



On the examination of relationship between employees' job satisfaction and Total Quality Management (Case study: Kurdistan's Telecommunications Co.)

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ABSTRACT

In the modern world, the quality of communication services is thought of the most valuable subject in the telecommunications industry, such that it is highly important to measure it. On the one hand, job satisfaction affects many organizational variables. Thus, in this research, the researcher seeks to answer the question: what relationship is there between job satisfaction and Total Quality Management in the Kurdistan's telecommunications Co.? The population under study is consisted of Unit Employees of the said corporation for as many as 115 people. The research goal is applied and an analytical survey-descriptive format was used. In this research, two questionnaires were used for measuring research variables (job satisfaction as an independent variable and Total Quality Management as the dependent variable), where the reliability of the said questionnaires was estimated to be 0.87 by way of SPSS software in form of Cronbach's alpha. Research results indicated that job satisfaction in the Western Azerbaijan's Telecommunications Corporation was at a medium rate. The results also demonstrated that the said organization has now started learning a Program On Quality and Productivity. In the end, it was found out that the Kurdistan's telecommunications Co., given the medium job satisfaction among its employees and the significance of quality management in this organization as well as the relationship between these two variables, should adopt necessary measures for increasing employees' job satisfaction.

Keywords: job satisfaction, Total Quality Management, productivity

Introduction

It is often said that "a happy employee is an effectual one" and a happy employee should be pleased with his/her job. Job satisfaction assumes significance when most people spend half their wakefulness hours in a working setting. Job satisfaction denotes a limit of positive feelings and attitudes people have towards their jobs. When an individual states he has a high level of job satisfaction, this means that he/she actually likes his/her job, has good feelings about the job and attaches much significance for his/her job. Research results demonstrate that employees with higher job satisfaction enjoy good physiques and subjective capacity and are commonly in a good situation. Total Quality Management (TQM) is a management philosophy which develops an organizational culture committed to creating consent in the client through continuous improvement. In recent years, most private companies have adjusted with this management philosophy in the direction of arriving at organizational development and prosperity. This issue has brought about their success in a modern competitive environment. The effectiveness of TQM in the private sector has created a condition upon which state managers could consider this management philosophy for refining their own organizations and hence to apply it as much as they can. Modern state management movement has also emphasized on this tendency, because in this movement, successful ways adopted by the private sector have been stressed and are prescribed (Alvani, 2004). In the contemporary world organizations are forced to deal with frequent changes and their quick adaptation. The growing pressure of the economic system aimed at increasing productivity makes employees to become a key resource for the success of a company. Without properly qualified and motivated employees, organization adjusts to changes unskillfully. Human resource management is thus a very important factor in terms of organization management (Jędrzejak and Sobiegraj, 2016). Recognizing the driving force of a committed workforce, scores of organizations have adopted total quality management (TQM). Basically, TQM is a management approach that involves concerted effort of all employees dedicated to achieving organizational quality endeavors (Lin and Ogunyemi, 1996; Lin and Clousing, 1995). According to the big five schools of TQM, namely, Deming, Juran, Feigenbaum, Crosby and Ishikawa, TQM is an integrated approach that gears towards synergizing all the functional activities across an organization with the primary objectives of improving quality of products and services as well as increasing customer satisfaction (Crosby, 1979; Feigenbaum, 1983; Ishikawa, 1985; Deming, 1986; Juran, 1988). Since its inception two decades ago, the world of business has witnessed the adoption of TQM in primarily manufacturing sector and later widespread to service and other sectors. Ooi et al (2006) emphasizes that TQM is significant because its implementation brings about positive impact on the organization and its employees. The notable list of benefits claimed through the dynamic implementation of TQM includes increased customer satisfaction (Yang, 2006; Singh and Smith, 2006, Miyagawa and Yoshida, 2005; Sit et al, 2009), improved employees' job satisfaction and work-related attitudes (Harber et al, 1991; Guimaraes, 1996; Karia and Asaari, 2006; Ooi et al, 2007), lower manufacturing costs and higher productivity (Garvin, 1983; Lam, 1996), enhanced knowledge management efforts (Ooi, 2009) and better strategic performance (Zhang et al, 2000; Prajogo and Sohal, 2004; Flynn et al, 1994).

