questions and hypothesis. Chapter 4 will report on the result of the statistical analysis in table, discussion and interpretation of hypothesis.

CHAPTER 4: RESEARCH RESULT AND FINDING

Introduction

The previous chapter discussed the strategy and methodologies designed for this research. The structure included the data collection through a survey questionnaire. This chapter will present the findings from the survey. In this chapter, researcher will describe and interpret the data using selected statistical analysis scale. All results used for interpretation will be obtained from the output of SPSS 20 computation analysis software. The first section of this chapter presents the general descriptive data of the respondents such as organisation industry, organisation category, gender, age, job category, personal monthly income and year of service. The second section presents the results of Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards job satisfaction. The third section explores the relationship between employees' job satisfaction towards turnover intention. Lastly, conclusion will be presented at the end of this chapter.

4.0 Reliability test

Table shows the reliability analysis result for pilot testing of the research by using Cronbach's Alpha Coefficient. The purpose of running reliability test is to ensure the dependability, stability, predictability, consistency and accuracy, and relates to the extend which any measuring procedure yields the same results on repeated trials (Kerlinger, 1986).

Table 4: Reliability Analysis Result for Pilot Testing

Variables	Number of Item	Cronbach's Alpha Coefficient
Employee training	3	0.812
Teamwork	4	0.861
Employee rewards and recognition	5	0.793
Management leadership	4	0.789
Employee Empowerment	4	0.825
Work-Life balance	8	0.851
Management leadership	4	0.81
Turnover intention	4	0.841

Source: Developed for research

Based on Table 4, all values of Cronbach's Alpha Coefficient are above 0.7. Therefore, all variables (independent, dependent and mediator) are reliable. The variables have achieved the recommended value as shown in Table 4. The result indicated that every item is measuring the same underlying variable. Thus, the questionnaire is reliable and proceeds to distribution for respondents. Questionnaire surveys are distributed by using snowballing method. The data was collected from 18 January 2016 until 4 March 2016.

4.1 Descriptive Analysis

4.1.1 Background of the respondents

This research focused on SMEs within Klang Valley, Malaysia. The SMEs included manufacturing and service companies. There are totally 235 sets questionnaires has been distributed to the respondents by using traditional distribution and electronic. There are totally of 198 questionnaires are collected. However, 3 sets had been filtered due to incomplete information. In summary, there are total of 195 sets complete data received. The response rate satisfied the rule proposed by Roscoe (1975) who suggest a sample size larger than 3 and less than 500 is representative for most research of this nature. Therefore, the collected data of 195 from respondents is representative for this research.

4.1.2 Frequency of Respondent Based on Industry Type

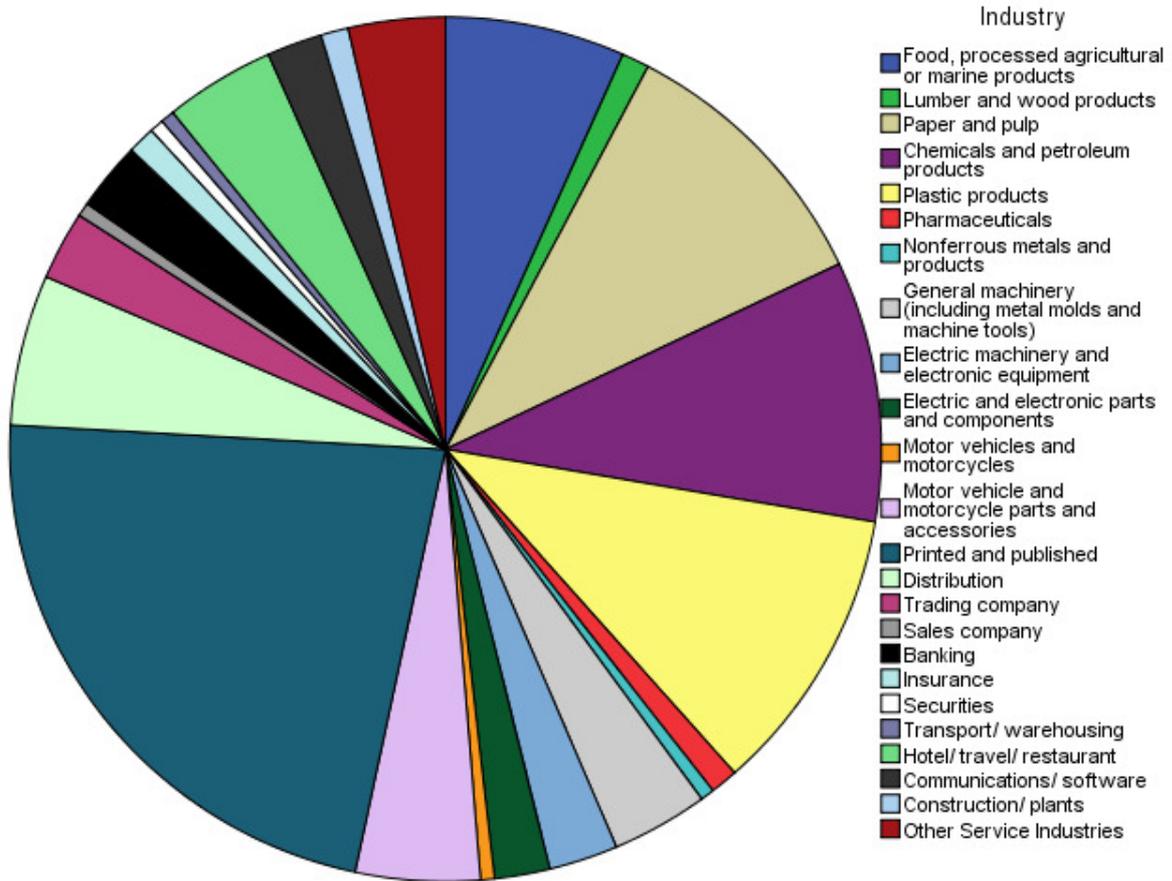
Table 5: Industry Type

Demographic variable	Sample composition
Type of industry (Manufacturing)	Food, processed agricultural or marine products 6.7%
	Lumber and wood products 1.0%
	Paper and pulp 10.3%
	Chemicals and petroleum products 9.7%
	Plastic products 10.8%
	Pharmaceuticals 1.0%
	Nonferrous metals and products 0.5%
	General machinery (including metal molds 3.6%

	and machine tools	
	Electric machinery and electronic equipment	2.6%
	Electric and electronic parts and components	2.1%
	Motor vehicles and motorcycles	0.5%
	Motor vehicle and motorcycle parts and accessories	4.6%
	Printed and published	22.6%
Type of industry (Service)	Distribution	5.6%
	Trading company	2.6%
	Sales company	0.5%
	Banking	2.6%
	Insurance	1.0%
	Securities	0.5%
	Transport/warehousing	0.5%
	Hotel/travel/ restaurant	4.1%
	Communication/software	2.1%
	Construction/ plants	1.0%
	Other Service Industries	3.6%

Source: Developed for research

Pie Chart 1: Industry Type



Source: Developed for research

The table and pie chart above showed the industry background of respondents. Recoding was done in SPSS to get the result as shown in Appendix A2b. The item from 1 to 23 is recoded as 1 which represents manufacturing industry. Value of 24 to 39 is recoded to 2 which represent service industry. The purpose is to find out the percentage of the respondents from manufacturing industry and service industry. Based on Appendix A2b, it indicates that 148 respondents (75.9%) from manufacturing industry and 47 respondents (24.1%) from service industry were involved in this research. The details type of industry is shown as Table 5.

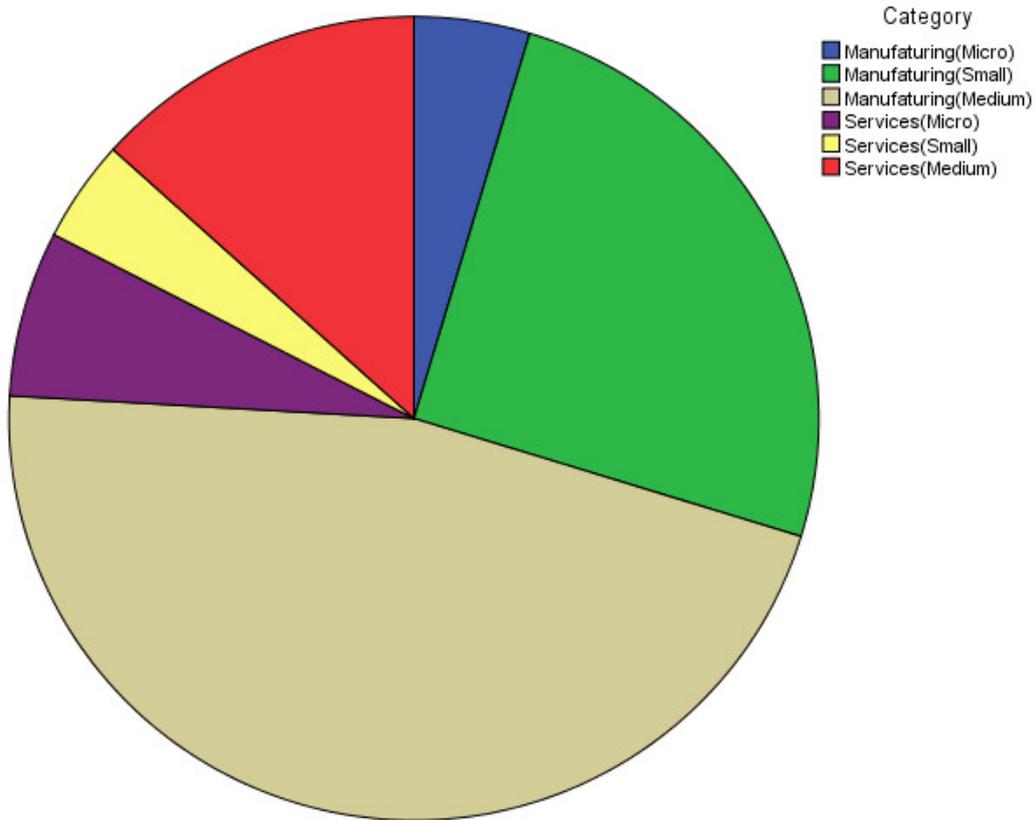
4.1.3 Frequency of Respondent Based on Company Category

Table 6: Category

Demographic variable		Sample composition	
Company (Manufacturing)	Category	Micro: Sales turnover less than RM300,000 OR full time employee less than 5	4.6%
		Small: Sales turnover from RM300,000 to less than RM15 million OR full time employee from 5 to less than 75	25.1%
		Medium: Sales turnover from RM15 million to not exceeding RM50 million OR full time employee from 75 to not exceeding 200.	46.2%
Company Category (Service)	Category	Micro: Sales turnover less than RM300,000 OR full time employee less than 5	6.7%
		Small: Sales turnover from RM300,000 to less than RM3 million OR full time employee from 5 to less than 30	4.1%
		Medium: Sales turnover from RM3 million to not exceeding RM20 million OR full time employee from 30 to not exceeding 75.	13.3%

Source: Developed for research

Pie Chart 2: Category



Source: Developed for research

Table 6 and pie chart shows the organisation category of respondents. There are total of 9 respondents (4.6%) from micro manufacturing, 49 respondents (25.1%) from small manufacturing and 90 respondents (46.2%) form medium manufacturing companies. The balance respondents are from service category which showed 13 respondents (6.7%) from micro service, 8 respondents (4.1%) from small service and 26 respondents (13.3%) from medium service industry. The frequency of the respondents is shown in Appendix A3.

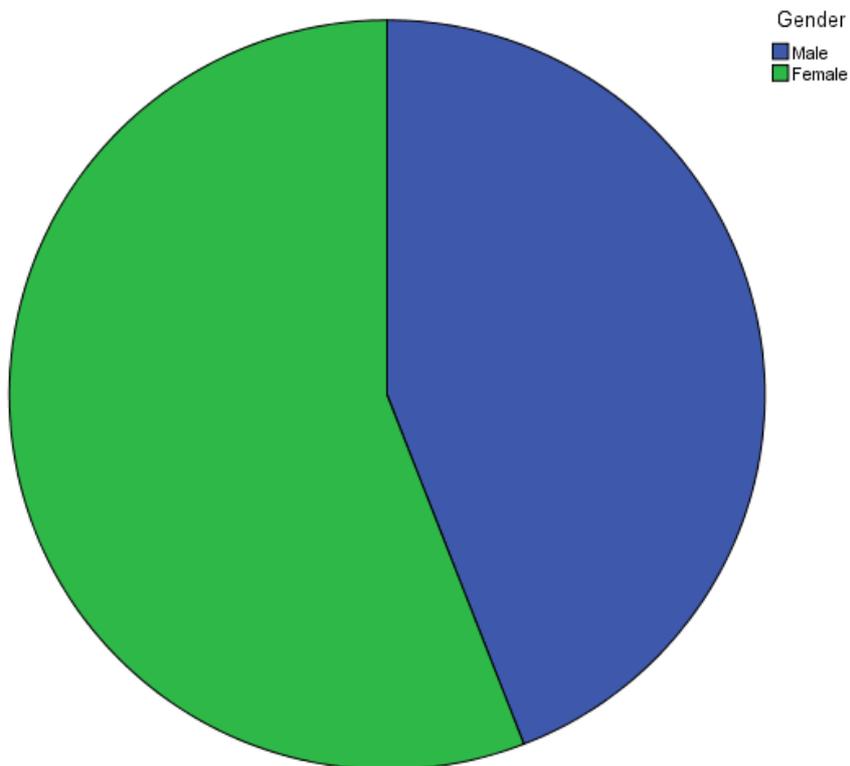
4.1.4 Frequency of Respondent Based on Gender Group

Table 7: Gender Group

Demographic variable	Sample composition	
Gender	Male	44.1%
	Female	55.4%

Source: Developed for research

Pie Chart 3: Gender Group



Source: Developed for research

Table 7 and pie chart 3 indicates there are 86 (44.1%) male respondents while balance 108 (55.4%) female respondents were involved in this research. The number of respondents is shown in Appendix A4.

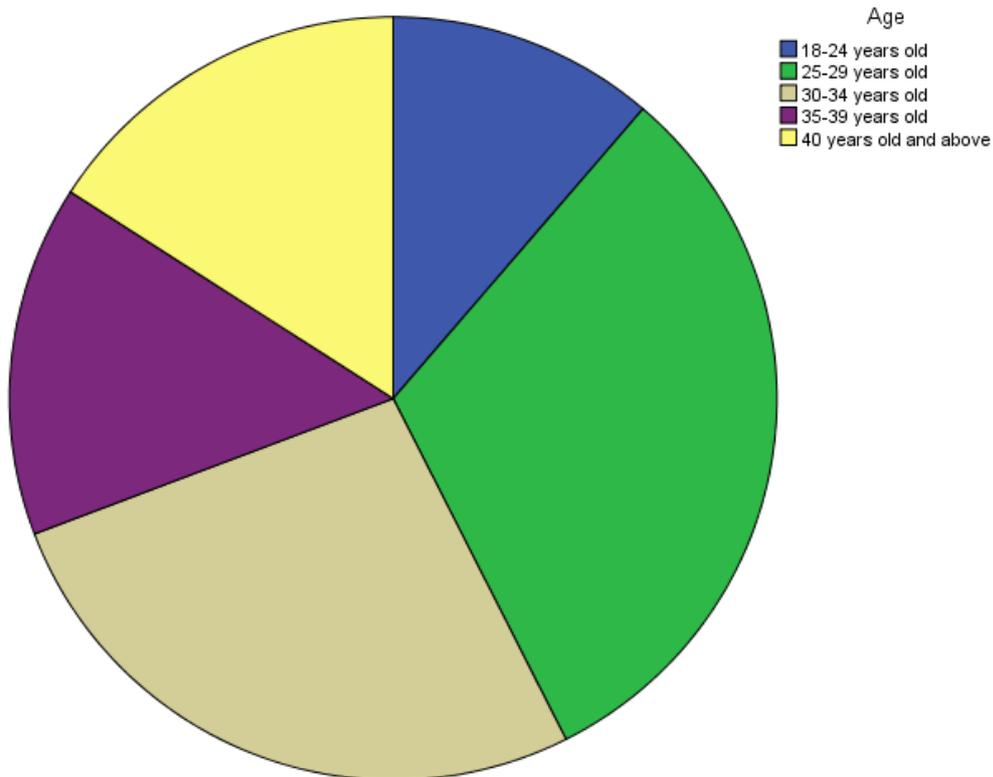
4.1.5 Frequency of Respondent Based on Age Group

Table 8: Age Group

Demographic variable	Sample composition	
Age	18 - 24 years old	11.3%
	25 - 29 years old	31.3%
	30 - 34 years old	26.7%
	35 - 39 years old	14.9%
	40 years old and above	15.9%

Source: Developed for research

Pie Chart 4: Age Group



Source: Developed for research

There are 5 categories for age group in this research. Based on table 8 and pie chart 4, majority falls between the ranges of 25-29 years old (61%), followed by respondents' age between 30-34 years old (52%), 31 respondents (15.9%) from the age category of 40 years old and above, 29 respondents (24.9%) from the age range from 35-39 respondents and lastly there are 22 respondents (11.3%) from the age category of 18-24 years old. The frequency of respondents is shown in Appendix A5.

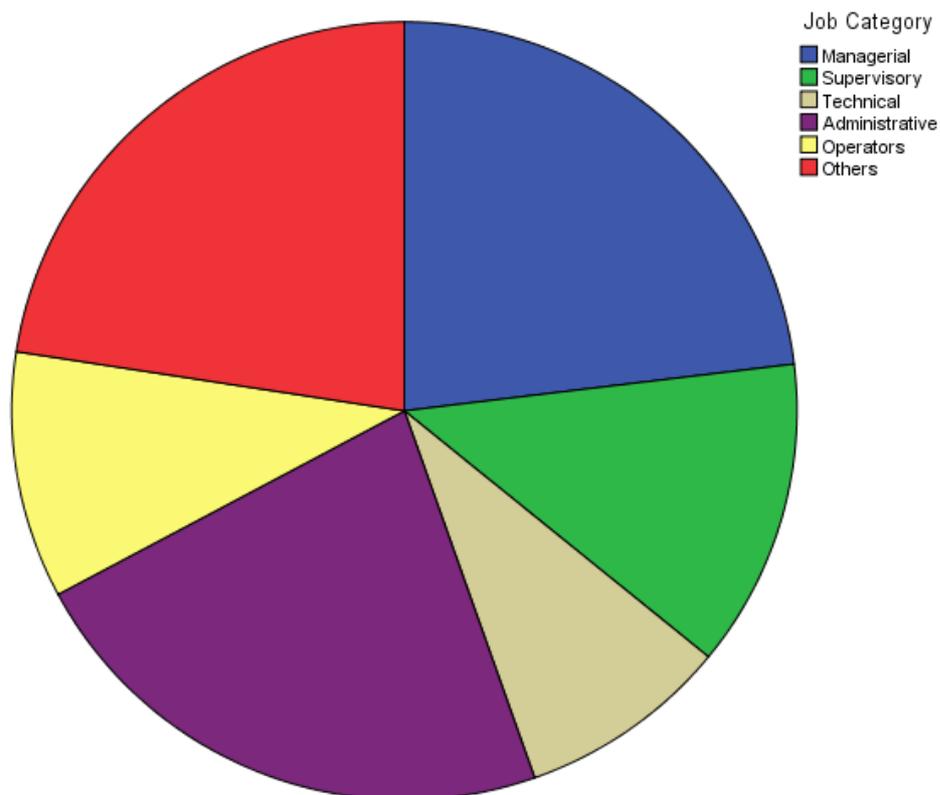
4.1.6 Frequency of Respondent Based on Job Category

Table 9: Job Category

Demographic variable	Sample composition	
Job Category	Managerial	23.1%
	Supervisory	12.8%
	Technical	8.7%
	Administrative	22.6%
	Operators	10.3%
	Others	22.6%

Source: Developed for research

Pie Chart 5: Job Category



Source: Developed for research

In terms of job category, there are 45 respondents (23.1%) from managerial level, 44 respondents (22.6%) from administrative category. There are also 44 respondents (22.6%) for other category. 25 respondents (12.8%) are from supervisory category and 20 respondents (10.3%) from operators' category. Balance 17 respondents (8.7%) are from technical category. The frequency of respondents is shown in Appendix A6.

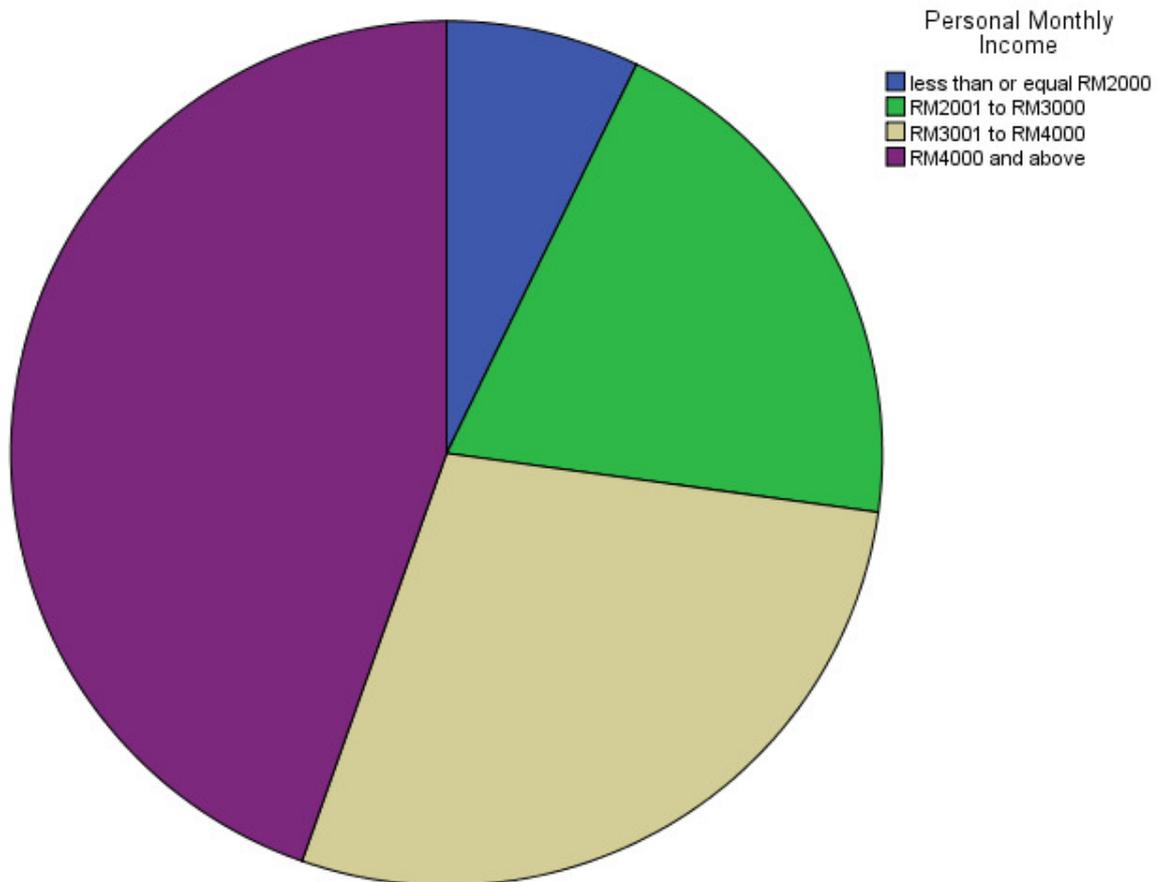
4.1.7 Frequency of Respondent Based on Personal Monthly Income

Table 10: Personal Monthly Income

Demographic variable	Sample composition	
Personal Monthly Income	less than or equal less than RM2000 (\leq RM2000)	7.2%
	RM2001 to RM3000	20.2%
	RM3001 to RM4000	28.2%
	RM4001 and above	44.6%

Source: Developed for research

Pie Chart 6: Personal Monthly Income



Source: Developed for research

Personal monthly income might be an important factor to affect the job satisfaction level. Based on Table 10 and pie chart 6, 87 respondents (44.6%) received RM4000 and above monthly, followed by 55 respondents (28.2%) received salary between the range from RM3001 to RM4000. There are 39 respondents (20.0%) receive salary between range RM2001 to RM3000. Lastly, there are 14 respondents (7.2%) received less than or equal RM2000 monthly. The frequency of respondents is shown in Appendix A7.

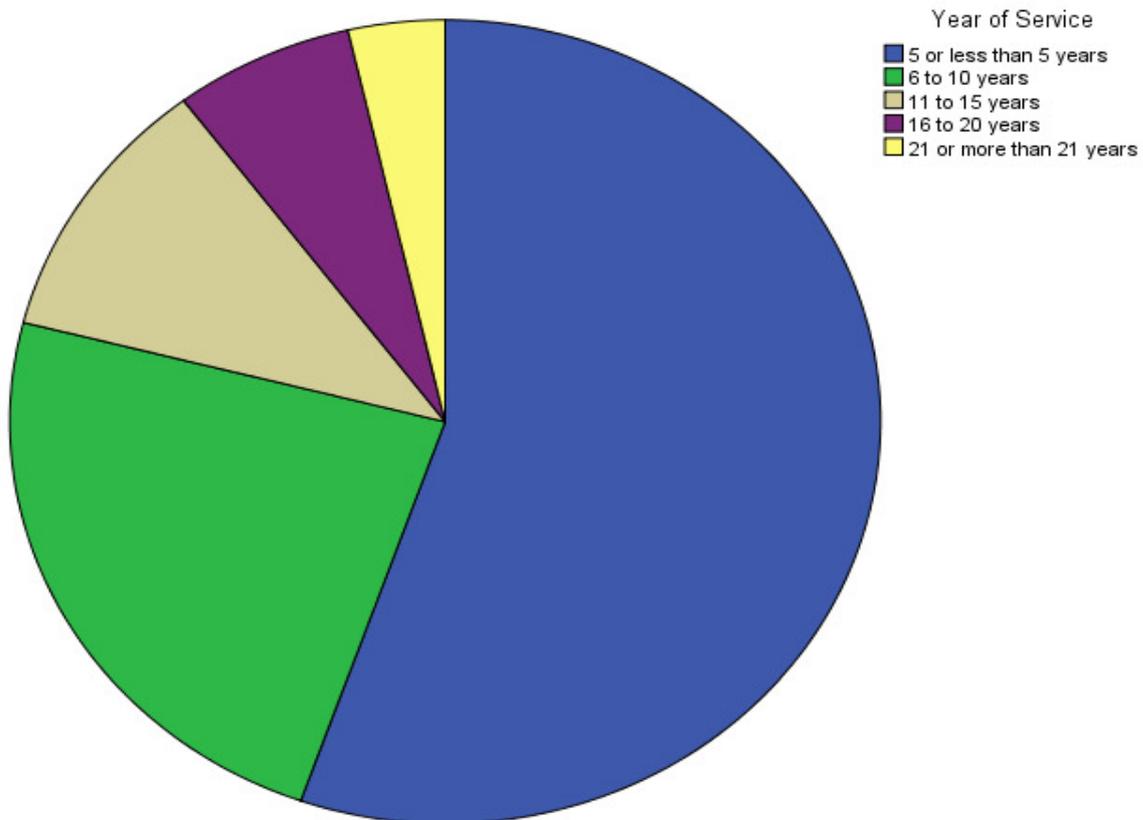
4.1.8 Frequency of Respondent Based on Year of Service

Table 11: Year of Service

Demographic variable	Sample composition	
Years of Service	5 or less than 5 years	55.4%
	6 to 10 years	23.6%
	11 to 15 years	10.8%
	16 to 20 years	6.7%
	21 or more than 21 years	3.6%

Source: Developed for research

Pie Chart 7: Year of Service



Source: Developed for research

Table 11 and pie chart 7 show the duration of respondents' service for their current employers. Most of them which are 108 respondents (55.4%) are with their organisation 5 or less than 5 years. The following 46 respondents (23.6%) servicing at current organisation between 6 to 10 years, 21 respondents (10.8%) are with current job at the year of service range from 11 to 15 years. There are 13 respondents (6.7%) work for their current employer at the year of service range from 16 to 20 years. Lastly, there are only 7 respondents (3.6%) staying with current organisation from the range 21 or more than 21 years. The frequency of respondents is shown in Appendix A8.

4.2 Multiple Linear Regression Analysis

4.2.1 Total Quality Management (TQM) Practices: employee training, teamwork, employee rewards recognition, management leadership, employee empowerment and work-life balance towards Job Satisfaction

Table 12:: Model summary for TQM Practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.703	.473

a. Predictors: (Constant), Work-life balance, Employee empowerment, Employee rewards and recognition, Employee Training, Management Leadership, Teamwork

b. Dependent Variable: Job satisfaction

Source: Developed for research

In Table 12, the value of adjusted R square is shown as 0.703 (70.3%). This result can be interpreted as the model explains 70.3% of the variance had been explained by the six independent variables. It indicates that independent variables (TQM Practices - employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance) are the main factors that influence employees' job satisfaction.

Table 13: ANOVAa for for TQM Practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	103.987	6	17.331	77.544	.000 ^b
Residual	42.018	188	.223		
Total	146.004	194			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Work-life balance, Employee empowerment, Employee rewards and recognition, Employee Training, Management Leadership, Teamwork

Source: Developed for research

As shown in Table 13, the result can be interpreted as the model reaches statistical significance as the value showed Sig = .000, the p-value of F ratio is less than 0.05. Thus, it can be concluded that the variables (Total Quality Management (TQM) Practices: employee training, teamwork, employee rewards & recognition, management leadership, employee empowerment and work-life balance) are making significant unique contribution to the prediction of dependent variable (job satisfaction).

Table 14: Coefficients^a for for TQM Practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	-.872	.218		-4.001	.000	-1.301	-.442					
Employee Training	.189	.063	.168	3.012	.003	.065	.313	.637	.215	.118	.492	2.033
Teamwork	.113	.067	.112	1.678	.095	-.020	.245	.705	.121	.066	.343	2.913
Employee rewards and recognition	.256	.056	.242	4.594	.000	.146	.365	.661	.318	.180	.553	1.808
Management Leadership	-.019	.066	-.016	-.286	.775	-.149	.111	.572	-.021	-.011	.503	1.990
Employee empowerment	.325	.068	.245	4.796	.000	.191	.459	.654	.330	.188	.585	1.709
Work-life balance	.314	.056	.309	5.606	.000	.203	.424	.697	.378	.219	.505	1.981

a. Dependent Variable: Job satisfaction

Source: Developed for research

In Table 14, it shows that only four independent variables (employee training, employee rewards and recognition and employee empowerment and work-life balance) are making a statistically significant contribution to the equation ($p < 0.05$). The result of 0.775 showed that management leadership is not significant towards employees' job satisfaction as $p > 0.05$. The result of 0.095 showed that teamwork is less significant towards employees' job satisfaction ($p > 0.05$).

Unstandardized coefficient values listed as B will be used in constructing regression equation. It indicates the contribution of every independent variable (TQM practices: employee training,

employee rewards and recognition, employee empowerment and work-life balance) to the dependent variable (job satisfaction) Based on the result shown in Table 14, employee training (0.189), employee rewards and recognition (0.256) and employee empowerment (0.325) and work-life balance (0.314) has positive impact towards employees' job satisfaction. Thus, the relationship between four independent variables and dependent variable can be explained by using the following equation:

$$\text{Job Satisfaction} = -0.872 + 0.189 (\text{Employee training}) + 0.256 (\text{Employee rewards and recognition}) + 0.325 (\text{Employee empowerment}) + 0.314 (\text{Work-life balance})$$

Table 15: Ranking if TQM Practices

Independent Variable	Standardized Coefficients	Ranking
Employee Empowerment	0.325	1
Work-life balance	0.314	2
Employee rewards and recognition	0.256	3
Employee Training	0.189	4

Source: Developed for research

Based on Table 15, the importance of independent variables is ranked from employee empowerment (0.325), work-life balance (0.314), employee rewards and recognition (0.256) and employee training (0.189). Employee empowerment will significantly impact towards employees' job satisfaction, followed by work-life balance, employee rewards and recognition, employee training.

4.3 Simple Linear Regression Analysis

4.3.1 Job Satisfaction towards Turnover Intention

Table 16: Model summary for job satisfaction towards Turnover Intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.651	.577

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Turnover Intention

Source: Developed for research

According to Table 16, the adjusted R Square shows 0.651 (65.1%) of the variance had been explained by the independent variable. It shows that job satisfaction will affect turnover intention.

Table 17: ANOVA^a for job satisfaction towards Turnover Intention

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.903	1	120.903	362.918	.000 ^b
	Residual	64.297	193	.333		
	Total	185.200	194			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job satisfaction

Source: Developed for research

The result that shown in Table 17 can be interpreted as this model is highly significant and accepted (Sig = .000, $p < 0.05$). The result also shows that job satisfaction is able to affect turnover intention.

Table 18: ANOVAa for job satisfaction towards Turnover Intention

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	5.345	.170		31.406	.000	5.010	5.681					
Job satisfaction	-.910	.048	-.808	-19.050	.000	-1.004	-.816	-.808	-.808	-.808	1.000	1.000

a. Dependent Variable: Turnover Intention

Source: Developed for research

The statistical result in Table 18 shows that independent variable is making a statistically significant contribution to the equation (Sig = .000, $p < 0.05$). The significant value of job satisfaction (0.000) is lesser than of 0.05. Thus, it has significant influence towards turnover intention. There is negative relationship between job satisfaction towards turnover intention.

4.4 ANOVA Analysis

4.4.1 Income level towards employees' job satisfaction

Table 19: One Way ANOVA test: Income level towards employees' job satisfaction level

ANOVA

Job satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.459	3	1.820	2.473	.063
Within Groups	140.545	191	.736		
Total	146.004	194			

Source: Developed for research

One Way ANOVA Analysis is used to examine whether there is a significant difference of income level on employees' job satisfaction. Based on the table above, F is at 2.473 with $p=0.063 > p=0.05$, which indicates that there is no significant difference between income level towards employees' job satisfaction.

4.5 Results summary of the research questions

Table 20: Results summary of research question

Questions:	Statement of Questions	Results
1	Do Total Quality Management (TQM) Practices and work-life balance has a significant and positive relationship towards employees' jobs satisfaction?	Yes, employee training, employee rewards and recognition, employee empowerment and work-life balance has significant and positive relationships towards employees' job satisfaction.
2	Which construct (Total Quality Management (TQM) practices and work-life balance) should the top management emphasize in order to ensure employees' job satisfaction is high?	Top management should emphasize employee empowerment as this construct has the most significant result towards employees' job satisfaction.
3	Will employees' job satisfaction affect turnover intention?	Yes, job satisfaction has significant relationship towards turnover intention.
4	Is the difference of income level will affect employees' job satisfaction?	No significant influence

Source: Developed for research

4.6 Results summary of the hypothesis

Table 21: Results summary of the hypothesis

Hypothesis	Statement of Hypothesis	Reject/ Not to reject
H1	Employee training has positive relationship with employees' job satisfaction.	Not to reject
H2	Teamwork has positive relationship with employees' job satisfaction.	Reject
H3	Employee rewards and recognition has positive relationship with employees' job satisfaction.	Not to reject
H4	Management leadership has positive relationship with employees' job satisfaction.	Reject
H5	Employee empowerment has positive relationship with employees' job satisfaction.	Not to reject
H6	Work-life balance has positive relationship with employees' job satisfaction.	Not to reject
H7	There is negative relationship between employees' job satisfaction and turnover intention.	Not to reject
H8	There is significant difference between income levels group towards employees' job satisfaction.	Reject

Source: Developed for research

4.7 Conclusion

This chapter showed the result of interpretation from the collected data. The data are collected from questionnaire survey and insert the data to SPSS 20 to analyze the result. The result enables researcher to understand the key factors that affect employees' job satisfaction. Besides that, the result also presented the relationship between job satisfaction and turnover intention. The result allows researcher to understand the effect of Total Quality Management (TQM) practices and work-life balance towards employees' job satisfaction and turnover intention for those who are working at SMEs within Klang Valley, Malaysia. An in-depth discussion will be presented in Chapter 5 based on the results and past studies.

CHAPTER 5: DISCUSSION AND CONCLUSION

Introduction

The objective of this research is to explore and understand the impact of Total Quality Management (TQM) practices (employee training, teamwork, employee rewards and recognition, management leadership and employee empowerment) and work-life balance towards employees' job satisfaction and turnover intention at SMEs within Klang Valley, Malaysia. In this chapter, an in depth discussion and summary of the research findings will be presented. The research objective and research questions will be linked to conclusion and discussion. The review of current and past literatures will be able to provide a basic concept of the study. Besides that, the past literatures also strengthen and support research findings and provide information for SMEs top management to understand the key factors that will affect employees' job satisfaction and turnover intention. They may use the information and plan ahead on their business strategy to strengthen their position in the market. In this study, three Total Quality Management (TQM) practices: employee training, employee rewards and recognition, employee empowerment and work-life balance have a significant impact on employees' job satisfaction. However, management leadership and teamwork has insignificant impact on employees' job satisfaction. The results of this research are further elaborated in the following sections.

5.0 Discussion of Major Findings

In this section, an in-depth discussion will be made to have further elaboration on the phenomenon based on the findings in previous chapter. Research questions and objectives will be linked to provide a better understanding on how Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership,

employee empowerment and work-life balance affect employees' job satisfaction and turnover intention in SMEs.

5.0.1 Identify the variables - TQM Practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work life towards employees' job satisfaction for SMEs within Klang Valley, Malaysia

Table 22: Summary Result of Multiple Linear Regressions

Variables	Statement of Hypothesis	t-value	p-value	Reject/ Not to reject
Employee Training	H1: Employee training has positive relationship with employees' job satisfaction.	3.012	0.003	Not to reject
Teamwork	H2: Teamwork has positive relationship with employees' job satisfaction.	1.678	0.095	Reject
Employee rewards and recognition	H3: Employee rewards and recognition has positive relationship with employees' job satisfaction.	4.594	0.000	Not to reject
Management leadership	H4: Management leadership has positive relationship with employees' job satisfaction.	-0.286	0.775	Reject
Employee empowerment	H5: Employee empowerment has positive relationship with employees' job satisfaction.	4.796	0.000	Not to reject
Work-life balance	H6: Work-life balance has positive relationship with employees' job satisfaction.	5.606	0.000	Not to reject

Source: Developed for research

Standard multiple regression analysis is used to investigate the relationship between independent variable (TQM Practices: Employee training, teamwork, employee rewards and recognition, management leadership and employee empowerment and work-life balance) towards dependent variable (job satisfaction). The output is summarized in Table 25 as above. From the result which indicated $p < 0.05$, only three Total Quality Management (TQM) practices: has significant influence towards employees' job satisfaction. Teamwork (0.095) and management leadership (0.775) shows $p\text{-value} > 0.05$ is not significant to employees' job satisfaction. Employee empowerment has the most significant influence on employees' job satisfaction, followed by work-life balance, employee rewards and recognition and lastly employee training.

In this research study, the result showed that employee training also has significant and positive relationship towards employees' job satisfaction which supported the results of previous studies (Krishnan et al., 1993; Choo & Bowley, 2007; Oostrbeek, 1998; Chang et al., 2010). Employee training will have influence on employees' job satisfaction. This is because employee training provides opportunities for employees to gain additional knowledge and skills which allow them to work more efficient and achieve individual growth and development. Thus, H1: employee training has positive relationship with employees' job satisfaction is not rejected.

Teamwork is proven has a positive relationship with job satisfaction from previous studies (Griffin, Patterson & West, 2001; Kabak et al., 2014). However, teamwork has found not significant to employees' job satisfaction in this research study. There is possibility that teamwork does not directly affect employees' job satisfaction that working for SMEs but teamwork have significant result to improve employee performance (Cohen et al., 1997). Hence H2: teamwork has positive relationship with employees' job satisfaction is rejected.

Another independent variable: employee rewards and recognition is found significant towards employees' job satisfaction. The result of the research is consistent with past studies (Wageman, 1995; Carson, Carson, Roes, Birkenmeier, & Phillips, 1999; Brown & Mitchell, 1993; Oliver & Anderson, 1994; Livingstone, Roberts, & Chonko, 1995; Dale, 1999; Brown et al., 1994). Rewards and recognition plays as an important motivator during quality improvement program

which will enhance employees' job satisfaction. It will improve the performance of an individual, section, team, department or division within an organisation. Thus, H3: employee rewards and recognition has positive relationship with employees' job satisfaction is not rejected according based the findings of this research study.

Based on result of present research study, management leadership is found no significant influence towards employees' job satisfaction which is showing different result with the previous (Flynn et al., 1994; Zakuan et al., 2010; Hinkin & Tracey, 1994). However, the result of this research (management leadership do not have significant relationship with employees' job satisfaction) is supported by the result from the research conducted by Downey et al., (1975) and Hampton et al., (1986). Their studies also found that there is no relationship between management leadership and job satisfaction. Thus, H4: management leadership has positive relationship with employees' job satisfaction is rejected. This is because management leadership might not have direct relationship towards employees' job satisfaction for the employees working in SMEs. However, there might be significant relationship between management leadership towards employees' performance (Ijaz et al., 2012).

In this research study, the result showed that employee empowerment has the most significant relationship towards employees' job satisfaction among other independent variables. The result of this research study aligns with the previous studies (Lawyer, 1994; Ugboro & Obeng, 2000; Stenberg, 1992; Seibert et al., 2004). Employee empowerment is important to ensure employees are satisfied with their current job. It is an encouragement to employees when they have the authority to solve the issues to achieve organisation goal. Hence, H5: employee empowerment has positive relationship with employees' job satisfaction is not rejected based on the findings of this research study.

Work-life balance is found second significant influence towards employees' job satisfaction based on the result of this research study. The result is summarized as per Table 25 that showed work-life balance is significantly impact on employees' job satisfaction ($p < 0.05$). The result of this research study is supported by previous studies (Greenhaus et al., 2003; Bizionelos, 2007)

which mentioned that work-life balance will have significant influence on employees' job satisfaction. Therefore, H6: work-life balance has positive relationship with employees' job satisfaction is not rejected based on the result of this research study.

In summary, there are four independent variables are found significant and has a positive result towards employees' job satisfaction. The independent variables included employee training, employee rewards and recognition, employee empowerment and work-life balance. However, teamwork and management leadership are not significantly influence employees' job satisfaction. Besides that, income level is also found no significant different of mean towards employees' job satisfaction that are working for SMEs within Klang Valley area.

The findings of the result also show the priority of independent variables (TQM Practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance) towards dependent variable (job satisfaction). Management should prioritize employee empowerment, work-life balance, employee rewards and recognition and lastly employee training according to the result of this research. Management should take note on the employee empowerment part as this element is highly significant positive to job satisfaction. Most of the employees working for SMEs achieve higher job satisfaction when they are empowered to make decision in their organisations.

5.0.2 Identify employees' job satisfaction towards turnover intention of SMEs employees within Klang Valley, Malaysia

Table 23: Summary Result of Simple Linear Regression

Variable	Statement of Hypothesis	t-value	p-value	Reject/ Not to reject
Job Satisfaction	H7: There is negative relationship between employees' job satisfaction and turnover intention.	19.050	0.000	Not to reject

Source: Developed for research

Simple regression analysis is conducted to explore the relationship between job satisfaction and turnover intention. The result is summarized in Table 26 and shows the independent variable (job satisfaction) significantly influence dependent variable (turnover intention) which showing $p=0.000$ ($p<0.005$). The result can be interpreted as the higher job satisfaction will lead to lower turnover intention. Therefore, H7: there is negative relationship between employees' job satisfaction and turnover intention is not rejected. Job satisfaction will have significant influence on employees' job satisfaction.

5.0.3 Identify income levels towards employees' job satisfaction of SMEs within Klang Valley, Malaysia

Table 24: Summary Result of One Way Anova

Factor	Dependent Variable	p-value
Income Levels	Job Satisfaction	0.063

Source: Developed for research

Table 25: Summary Result of Simple Linear Regression

Factor	Statement of Hypothesis	p-value	Reject/ Not to reject
Income Levels	H8: There is significant difference between income levels group towards employees' job satisfaction.	0.000	Reject

Source: Developed for research

One Way Anova is conducted to measure the different of income levels group towards employees' job satisfaction. However, the p-value showed $0.063 > p=0.005$. Thus, there is no significant mean different between income levels towards employee's job satisfaction. In summary, income level is not significant towards and employees' job satisfaction for those who are working for SMEs within Klang Valley.

5.1 Implications of the Study

5.1.1 Theoretical implications

From the theoretical perspective, this study has extended the past researches that conducted in different countries and different type of industry. This research provides great potential by advancing the Total Quality Management (TQM) practices literature and work-life balance literature. The literatures enable a better understanding of Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and importance of work-life balance towards employees' job satisfaction will has significant influence turnover intention. The results indicate that independent variables: employee training, employee rewards and recognition, employee empowerment and work-life balance are found significant towards employees' job satisfaction in this research study. Besides that, employees' job satisfaction is also found significant towards turnover intention. However, there are independent variables that are found not significant towards dependent variable. The independent variables included teamwork and management leadership. Thus, both hypotheses: H2: teamwork has positive relationship with employees' job satisfaction and H4: management leadership has positive relationship with employees' job satisfaction based on the result of this research study. Teamwork is important to improve employee performance (Cohen et al., 1997). Teamwork might not directly influence employees' job satisfaction. However, performance improvement might have significant influence on employees' job satisfaction. The result of the findings for management leadership is supported by previous studies (Downey et al., 1975; Hampton et al., 1986) that mentioned that there is no relationship between management leadership and job satisfaction. However, management leadership might have significant relationship with job satisfaction in long-term duration during implementation of Total Quality Management (TQM). There is a study performed by Ahire et al., (1996) found out that leadership drives toward organisational performance. It can be concluded that management leadership will have impact on employees' performance instead of employees' job satisfaction. Job satisfaction is also found significant to turnover intention which can be interpreted as: the higher the job satisfaction of employees, the turnover intention

tends to be lower. The present study is focusing on the employees who are working for SMEs within Klang Valley area, Malaysia.

5.1.2 Managerial implications

The previous studies (Ijaz et al., 2012; Kabak et al., 2014; Chang et al., 2012; Mahmud et al., 2014 etc.) are focus on how Total Quality Management (TQM) practices towards organisations performance and employees' job satisfaction in other countries. There is no study the linking work-life balance and Total Quality Management (TQM) towards employees' job satisfaction and turnover intention. This study contributes the literature on SMEs total quality management (TQM) and work-life balance towards job satisfaction and turnover intention and organisational studies as these links have lesser studies before.

SMEs should focus on employee empowerment, work-life balance employee rewards and recognition employee training in managing their organisations. Employee empowerment is the most important among other independent variables as empowering employees is an ongoing process which encourages and motivates employees to perform at the optimum level. When an employee feels valued, he is more likely to engage in problem solving and creative thinking which will increase job satisfaction level. Additionally, empowerment also develops confidence of employees and makes them feel comfortable to work with organisations and indirectly increase job satisfaction level which lead to lower turnover intention. It is important to ensure that employees have sufficient skills and knowledge to handle the issues before empower employees to handle issues that they are facing in the organisations. Thus, SMEs' top management should review their Total Quality Management programs and consider required training for their employees before provide authority for employees in decision making. It will improve the efficiency for organisations' success. The implementation will help to achieve employees' job satisfaction.

Besides that, work-life balance of employees is also playing important role to decide whether the employees will stay with current employers or not. The Total Quality Management (TQM) practices are linked closely to work-life balance. Usually, working hour will significantly influence on work-life balance (Deery, 2008). The implementation of Total Quality Management (TQM) practices will improve the processes of the organisations and improve the efficiency of employees. Hence, work-life balance can be achieved when employees are able to complete tasks on time and spend time with their family. Thus, there are few recommendations can be adopted to retain good employees and assist employees to achieve balancing in work and family life (Deery, 2008). The actions are including provide flexible working hours, flexible work arrangement, adequate breaks during working day, rewarding staff for completing their tasks, encouraging sound management practices, having provision for various types of leave such as “time-out”, staff function that involve family members. All of these activities not only enable organisations to retain their good staffs, but also help employees to achieve balance between their work environment and home life. Total Quality Management (TQM) practices also allow employees to improve their knowledge and skills to work efficiently. Thus, work overloaded, stress, low job satisfaction and turnover rate of good employees can be improved by implementing the stated activities.

Employees tend to achieve better performance when their job satisfaction level is high. Furthermore, achieving high level of job satisfaction will also increase the level of commitment of employees towards the organisations. In summary, top management should protect their human capital to be transferred to other organisations as competent employees are a source of competitive advantage (Lepak and Snell, 1999). Various human resources (HR) policies can be implemented to retain good employees.

5.2 Limitation of the Study

There are some limitations for present research study, which must be considered for future research. The limitations are identified and some directions for possible extensions in the future are suggested.

Firstly, this research is conducted within Klang Valley only. The data of this research project are collected at limited area in Malaysia only. Thus, the sample coverage limitation does not actually presented the effect of Total Quality Management (TQM) practices and work-life balance towards job satisfaction and turnover intention of the entire employees who are working for SMEs in Malaysia. Also, most of the data are collected from packaging companies. For example, the packaging companies included printed and published industry, plastic bottles industry, paper industry etc. The limitation of coverage of industry and location may cause the research findings may not be able to generalize into large samples and represent the whole SMEs industry in Malaysia.

Secondly, it's a critical challenge to request respondents to participate in this survey because the title of this research project is a sensitive issue for some respondents. During conducting this research, researcher found out that the respondents will consume more time to answer the questionnaire especially the turnover intention items. For example, the question: I am actively looking for a job with another company. Respondents may worry and feel embarrassed if their superior found out during answering the survey. They may fill in the perfect answer for the questionnaire to show their loyalty to the organisation. The final result from respondents might affect the accuracy of research findings.

The limitations of this research had been acknowledged. However, this will not significantly detract the findings and provide a platform for future research study.

5.3 Future Research

Future research study should include few suggestions which are stated below. Researcher hopes this research project will provide clearer picture to the SMEs focus the importance of Total Quality Management (TQM) practices: employee training, employee rewards and recognition, employee empowerment and work-life balance have significant impact on employees' job satisfaction and turnover intention for those who are working in SMEs Malaysia currently.

Firstly, the sample size should be increase to different categories of industry and locations around Malaysia. The collected data will be able to provide a macro view of Total Quality Management (TQM) practices and work-life balance towards employees' job satisfaction and turnover intention. The purpose of expansion will provide a greater confidence and lead to a better conclusion for the entire SMEs in Malaysia

Secondly, future research should conduct a study on how the Total Quality Management (TQM) knowledge and practices can be transferred by sharing the experiences among SMEs. A new dimension of Total Quality Management (TQM) evolution in the future can be provided through the understanding of how knowledge is transferred. Besides that, it is interesting to understand whether the implementation of Total Quality Management (TQM) practices will lead to higher performance of employees and directly lead to better performance of the SMEs businesses. Other Total Quality Management (TQM) practices such as supplier quality management, continuous improvement, benchmarking can be explored to find out the relationship towards employees' job satisfaction.

5.4 Conclusion

In conclusion, SMEs are very important to Malaysia economy as they contribute to the growth of GDP performance in Malaysia. Besides that, SMEs also contribute to employment rate. According findings from SME Corp Malaysia (2011), the share of SME employment of overall is increasing continuously. In 2010, SMEs contributes 57.1% of overall employment. The employment rate increased to 65% in 2014. SMEs also supply majority of large organisations by providing products are services in order for them to produce international standards of quality products and remain competitive in global market. Total Quality Management (TQM) practices: employee training, employee rewards and recognition, employee empowerment and ensure of employees' work-life balance are important to increase or improve their job satisfaction. Employees with high job satisfaction level will help SMEs to do continuous improvement and complete the tasks in more efficient way. Thus, it will be able to sustain the business and remain competitive in the competitive environment nowadays.

The research develops and investigates study on the relationship between Total Quality Management (TQM) practices: employee training, teamwork, employee rewards and recognition, management leadership, employee empowerment and work-life balance towards job satisfaction and turnover intention for SMEs within Klang Valley, Malaysia. The findings of the research showed that only four variables: employee training, employee rewards and recognition, employee empowerment and work-life balance is significantly influence on employees' job satisfaction and lead to turnover intention for those who are work for SMEs within Klang Valley, Malaysia. Teamwork and management leadership do not have significant influence on employees' job satisfaction. The result provides empirical support for the essential role of part of Total Quality Management (TQM) practices and work-life balance to ensure employees' job satisfaction are always high and reduce turnover intention.

Employee empowerment was identified as the most dominant practice which influences employees' job satisfaction. Therefore, management should empower and provide authority to their employees in handling daily tasks in the organisations. This will ensure employees are

empowered and will be able to handle job efficiently. Employee empowerment will also make employees to be more responsible and creative to find solutions or methods to solve issues. Training should be provided to the employees more frequently. This is because employees need to have knowledge and skills in handling daily tasks before top management empowers them to handle issues in organisations.

Besides that, work-life balance is also an important factor that will influence employees' job satisfaction. According to the present research, most of the respondents fall under the age category range from 25 years old until 34 years old. This category of people is the generation born in 1980 and 2000 which is also indicated as Generation Y (Eisner, 2005; Lowe et al., 2008). Generation Y has different values with previous generations (Generation X) as they seek to balance their personal life with career (Twenge et al., 2010). This group of the population is dominating the market. Thus, it is important for the top management to understand on how to handle this generation in order to ensure high job satisfaction and reduce turnover intention in SMEs.

Finally, this study is able to identify the importance of Total Quality Management (TQM) practices: employee training, employee rewards and recognition, employee empowerment and work-life balance towards job satisfaction and turnover intention and has proposed a model that can lead the SMEs management team to think of necessary actions need to be taken in the near future for organisations' improvement and performance. This will indirectly contribute to the development of Malaysia's economy. Perhaps this research will help channel to understand the importance of Total Quality Management (TQM) practices and work-life balance towards job satisfaction and turnover intention in SMEs. The implementation of Total Quality Management (TQM) practices is not only able to enhance employees' job satisfaction; it is also an input to improve organisational performance. However, Total Quality Management (TQM) practices should always be incorporated with Human Resource (HR) system in an organisation for more effective affect (Prajogo et al., 2010). Thus, top management should always make continuous improvement in order to retain good employees and achieve excellent organisation performance.

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Appendix Ai

RESEARCH QUESTIONNAIRE



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT

Research Topic: The effect of Total Quality Management (TQM) and work-life balance towards job satisfaction and turnover intention

Dear respondent,

I am a student from Universiti Tunku Abdul Rahman (UTAR). I am currently conducting a research on the effect of Total Quality Management (TQM) and work-life balance affect employees' job satisfaction and lead to turnover intention for small and medium-sized enterprises (SME) within Klang Valley area, Malaysia.

I would appreciate your assistance with this research project on the topic as mentioned above. In an organisation, human resources are key contribution to a company's performance and growth. Thus, it is important to understand on will TQM practices: employee training, teamwork, employee reward and recognition, management leadership, employee empowerment and work-life balance affect employees' job satisfaction which will relate to turnover intention. This study will related organisations on the importance of TQM practices and work-life balance towards employees' job satisfaction which can help them to retain employees and lower down the turnover intention.

Please help to complete this short questionnaire, which will take approximately 8 – 12 minutes. The respondent identity will keep **anonymous and confidential**. Completing and returning the questionnaire constitutes your consent to participate.

Thank you for your precious time and participation in this survey.

Name:	Student ID:	Contact Number:
Kua Ching Yi	12UKM07732	017-4556268

Section A:

INSTRUCTIONS: Please read the question carefully. Answer the question by filling the appropriate box that represents your response. Please mark (✓) for the applicable answer.

1. Please choose an industry from the list below:

Manufacturing

1	Food, processed agricultural or marie products
2	Textiles (yarn, cloth, synthetic fabrics)
3	Apparel and textile products
4	Lumber and wood products
5	Furniture and interior products
6	Paper and pulp
7	Chemicals and Petroleum products
8	Plastic products
9	Pharmaceuticals
10	Rubber products
11	Ceramics and cement
12	Iron and steel (including cast and forged products)
13	Nonferrous metals and products
14	Fabricated metal products (including plated products)
15	General machinery (including metal molds and machine tools)
16	Electric machinery and electronic equipment
17	Electric and electronic parts and components
18	Motor vehicles and motorcycles
19	Motor vehicle and motorcycle parts and accessories
20	Precision instruments
21	Medical devices
22	Printed and Published
23	Other Manufacturing Industries Please specify: _____

Services

24	Fishery
27	Distribution
30	Banking
33	Transport/warehousing

25	Agricultural and forestry
28	Trading company
31	Insurance
34	Real estate

26	Mining
29	Sales company
32	Securities
35	Judicial affairs/taxation

36	Hotel/travel/restaurant	37	Communications/software	38	Construction/plants
39	Other Please specify: _____				

2. Please select your company category.

Manufacturing

Micro: Sales turnover **less than RM300,000** OR full time employee **less than 5**.

Services

Micro: Sales turnover **less than RM300,000** OR full time employee **less than 5**.

Small: Sales turnover from **RM300,00** to less than **RM15 million** OR full time employee from **5 to less than 75**.

Small: Sales turnover from **RM300,000** to less than **RM3 million** OR full time employee from **5 to less than 30**.

Medium: Sales turnover from **RM 15 million to not exceeding RM 50 million** OR full time employee from **75 to not exceeding 200**.

Medium: Sales turnover from **RM 3 million to not exceeding RM 20 million** OR full time employee from **30 to not exceeding 75**.

3. Gender

 Male

 Female

4. Age

1	18 - 24 years old
2	25 - 29 years old
3	30 - 34 years old

4	35 - 39 years old
5	40 years old and above

5. Job Category

1
2
3

Managerial
Supervisory
Technical

4
5
6

Administrative
Operators
Others Please indicate: _____

6. Personal Monthly Income

1
2
3
4

less than or equal less than RM2000 (\leq RM2000)
RM2001 to RM3000
RM3001 to RM4000
RM4001 and above

7. I have been in my current job

1
2
3
4
5

5 or less than 5 years
6 to 10 years
11 to 15 years
16 to 20 years
21 or more than 21 years

Section B:

INSTRUCTION: The information listed below is the measurement items towards job satisfaction. Please mark (√) on the suitable box that you agree.

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly agree

<u>Employee Training towards job satisfaction</u>	1	2	3	4	5
1. I have sufficient training at this firm to do my job effectively.					
2. I am trained for quality improvement skills.					
3. Much of training at our facility emphasizes product and service quality.					

<u>Teamwork towards job satisfaction</u>	1	2	3	4	5
1. Work within this department is appointed around groups.					
2. I am more comfortable working in a team rather than individually					
3. In this company, workplace decisions are made through consensus.					
4. Other units or departments always co-operate with me when I need assistance.					

<u>Employee rewards and recognition towards job satisfaction</u>	1	2	3	4	5
1. I am satisfied with the pay that I received.					
2. I earn more than others who do similar work at other firms.					
3. My pay encourages me to improve the quality of my work.					
4. I will receive a reward if I do something to improve product and service quality.					
5. The benefits, such as vocation and medical insurance that I receive here are better than those I could get at similar firms.					

<u>Management leadership towards job satisfaction</u>	1	2	3	4	5
1. Top management actively participates in quality improvement and improvement processes.					
2. Top management empowers employees to solve quality problems.					
3. Top management arranges adequate resources for employees' education and training.					
4. Top management pursues long-term business success.					

<u>Employee empowerment towards job satisfaction</u>	1	2	3	4	5
1. I am provided with substantial autonomy and responsibility.					
2. I am encouraged to develop new ways to provide better products and services.					
3. I am not punished for quality improvement ideas that are unsuccessful.					
4. I am provided with sufficient information to arrive at good quality suggestions.					

<u>Work-life balance towards job satisfaction</u>	1	2	3	4	5
1. It has been difficult for me to fulfil my family responsibilities because of the amount of time I spend on my job.					
2. I have arrived at work too tired to function well because of household work I had done.					
3. I have come home from work too tired (several times a month) to do the chores which need to be done.					
4. My marriage/ relationship suffer because of my work.					
5. I feel that my work prevents me from being as good a Parent/family member as I would like to be.					
6. I find it difficult to “switch” off when I finish work.					
7. My work affects my enjoyment of my social life.					
8. I often think about leaving my job.					

<u>Job satisfaction</u>	1	2	3	4	5
1. I like my job, it is my ideal job.					
2. I am satisfied with my current job.					
3. I will still continue my job if I have to decide all over again.					
4. I will recommend my friend to apply a job like mine with my company.					

<u>Turnover Intention</u>	1	2	3	4	5
1. I am probably going to be working for another company in a year.					
2. I am planning on looking for a different job in a different organization within the next 12 months.					
3. I am actively looking for a job with another company.					
4. I often think of quitting my current job.					

-THANK YOU-

Appendix Aii:

Summary of past studies on the effect of TQM practices on employee satisfaction and turnover intention

No	Journal	Author	Findings	Others	IV/DV/ Test method
1	Internal Customer Job Satisfaction and Role of TQM Practices	Ijaz, A., Kee, D. M. H., & Irfan, S. M. (2012).	<p>This study is to investigate the linkage between TQM practices and employees job satisfaction in Pakistani organizations.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. Leadership plays a critical role in effective implementation of TQM in the organization and the significant role by effectively implementation of TQM and how it drives towards organizational performance. 2. Training and development programs help to increase employee's knowledge and skills as well as provide opportunities for individual growth. 3. Rewards and recognition plays a significant role in employee job satisfaction which will increase organizational performance. 4. Employee's empowerment enables employees to make their own decision at job in order to smooth functioning of their jobs and responsibilities of their results. 5. Teamwork in the organization provides employees cooperation among each other and among other departments which increases self-efficacy and ultimately leads toward 	<p>'Soft' aspects of TQM practices have a significant and positive impact on employee's performance and ultimately, it leads towards employee's job satisfaction.</p>	<p>IV:</p> <ol style="list-style-type: none"> 1) Leadership Role 2) Training and Education 3) Reward and Recognition 4) Employees Empowerment 5) Cooperation and Teamwork <p>DV: Job satisfaction</p> <p>The reliability of the questionnaire was checked using reliability coefficient Cronbach Alpha, was 0.93 depicting the highest level of reliability of the data.</p> <p>Confirmatory factor analyses were used using maximum likelihood.</p> <p>Values of chi-square, degree of freedom, p-value, Root mean squared error of approximation RMSEA, goodness of fit index for this model (GFI), Value of the comparative fit (CFI), adjusted goodness of fit index (AGFI), normed Fit index (NFI) provides goodness of fit of the measured model.</p>

			<p>job satisfaction among employees.</p> <p>6. Internal customer satisfaction is an essential ingredient for the success and growth of a company.</p> <p>Findings:</p> <p>Findings provide evidence that positive and effective leadership plays a significant role on developing cooperation and teamwork leads towards individual performance as well as organization performance. There is weakest correlation among training and education and empowerment but significant correlation.</p>		
2	Strategies for employee job satisfaction: A case of service sector	Kabak, K. E., Şen, A., Göçer, K., Küçüksöylemez, S., & Tuncer, G. (2014).	<p>The purpose of this study is to measure the impact of TQM activities on the job satisfaction for small and middle size companies (SMEs) in the service sector of Turkey.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. Employee training and education activities with an organization since education is one of the major factors affecting the work quality, performance and productivity of the organization. 2. Employee relations and teamwork is important factor for an employee to feel happy and comfortable in the organization. 3. Employee reward and recognition refers to social and economics capabilities of an organization as it 	Employee relations and teamwork in these organizations are strong and they increase employees' motivation and job performance.	<p>IV:</p> <ol style="list-style-type: none"> 1) Employee Training and Education 2) Employee Relations and Teamwork 3) Employee Reward and Recognition 4) Quality Culture 5) Employee Empowerment <p>DV: Job satisfaction</p> <p>The first step to determine major TQM constructs and to validate the conceptual research framework.</p> <p>The second analysis included descriptive analysis of variables chosen from the conceptual framework.</p> <p>Dependency of TQM activities on the job satisfaction is investigated using the correlation ship analysis.</p>

			<p>increases employees' morale and performance of the organization.</p> <ol style="list-style-type: none"> 4. Quality culture refers to the satisfaction from the activities within workplace. 5. Employee empowerment which refer the degree of involvement of employees into TQM activities and the level of communication within an organization. 6. Job satisfaction is achieved when the values of a job matched with the needs of employees. <p>Findings:</p> <p>There is a strong relationship between job satisfaction and some of the TQM activities including employee training and education, employee relations and teamwork.</p>		
3	Effect of Management Factor on Employee Job Satisfaction- An Application in Telecommunication Sector	Tepret, N. Y., & Tuna, K. (2015).	<p>In this study, effects of management approach and leadership style on employee job satisfaction are explication and representing on the basis of employees who work in telecommunication sector.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. There is positive relationship between employees perceived leadership style and job satisfaction. 2. Employees' job satisfaction levels are more affected from employee oriented leadership style. <p>Findings:</p> <p>All leadership styles have positive significant</p>		In this study, correlation analysis is made to put forward significance of relationship between job satisfaction and leadership styles.

			influence on job satisfaction.		
4	The effect of TQM practices on employee satisfaction and loyalty in government	Chang, C. C., Chiu, C. M., & Chen, C. A. (2010).	<p>This study integrates total quality management practices by introducing employee training, employee empowerment, teamwork, employee compensation, and loyalty within the context of government.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. Employee satisfaction has a positive impact on employee loyalty as it is the gratification or pleasurable emotional state resulting from the valuation of their job. 2. Training will impact on employee's productivity and results in higher levels of employee satisfaction. 3. Employee empowerment which is a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of providing efficacy information. Empowered employees gave higher levels of job satisfaction and performance. 4. Teamwork which is involving groups of interdependent employees who work cooperatively to achieve a common goal have positive impact on employee satisfaction. 5. Management leadership has a positive impact on employee satisfaction. Employees will feel more satisfied when leaders take care 	<ol style="list-style-type: none"> 1. TQM practices acts indirectly on employee loyalty through the mediating effect of employee satisfaction. 2. Employee training has negative effect on employee satisfaction. 	<p>IV:</p> <ol style="list-style-type: none"> 1. Employee training 2. Employee empowerment 3. Teamwork 4. Management leadership 5. Management compensation <p>DV: Employee satisfaction; loyalty</p> <p>Structural equation modelling (SEM) was adopted for the casual relationships data analyses between the constructs because of its flexibility for distributional assumptions, its small sample size requirements, and its strength in handling complex predictive model.</p>

			<p>to help and support the contact employees and are concerned about their needs.</p> <p>6. Employee compensation systems are most frequently considered as one of the key factors influencing employee satisfaction.</p> <p>Findings: Employee compensation, empowerment, teamwork and management leadership are significantly and positively associated with employee satisfaction.</p>		
5	TQM and Malaysia SMEs Performance: The Mediating Roles of Organization Learning	Mahmud, N., & Hilmi, M. F. (2014)	<p>The purpose of this study is to explore the pertinent issues in the relationship between Total Quality Management (TQM) and SME performance.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. TQM is positively related to SME performance due to the dominant role played by SMEs in most developed and developing countries. SME performance was measured by profitability, customer satisfaction, sales growth and employee morale and market share. 2. TQM is closely related to organization learning and expresses organization learning as an expected product of TQM. TQM will be positively related to organization learning. 3. Small business should focus more on TQM practices, as this may support 	The mediating effect organization learning on the relationship between TQM and SMEs performance.	<p>IV:</p> <ol style="list-style-type: none"> 1. TQM 2. Organizational learning <p>DV: SME Performance</p> <p>Test method: NA</p>

			<p>both knowledge management practices ad performance of the firms.</p> <p>Findings:</p> <ol style="list-style-type: none"> 1. The mediator, organization learning served as a positive indirect relationship between TQM and business performance. 		
6	TQM practices and its association with production workers	Ooi, K. B., Arumugam, V., Teh, P. L., & Yee-Loong Chong, A. (2008)	<p>The purpose of this paper is to investigate the multidimensionality of total quality management (TQM) practise and its relationship with production workers' job satisfaction in Malaysia electrical and electronics (E&E) industry context.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. There is positive relationship between TQM and job satisfaction. 2. The TQM practices (leadership and top management commitment, education and training, customer focus, teamwork and organization culture) will affect production workers' job satisfaction. <p>Findings:</p> <ol style="list-style-type: none"> 1. The result of multiple regression analysis implies that TQM significantly and positively related to production workers' satisfaction. 2. Teamwork was perceived as dominant TQM practice, was strong association with production workers' job satisfaction. 3. There was significant and positive association between organization 		<p>IV:</p> <ol style="list-style-type: none"> 1) Leadership and Top Management Commitment 2) Education and Training 3) Customer Focus 4) Teamwork 5) Organization Culture <p>DV: Job satisfaction</p> <p>Factor analysis was initially undertaken for the studied variables. Reliability coefficients and intercorrelations were computed to understand the variability and interdependence of the subscales derived from the factor analyses.</p>

			<p>culture and production workers' job satisfaction.</p> <ol style="list-style-type: none"> 4. The finding also reinforced that top management involvement is likely to foster organizational culture that promotes a total quality. 5. Culture not only able to change, guide and display behaviour of the individual but also provided significant contribution by impacting the thoughts, feelings, satisfactions and interactions within the organization. 6. Customer focus was discovered to be insignificant to job satisfaction of production workers. 		
7	An Empirical Study on Total Quality Management Practices in Some Selected Manufacturing Companies in Bangladesh	Bhuiyan, M. Z. H., Rahman, M. A., & Shahnewaz	<p>This paper is about total quality management (TQM) practices in some selected manufacturing companies in Bangladesh to examine the relationship between TQM and organizational performance, relationship between employees' involvement and TQM results, factors influencing successful implementation of TQM and measuring employees' job satisfaction and commitment.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. TQM comprises all organizational activities include: <ol style="list-style-type: none"> a) Commitment by top management and all employees b) Responding to customer needs and requirements order to satisfy him 	Total Quality Management, Employees' involvement and commitment, Organizational financial performance, Critical success factor, job satisfaction, ROI, ROS	<p>IV:</p> <ol style="list-style-type: none"> 1. Reward and recognition 2. Customer focus 3. Organizational culture 4. Organizational trust 5. Teamwork <p>DV: Organizational performance</p>

			<ul style="list-style-type: none"> c) Reducing development Cycle times d) Using Just In Time system to gain the Seven Zeros e) Creating improvement teams f) Reducing product and service costs g) Using a system approach to facilitate improvement h) Shifting from vertical to horizontal structure chart i) Focusing on employees' empowerment. <ol style="list-style-type: none"> 2. All of the TQM practices have positive relationship with organizational performance. 3. In this study, ROS and ROI of the selected companies have been influenced by TQM aspects significantly. 4. All the determinants including reward recognition, customer focus, organizational culture, organizational trust and teamwork have positive relationship with employees' job satisfaction and commitment. <p>Findings:</p> <p>This study has pointed out the positive and significant relationship between TQM practice and ROI and ROS respectively. The better the TQM practices, the better the financial performance measured in terms of ROS and ROI.</p>		
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8	Developing and validating total quality management (TQM) constructs in the context of Thailand's manufacturing industry	Das, A., Paul, H., & Swierczek, F. W. (2008)	<p>The purpose of this study is to provide reliable and valid constructs of total quality management (TQM) and a measurement instrument in the context of manufacturing in newly industrialized countries for evaluating the TQM implementation process and to target improvement areas.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. Top management commitment: The visibility and support of top management is one of the major determinants for successful TQM implementation 2. Supplier quality management: A continuous supply of raw materials with the required quality is essential in all stages of manufacturing. 3. Continuous improvement: For effective management of quality products and internal processes without losing perspective of external factors such as competition, needs relentless effort in continuous improvement. 4. Product innovation: Approaches such as quality function deployment, and experimental design help companies translate customer requirements into action by cross functional product innovation teams. 5. Benchmarking: Companies need to benchmark their products and processes by analysing their leading competitors in the same industry or 	Total quality management, Senior management, Benchmarking, Manufacturing industries, Thailand.	<p>IV:</p> <ol style="list-style-type: none"> 1. Top management commitment 2. Supplier quality management 3. Continuous improvement 4. Product innovation 5. Benchmarking 6. Employee involvement 7. Reward and recognition 8. Education and training 9. Customer focus 10. Product quality <p>DV: Reliability of the constructs</p> <p>Nunnally's method (a method to evaluate the assignment of items to scales, this method considers the correlation of each item with each construct)</p> <p>Two forms of factor analysis, namely, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) have been used for defining underlying dimensions (constructs) in a data matrix.</p> <p>EFA can be used to uncover the underlying structure of a relatively large set of variables, establish links when the observed and latent variables are unknown or uncertain. It is used to test or confirm the relationship between the factors and the latent variables on the basis of pre-established theory and factor analysis is used to see if they load as predicted on the expected number of constructs.</p>
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			<p>other industries using similar processes.</p> <ol style="list-style-type: none"> 6. Employee involvement: Employees should be encouraged to submit suggestions and ideas for quality improvement as their involvement will help to change negative attitudes and make them more committed to the success of the company. 7. Reward and recognition: Top management should encourage employees proffer suggestions and individuals or teams should be recognized and rewarded for excellent suggestions. 8. Education and training: The education and training costs should be viewed as investments rather than costs. 9. Customer focus: A close relationship with the customers is necessary to fully determine their requirements and acquiring feedback on the extent to which those requirements are being met. 10. Product quality: It is necessary to measure the existing product quality and to understand the size of quality issue to improve the product quality. <p>Findings:</p> <p>All ten constructs can be used in other studies to evaluate their TQM implementation programs and identify problem areas requiring improvement.</p>		
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9	Does TQM influence employees' job satisfaction?	Boon Ooi, K., Abu Bakar, N., Arumugam, V., Vellapan, L., & Kim Yin Loke, A. (2007)	<p>This paper seeks to examine employees' perceptions of TQM practices and its impact on job satisfaction within a large Malaysian outsourced semiconductor assembly and test (OSAT) organization.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. The results of the study revealed that where teamwork was perceived as a dominant TQM practice, there was a strong association with job satisfaction. TQM recognizes and emphasizes the importance of teamwork to facilitate employees' ability to work together to get a job done. 2. There was a weak relationship between reward and recognition and employees' job satisfaction. Reward and recognition was found to have insignificant contributions towards employee's job satisfaction. 3. The significant relationship between customer focus and employees' satisfaction indicate that management encouraged efforts and succeeded to translate its satisfaction and commitment onto this improvement practice. 4. Organizational trust was also found to have a positive contribution towards employee's job satisfaction. It is important that management practice empowerment and trust their employees' capabilities to have control over their working lives. 	Total quality management, Outsourcing, Job satisfaction, Assembly plants	<p>IV:</p> <ol style="list-style-type: none"> 1. Organizational trust 2. Customer focus 3. Rewards and recognition 4. Teamwork 5. Organizational Culture <p>DV: Employees' job satisfaction</p> <p>A principal component factor analysis with varimax rotation was conducted to validate the underlying structure of TQM practices. In interpreting the factor, only a loading of 0.5 or greater on the factor and 0,35 or lower on the factors are considered.</p> <p>The KMO measure of sampling adequacy value for the item was 0.84 indicating sufficient intercorrelations with the Barlett's test of spehericity was found to be significant.</p> <p>Reliability of the questionnaire was tested according to Cronbach alpha measurements.</p> <p>Descriptive analysis: Higher mean value to be the most dominant TQM implement practice within the firm</p> <p>Correlation is significant at $p < 0.01$ (2 tailed)</p> <p>Research hypotheses were tested using a multiple regression</p>
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			<p>5. The findings also stresses on the need to monitor organizational culture and to evolve better TQM practices so that employees' job satisfaction and other work –related outcomes are maintained at high level.</p> <p>Findings:</p> <ol style="list-style-type: none"> 1. The findings identify four elements of TQM practice, namely teamwork, customer focus; organizational culture and organizational trust are most significantly associated with improvement in job satisfaction. 2. Another lesson to be learned I that the other element of TQM, namely reward and recognition, is provider of long-term, infrastructural benefits for the continued improvement over time, but with a less significant relationship with employees' job satisfaction. 		<p>analysis. It is a useful technique that can be used to analyse the relationship between a single dependent variable and several independent variables at one time. (Factors (VIF) are all lesser than 10), this indicates that there is a statistically significant relationship between TQM practice and employees' job satisfaction.</p> <p>R^2 was 41.9 percent which expresses that TQM can significantly account for 41.9 percent in employees' job satisfaction.</p>
10	Assessing employee turnover intentions before/after TQM	Guimaraes, T. (1997)	<p>This study presents assessment of employee turnover before and after implementation of TQM.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. Role stressors (role ambiguity and role conflict) will be lower after TQM. 2. Task characteristics (skill variety, task identity, task significance, job autonomy, job feedback) will be improved after TQM. 3. Job involvement which describes and individual's ego involvement with work and indicates the extent to which an individual identifies 		<p>IV:</p> <ol style="list-style-type: none"> 1. Implementation of TQM <p>DV:</p> <ol style="list-style-type: none"> 1. Role stressors 2. Job involvement 3. Job satisfaction 4. Organizational commitment 5. Turnover intentions <p>Two tailed t-tests were used to identify any differences in turnover intentions and its determinants before and after the TQM changes.</p>

			<p>psychologically with his/her job will be higher after TQM.</p> <ol style="list-style-type: none"> 4. Job satisfaction will be higher after TQM. 5. Career satisfaction will be higher after TQM. 6. Organizational commitment will be higher after TQM. 7. Turnover intentions will be lower after TQM. <p>Findings:</p> <ol style="list-style-type: none"> 1. The significant change process involved in the implementation of TQM has resulted in a significant reduction on role ambiguity. Furthermore, after TQM, on the average, employees reported higher job satisfaction, job involvement, commitment to the organization and intentions to stay with the company. Thus, in terms of human resources management goals and objectives one is encouraged to think that TQM programmes has a positive influence. 		<p>Pearson correlation coefficients were used to examine the relationships between the major constructs in the study.</p> <p>F tests (within parentheses) regarding differences in the standard deviations for the major variables and the major sub-components. Only three variables (job satisfaction, job involvement and organizational commitment) had a significant impact.</p>
11	TQM's impact on employee attitudes	Guimaraes, T. (1996).	<p>The article describes a study, conduct in a manufacturing setting, in which investigators empirically tested the impact of implementing TQM on a number of key factors related to worker recruitment, job satisfaction and employee retention.</p> <p>Discussion:</p> <ol style="list-style-type: none"> 1. Three variables addressed in the study included: <ol style="list-style-type: none"> a) Role stressors included role 	Effect of TQM on people	<p>IV:</p> <ol style="list-style-type: none"> 2. Implementation of TQM <p>DV:</p> <ol style="list-style-type: none"> 6. Role stressors 7. Job involvement 8. Job satisfaction 9. Organizational commitment 10. Turnover intentions <p>Test method not specified</p>

			<p>ambiguity(difference between what people expect of us on the job and what we feel we should do) and role conflict (This can develop when two or more conflicting job requirements occur together so that complying with one would make doing the other more difficult).</p> <p>b) Indicators of work-related attitudes which included task characteristics, job involvement, job satisfaction, career satisfaction and organizational commitment.</p> <p>c) Turnover intentions would be lower after TQM.</p> <p>Findings:</p> <ol style="list-style-type: none"> 1. The results indicated that TQM, on average, had little effect on the characteristics of business tasks. Possible explanation is TQM programme at this host organization emphasized quality improvements in terms of products and services to customers without making substantial changes in how the business takes were performed. 2. The changes to the work environment introduced by TQM have improved job satisfaction, job involvement, commitment to the organization and employee turnover intentions. 		
12	Evaluation of TQM in Japanese	da Silva Jonas, G., Kikuo, N., &	The research offers a positive empirical investigation, which shows in the same scale, valuable results and suggestions learned from		

	industries and validation of a self-assessment questionnaire	Tadashi, O. (2002)	<p>Japanese companies that have or have not used the TQM approach.</p> <p>Findings:</p> <ol style="list-style-type: none"> 1. Japanese companies are relatively weak in information processing and decision making, particularly knowledge sharing and learning. 2. Japanese top managers need to build a more sound management process to create a flatter and more flexible organization. 3. Japanese companies need to be more proactive in their approach to customer needs identification and satisfaction by integrating more marketing activities with QAS or TQM efforts. 4. Employees are more valuable when they are technically skilled and able to diagnose and solve problems. Promotion of such and other training programs is becoming critical for providing a quality product or service in a time-effective manner. 5. Managers in progressive companies are delegating and finding ways to empower people at all levels so they can make more decisions affecting themselves and customer satisfaction. Practices such as team-building skills, self-managing work teams, job enrichment and redesign are considered effective to increase employee empowerment. 6. Successful companies are conducting their business ethically and doing everything possible to protect public 		
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			health and safety, and also serving the community.		
13	Job satisfaction and turnover in the Chinese retail industry	Tian-Foreman, W. (2009)	<p>The purpose of this paper is to investigate employee turnover in a leading Chinese retail organisation, where high turnover rates are recognised as being a major issue for human resource strategy. This study seeks to focus on the job satisfaction-turnover relationship, examining how this is moderated by occupation.</p> <p>Discussion:</p> <ol style="list-style-type: none"> 1. There is a negative relationship between job satisfaction and employee turnover intention. 2. There are no significant differences in job satisfaction by occupation level. 3. There are no significant differences in turnover intention by occupation level. 4. There are no significant differences in the relationship between employee turnover intention and job satisfaction by occupation level. <p>Findings:</p> <p>The results provided strong support of the hypothesised negative relationship between employee turnover intention and job satisfaction. Occupation is also significantly associated with job satisfaction, turnover</p>	China, Retail trade, Job satisfaction, Employees turnover	<p>IV: Job satisfaction DV: Turnover Intention</p> <p>Job satisfaction was measured using 40 items borrowed from other research instruments included 5 aspects of their current job: work itself, present pay, promotion opportunities, supervision and co-workers. The Cronbach's alpha scores were above 0.70 cut-off point.</p> <p>Confirmatory factor analysis (CFA) was conducted to assess each measure for validity, unidimensionality and reliability. CFA model had a Chi-square of 390.006.</p>

			intention and the job satisfaction-turnover relationship: non-management/ frontline employees expressed higher levels of intention to leave their job than management/ office employees.		
14	Employee perceptions of HRM and TQM, and the effects on satisfaction and intention to leave	Boselie, P., & Van der Wiele, T. (2002)	<p>The purpose of the study is to analyze a relatively large database with recent data of individual employee perceptions from a knowledge-intensive organization in the Netherlands. This analysis gives new insight into concepts such as “co-operation”, “information”, “leadership”, “salary”, “work conditions”, and “goal setting” in relation to employee satisfaction and the intention to leave the organization.</p> <p>Discussion:</p> <ol style="list-style-type: none"> 1. The analysis reveals that positive perceptions of individual employees on the HRM/ TQM concepts leads to higher level of satisfaction and less intention to leave the organization. 2. “Co-operation within units”, “leadership” and “salary” show strong significant effects on employee satisfaction. 3. Satisfied employee has less intention to leave the organization and change employer. 4. Low scores on “salary”, “insight in goals and objectives”, “co-operation 	Employee attitudes, Human resource management, Total quality management	<p>IV:</p> <ol style="list-style-type: none"> 1. Human resource management (HRM) 2. Total quality management (TQM) <p>DV: Firm performance</p> <p>Through factor analysis on this set of 45 items, most of the theoretical constructs were found, although some of the items have been deleted, because they did not load on the statistical factors.</p> <p>Cronbach alpha is a measure for the internal consistency of the items, that together cover the specific (new and underlying) factor.</p>

			within and between unit”, “leadership” and “customer focus” all seem to stimulate the employee to look for another employer		
15	Developing an Instrument for Measuring TQM Implementation in a Chinese Context	Zhang, Z. (1999)	<p>From an extensive review of the literature of total quality management (TQM), eleven constructs of TQM implementation were identified. An instrument measuring these constructs was developed by using data from 212 Chinese manufacturing companies.</p> <p>Findings:</p> <p>The empirically validated TQM implementation instrument consisting of 11 scales: leadership, supplier quality management, vision and plan statement, evaluation, process control and improvement, product design, quality system improvement, employee participation and recognition and rewards (78 items) is reliable and valid. The validated instrument can be used directly in other studies for different populations.</p> <p>Industrial manager will be able to use this instrument to evaluate their TQM implementation programs and identify problem areas that should be improved.</p> <p>Researchers will be able to use this instrument to develop quality management theory.</p>	Total quality management, Implementation, Measurement, Empirical research, Chinese manufacturing companies	<p>IV: Constructs of TQM implementations included leadership, supplier quality management, vision and plan statement, evaluation, process control and improvement, product design, quality system improvement, employee participation, recognition and reward, education and training, customer focus</p> <p>DV: The reliability and validity of the instrument</p> <p>Coefficient alpha measure internal consistency reliability among a group of items combined to form a single scale. It is a statistic that reflects the homogeneity of the scale. The result shows that the reliability coefficients ranged from 0.8377 to 0.9245, indicating that some scales were more reliable than the others. Generally, reliability coefficients of 0.70 or more are considered good (Nunnally, 1967).</p>

16	Does person-organization fit moderate the effects of affective commitment and job satisfaction on turnover intentions?	Alniaçik, E., Alniaçik, Ü., Erat, S., & Akçin, K. (2013)	<p>The study examines the moderating effect of person-organization fit on the relationship between effective organizational commitment, job satisfaction and turnover intentions. The research hypotheses are tested with the data from a convenient sample of 200 employees working at higher education in Turkey. Analyses revealed that the level of person organization fit significantly moderates the effects of job satisfaction on turnover intentions.</p> <p>Discussion:</p> <ol style="list-style-type: none"> 1. There is a significantly negative relationship between job satisfaction and turnover intention. 2. There is a significantly negative relationship between commitment and turnover intention. 3. Perceived person-organization fit moderates the relationship between job satisfaction and turnover intention. 4. Perceived person-organization fit moderates the relationship between affective commitment and turnover intention. <p>Findings:</p> <ol style="list-style-type: none"> 1. The study reconfirmed the strong relationships between affective commitment, job satisfaction and 	Job satisfaction and turnover intentions	<p>IV: Person –organization fir</p> <p>DV:</p> <ol style="list-style-type: none"> 1. Organizational commitment 2. Job satisfaction 3. Turnover intention <p>Scale reliability was assessed by internal consistency using Cronbach’s Alpha coefficient. Descriptive statistics showed that research data was appropriate for factor analysis (KMO=0.936; Barlett’s test of sphericity $p<0.001$).</p> <p>r value= negative ($p<0.001$) indicate that person organization fit is found to be significantly positively correlated with affective commitment and job satisfaction, and significantly negatively correlated with turnover intention.</p>
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			turnover intentions. In order to enhance employee retention and decrease the likelihood of turnover, providing employees with satisfactory workplace condition is vital.		
17	The influences of job satisfaction and organizational commitment on turnover intention	Tnay, E., Othman, A. E. A., Siong, H. C., & Lim, S. L. O. (2013)	<p>The study aims to investigate and find out the influences of job satisfaction and organizational commitment on employee turnover intention in a production in a production industry.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. There is a significant relationship between satisfaction with pay and employees turnover intention. 2. There is a significant relationship between supervisory support and employees' turnover intention. 3. There is a significant relationship between organizational commitment and employees' turnover intention. <p>Findings:</p> <p>Employees who feel that they are being appreciated by their managers, not only have higher level of commitment, they are more conscious of their responsibilities, have better involvement in the organization, and are more innovative. Hence, such appreciation showed by manager has lower turnover intention.</p>	Job satisfaction, organization commitment and turnover intention	<p>IV:</p> <ol style="list-style-type: none"> 1. Job satisfaction (satisfaction with pay; supervisory support) 2. Organizational commitment <p>DV: Employees' Turnover Intention</p> <p>Descriptive statistics were used to analyse the respondents' demographic data such as gender, age, educational level, income, years of service working in the organization.</p> <p>The reliability of the research instruments used had Alpha Coefficient values of more than 0.70 means that each of the variables exceeded the minimum standard of reliability.</p>
18	The relation	Chan, S. H.	This objective of this study is to investigate		IV: Career adaptability

	of career adaptability to satisfaction and turnover intentions	J., & Mai, X. (2015)	<p>the linkage between career capability (CA), turnover intentions (TI), and career satisfaction (CS). It also examines the factor structure and psychometric properties of the Career Adapt-Abilities Scale (CAAS) for low-ranking employees.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. There is a negative correlation between career capability and turnover intention. 2. There is a positive correlation between career capability and career satisfaction. 3. Career satisfaction relates negatively to turnover intentions. 4. Career satisfaction mediates the relation between career capability and turnover intentions. 5. Career capability mediates the relation between career satisfaction and turnover intention. <p>Findings:</p> <p>Improving employees' career adaptability and career satisfaction can reduce employees' turnover intentions.</p>		<p>DV:</p> <ol style="list-style-type: none"> 1. Career satisfaction 2. Turnover intention <p>The values for skewness and kurtosis for Career Adaptability Scale items extended from -0.27 to -1.32 and -0.74 to 1.51, respectively, meets the assumptions from confirmatory factor analysis.</p> <p>The Cronbach alpha for overall CAAS was 0.94 means that it is reliable.</p> <p>Regression analysis is used to test the mediation effect among the variables. The results showed $R = .34$, $R^2 = .11$, adjusted $R^2 = .11$, $F = 46.17$, $\beta = .34$, $p = .001$ ($p < 0.05$), which was significant.</p>
19	Self-other agreement in empowering leadership: Relationship	Amundsen, S., & Martinsen, Ø. L. (2014)	The study investigated the effect of self-other agreement in empowering leadership on leader effectiveness, job satisfaction, and turnover intention using a sample of 50 Norwegian municipal leaders.	Empowering leadership, Self-other agreement, Leader effectiveness, Job satisfaction,	<p>IV: Leadership style</p> <p>DV:</p> <ol style="list-style-type: none"> 1. Job satisfaction 2. Turnover intention

	s with leader effectiveness and subordinates' job satisfaction and turnover intention		<p>Discussions:</p> <ol style="list-style-type: none"> 1. Leader effectiveness is highest for in-agreement/ good leaders of empowering leadership, second highest for under-estimators, third highest for over-estimators, third highest for over-estimators and lowest for in-agreement/poor leaders. 2. Job satisfaction is highest and turnover intention lowest for subordinates of in-agreement/ poor leaders, and lowest/ highest for subordinates of over-estimators. <p>Findings:</p> <p>In the findings, under-estimators leaders were perceived as more effective by their superiors and their subordinates reported higher rates of job satisfaction and lower turnover intention.</p>	Turnover intention	<p>CFA was conducted to examine the distinctiveness of the three subordinate self-reported variables (i.e., EL, job satisfaction, and turnover intention).</p> <p>Means, standard deviations, reliabilities, and correlations among the study variables are presented in Table 1. As expected, self-ratings of EL were higher than others' ratings, $t(49) = 3.24, p < .01$</p>
20	TQM practice in maquiladora : Antecedents of employee satisfaction and loyalty	Jun, M., Cai, S., & Shin, H. (2006)	<p>The purpose of this study is to isolate critical TQM practices that would enhance employee satisfaction and loyalty among maquiladora workers.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. a) Top management commitment has a positive impact on the level of employee empowerment in maquiladora companies. b) Top management commitment has a positive impact on the level of employee training in maquiladora companies. c) Top management commitment has a positive impact on 	Employee empowerment, teamwork and employee compensation have a significant and positive influence on employee satisfaction.	<p>IV:</p> <ol style="list-style-type: none"> 1. Employee empowerment 2. Employee training 3. Teamwork 4. Appraisal systems 5. Employee compensation <p>DV:</p> <ol style="list-style-type: none"> 1. Employee satisfaction 2. Employee loyalty <p>Before conducting the main analysis, the descriptive, univariate and multivariate statistics of the variables and detected no apparent outlier. The skewness and kurtosis if all</p>

			<p>teamwork in maquiladora companies.</p> <p>d) Top management commitment has a positive impact on the performance appraisal systems in maquiladora companies.</p> <p>e) Top management commitment has a positive impact on the employee compensation systems in maquiladora companies.</p> <p>2. Employee empowerment has a positive impact on employee satisfaction in maquiladora companies.</p> <p>3. TQM-oriented training has a positive impact on employee's satisfaction in maquiladora companies.</p> <p>4. Teamwork has a positive impact on employee's satisfaction in maquiladora companies.</p> <p>5. TQM-oriented performance appraisal systems have a positive impact on employee satisfaction in maquiladora companies.</p> <p>6. TQM-oriented compensation systems have a positive impact on employee satisfaction in maquiladora companies.</p> <p>7. Maquiladora employees' job satisfaction has a positive impact on the employees' loyalty to the maquiladora companies.</p> <p>8. Employee training in TQM has a positive impact on the level of employee empowerment in maquiladora companies.</p> <p>9. Employee training in TQM has a positive impact on teamwork in</p>	<p>variable appeared to satisfy and prerequisite of normality for testing a structural equation model.</p> <p>Multicollinearity was measured by variance inflation factors (VIF) which each variable is explained by other variables. All the remaining indicators exhibited acceptable VIF values of less than 10, confirming that multicollinearity is not significantly present in the measurement model.</p> <p>Cronbach's alphas and composite reliability indices were examined.</p> <p>Discriminant validity of a construct implies that one can empirically differentiate the construct from other constructs that could be similar in nature (Kerlinger, 1992). Technically, the discriminant validity of a construct can be assessed by comparing the average variance extracted (AVE) by the construct and its shared variances with other constructs (Fornell and Larcker, 1981). An AVE calibrates the amount of variance that is captured by the construct in relation to the measurement errors inherent in the construct's indicators.</p>
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			<p>maquiladora companies.</p> <p>Findings:</p> <ol style="list-style-type: none"> 1. Maquiladora employee's satisfaction significantly affects their loyalty to the companies. 2. Among TQM practices investigated, empowerment, teamwork and employee compensation have positive influence on maquiladora employee satisfaction. The strongest influence on employee satisfaction stems from employee empowerment. 3. Top management commitment has demonstrated a significant impact on the effectiveness of employee empowerment, employee training, appraisal systems, and employee compensation, but not on teamwork. 4. Employee training significantly affects the effectiveness of employee empowerment and team work, but does not have a positive influence on employee satisfaction directly. Thus, it is reasonable to conclude that the impact of training is indirect and mediated through employee empowerment and teamwork. 5. In general, maquiladora management must place its priority on employee training and employee empowerment to enhance employee satisfaction. In particular, employee satisfaction can be significantly influenced by the level of employee training, which contributes significantly to facilitating employee empowerment and teamwork- the most important factors for employee satisfaction. 		
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21	Talent management, work-life balance and retention strategies	Deery, M. (2008)	<p>The purpose of this paper is to examine the literature related to retention of good employees and the role that work-life balance (WLB) issues that affect an employee's decision to stay or leave an organization</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. The constructs of job satisfaction and organizational commitment had been found significantly influence employee turnover. 2. Frontline employees who had difficulty in spending time with their family were likely to be emotionally exhausted. In turn, it will impact negatively on their job satisfaction and ultimately influenced intention to leave the organization. 3. Initiatives to combat the issue of work-life balance will reduce employee turnover. 4. Managers are key initiation and implementation of work-life balance policies with some of those policies being the introduction of flexible working hours and arrangements, providing better training, breaks from work and better work support will enhance employee retention. <p>Findings:</p> <p>Number of recommendations including flexible working hours, flexible work arrangements, training opportunities can be arranged to assist organization to retain their</p>	Retention, Job satisfaction, Employee attitudes, Stress	<p>The most recent research into employee retention is the role to achieve balance between work and life. It will affect employee's decision whether to remain with the organization or leave the organization.</p> <p>It would appear that the conflict between the important dimensions of human activity which will cause both job dissatisfaction and hence an intention to leave the organization as well as causing conflict with family members and family activities.</p> <p>The most common strategies put forward, apart from the WLB ones, focus on the role that recruitment and training have in improving job satisfaction and organizational commitment and hence employee intention to stay.</p>
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			talented staff. It also provides a more holistic experience that includes a balance between their work environment and their home life. In so doing, employee turnover causes such as stress, work overload, low job satisfaction and little organization commitment can be alleviated and retention rates of good staff improved.		
22	Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures	Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014)	<p>The purpose of this study is to investigate the effects of work-life balance (WLB) on several individual outcomes across cultures. This study use a sample of 1416 employees from seven distinct populations- Malaysian, Chinese, New Zealand Maori, New Zealand European, Spanish, French and Italian. The results showed that WLB was positively related to job and life satisfaction and negatively related to anxiety and depression across the seven cultures.</p> <p>Discussions:</p> <ol style="list-style-type: none"> 1. WLB will be positively related to job satisfaction and life satisfaction, across cultures. 2. WLB will be negatively related to anxiety and depression across cultures. 3. There is positive relationship between WLB and job satisfaction 		<p>IV:</p> <ol style="list-style-type: none"> 1. Work-life balance <p>DV:</p> <ol style="list-style-type: none"> 1. Job satisfaction 2. Life satisfaction 3. Anxiety 4. Depression <p>A CFA was run in SEM using AMOS 20.0 according to Williams, Vandenberg and Edwards (2009) recommendations regarding the goodness-of-fit measures:</p> <ol style="list-style-type: none"> (1) The comparative fit index ($CFI \geq .95$) (2) The root-mean-square error of approximation ($RMSEA \leq .08$) (3) The standardized root mean residual ($SRMR \leq .10$). <p>The hypothesized measurement model included seven distinct factors: WLB, WFC, FWC, job satisfaction, life satisfaction, anxiety and depression resulted in a good fit.</p>

			<p>and life satisfaction will be stronger in countries higher in individualism.</p> <p>4. The positive relationship between WLB and job satisfaction and life satisfaction will be stronger in countries higher in gender egalitarianism.</p> <p>Findings:</p> <p>1. The study investigated the outcomes of WLB on job satisfaction, life satisfaction, anxiety and depression across seven distinct cultures. Result showed that there is strong and consistent support across all cultures for WLB to be associated with outcomes in the expected directions.</p>		
23	Work—Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry	Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2009)	<p>Job satisfaction in the workforce is very important to lower employee turnover, higher engagement and greater productivity. The purpose of this study is to examine the impact of work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries.</p> <p>Discussions:</p> <p>1. Work-life balance increases job satisfaction.</p> <p>2. Burnout decreases job satisfaction.</p> <p>3. The male group will have greater job satisfaction and burnout and lesser work life balance compared to the female group.</p> <p>4. The IT group will have greater work-</p>	Work-Life Balance, Burnout, Job Satisfaction, Meaninglessness	<p>IV:</p> <p>1. Work-life balance</p> <p>2. Burnout</p> <p>DV:</p> <p>1. Job satisfaction</p> <p>Various statistical analyses were performed to test the different hypotheses. The tests included correlation results, regression results and t-test results.</p>



			<p>life balance and job satisfaction and lesser burnout compared to ITES group.</p> <p>Findings:</p> <ol style="list-style-type: none">1. Work-life balance is positively associated with job satisfaction in the IT-ITES industries. When employees are able to pay equal attention to both personal and professional lives, they like their jobs and feel satisfied.2. IT-ITES industries are prone to the high employee turnover and commitment. In line with the prediction, burnout dimensions, i.e., meaninglessness exhaustion, and demotivation are negatively related to job satisfaction, indicating the greater burnout the lower will be the job satisfaction. Thus, work-life balance is negatively related to meaningless, exhaustion and demotivation.		
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Appendix A1: Reliability Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Training	23.1024	10.290	.669	.623	.812
Teamwork	22.7690	12.686	.253	.480	.861
Employee Reward and Recognition	23.2262	10.038	.808	.730	.793
Management Leadership	22.9238	10.033	.843	.802	.789
Employee Empowerment	22.7810	11.891	.604	.638	.825
Work-life balance	23.1381	12.572	.332	.328	.851
Job satisfaction	23.1262	10.401	.686	.667	.810
Turnover intention	22.9833	11.254	.467	.564	.841

Appendix A2a: Industry Type

Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Food, processed agricultural or marine products	13	6.7	6.7	6.7
Lumber and wood products	2	1.0	1.0	7.7
Paper and pulp	20	10.3	10.3	17.9
Chemicals and petroleum products	19	9.7	9.7	27.7
Plastic products	21	10.8	10.8	38.5
Pharmaceuticals	2	1.0	1.0	39.5
Nonferrous metals and products	1	.5	.5	40.0
Valid General machinery (including metal molds and machine tools)	7	3.6	3.6	43.6
Electric machinery and electronic equipment	5	2.6	2.6	46.2
Electric and electronic parts and components	4	2.1	2.1	48.2
Motor vehicles and motorcycles	1	.5	.5	48.7
Motor vehicle and motorcycle parts and accessories	9	4.6	4.6	53.3

Printed and published	44	22.6	22.6	75.9
Distribution	11	5.6	5.6	81.5
Trading company	5	2.6	2.6	84.1
Sales company	1	.5	.5	84.6
Banking	5	2.6	2.6	87.2
Insurance	2	1.0	1.0	88.2
Securities	1	.5	.5	88.7
Transport/ warehousing	1	.5	.5	89.2
Hotel/ travel/ restaurant	8	4.1	4.1	93.3
Communications/ software	4	2.1	2.1	95.4
Construction/ plants	2	1.0	1.0	96.4
Other Service Industries	7	3.6	3.6	100.0
Total	195	100.0	100.0	

Appendix A2b: Industry Type

Industry Type

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	148	75.9	75.9	75.9
2.00	47	24.1	24.1	100.0
Total	195	100.0	100.0	

Appendix A3: Category

Category

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Manufacturing(Micro)	9	4.6	4.6	4.6
Manufacturing(Small)	49	25.1	25.1	29.7
Manufacturing(Medium)	90	46.2	46.2	75.9
Valid Services(Micro)	13	6.7	6.7	82.6
Services(Small)	8	4.1	4.1	86.7
Services(Medium)	26	13.3	13.3	100.0
Total	195	100.0	100.0	

Appendix A4: Gender Group

Gender

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Male	86	44.1	44.1	44.1
Female	108	55.4	55.4	99.5
Valid 3	1	.5	.5	100.0
Total	195	100.0	100.0	

Appendix A5: Gender Group

Age

	Frequenc y	Percent	Valid Percent	Cumulative Percent
18-24 years old	22	11.3	11.3	11.3
25-29 years old	61	31.3	31.3	42.6
30-34 years old	52	26.7	26.7	69.2
Valid 35-39 years old	29	14.9	14.9	84.1
40 years old and above	31	15.9	15.9	100.0
Total	195	100.0	100.0	

Appendix A6: Job Category

Job Category

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Managerial	45	23.1	23.1	23.1
Supervisory	25	12.8	12.8	35.9
Technical	17	8.7	8.7	44.6
Valid Administrati ve	44	22.6	22.6	67.2
Operators	20	10.3	10.3	77.4
Others	44	22.6	22.6	100.0
Total	195	100.0	100.0	

Appendix A7: Personal Monthly Income

Personal Monthly Income

	Frequenc y	Percent	Valid Percent	Cumulative Percent
less than or equal RM2000	14	7.2	7.2	7.2
Valid RM2001 to RM3000	39	20.0	20.0	27.2
RM3001 to RM4000	55	28.2	28.2	55.4
RM4000 and above	87	44.6	44.6	100.0
Total	195	100.0	100.0	

Appendix A8: Years of Service

Year of Service

	Frequenc y	Percent	Valid Percent	Cumulative Percent
5 or less than 5 years	108	55.4	55.4	55.4
6 to 10 years	46	23.6	23.6	79.0
11 to 15 years	21	10.8	10.8	89.7
Valid 16 to 20 years	13	6.7	6.7	96.4
21 or more than 21 years	7	3.6	3.6	100.0
Total	195	100.0	100.0	

Appendix A9: Pearson Correlation: Years of Service towards Job Satisfaction

Correlations

		Year of Service	Job satisfaction
Year of Service	Pearson Correlation	1	.146*
	Sig. (2-tailed)		.042
	N	195	195
Job satisfaction	Pearson Correlation	.146*	1
	Sig. (2-tailed)	.042	
	N	195	195

*. Correlation is significant at the 0.05 level (2-tailed).