Job satisfaction

Job satisfaction is one of the major factors in job success; a factor which renders in increased effectiveness and also a feeling of individual satisfaction (Shafie Abadi, 1998). Job satisfaction means to like conditions surrounding a job; conditions in which things get done and some sort of rewards are allotted for them. Given the mentioned issues, it can be stated that job satisfaction means to have a feeling of pleasure and satisfaction or happiness the individual has with his/her work and consequently, he/she becomes addicted to it. Job satisfaction is a desirable, affective and positive state resulting from the evaluation of jobs or job related experiences. It is a notion with varied facets and

factors to be considered as a whole. Of these factors, one can refer to traits of a worker, employee, type of work, work place and human relations (Hellriegel et al, 1996).

People devote a third of their lives, specifically the prime years of their lives, to work. Thus, it is not surprising that people tend to rigorously seek satisfaction in their job and will subsequently change job if the job does not fit their expectations, needs and wants. Researchers have shown that there are numerous factors affecting job satisfaction. For example, Irvine and Evans (1995) reported the importance of work characteristics that included routine, autonomy and feedback, role stressors specifically role conflict and role ambiguity and work environment that included leadership, stress, advancement opportunities and participation, in determining job satisfaction (Jing-Wen et al, 2011).

To sum it up, job satisfaction is basically identified as a multifaceted construct that captures employees' feelings towards and satisfaction with a spectrum of job elements that are directly and not directly related to the job content (Chang and Chang, 2007).

Job satisfaction means a positive feeling towards a job resulting from the evolutions on person's performances. It is considered being as an attitude of person's trends on his/her job and the positive relationship with employees' safety and performances. Besides, job satisfaction is different in international comparisons due to organizational culture. Considering the above-mentioned materials, job satisfaction refers to a sort of happy and satisfactory feeling a person may have on his own job. It is considered being as an emotional and positive feeling deriving from job evaluation. It is a concept with different aspects which have to be thoroughly considered. The employee's features, the kind of work, working environment and human relationships are some factors related to it (Darvish et al, 2014).

Fisher and Hanna consider job satisfaction as an internal factor and regard it as an affective adjustment with the job and employment conditions; i.e. if the job intended creates a desirable pleasure for the individual, he/she will be satisfied with his/her job. To the contrary, if the intended job creates no pleasure or rejoices in the individual, in this state, he/she will be humiliated and tries to change it (Shafie Abadi, 1998). For Haprock, job satisfaction is a multifaceted and complex notion being related with physical, mental and social factors. Just one factor won't cause job satisfaction, rather a certain combination of various factors because the worker to feel satisfied with his/her job at a certain moment in time and to tell himself/herself he is pleased with it and enjoy it (Safiri, 1998). Factors affecting job satisfaction: various studies on job satisfaction indicate that numerous variables are related with job satisfaction, where these variables are classified in four groups: 1. Organizational factors; 2. Environmental factors; 3. nature of work and 4. Individual factors.

1. **Organizational factors:** some organizational factors which are the origin of job satisfaction are as follows:

- **Payment:** Lock's studies indicate that payment is a determining factor of job satisfaction, specifically when this payment is fair and just from the view of the employee.

- **Promotions:** promotions include positive changes in the payment (higher payment), less supervision, more working challenge, more responsibility and freedom in decision making. Due to the fact that promotion shows the value of the individual for the organization (esp. in higher levels); individual's promotion renders n his/her increased morale.

- **Organizational policies:** bureaucratic structure is not good for the one having a democratic leadership style. In addition to that, organizational policies affect job satisfaction. Inflexible polices results in the arousal of job related negative feelings, while flexible policies results in job satisfaction.

2. **Environmental factors:** environmental factors include the following:

- **Guardianship style:** when guardians and supervisors have an amicable and supportive behavior with staffs, job satisfaction will be higher.

- **Working group:** the size of the group and the quality of reciprocal personal communications in then group play a major role in the employees' satisfaction. The bigger working group, the less job

satisfaction will be, because reciprocal personal communications becomes weaker and feeling of solidarity will fade away and in the end, it becomes tricky to know all the people. As well, a working group as a community is thought of a sensual-support and a morale system for employees. If people in the working group have similar social characteristics (similar attitudes and beliefs), they will bring about a climate in which job satisfaction will be guaranteed.

- **Working conditions:** the more desirable working conditions, the better job satisfaction will be, because under desirable working conditions, better physical and mental comfort will be provided for the individual.

3. **Work's nature:** work, by itself, has a major role in determining job satisfaction level. Job content involves two facets: one is the range of job which includes degree of responsibility, working measures and feedbacks. The greater the scope of these factors, the greater the job related scope will be. This will in own turn lead to job satisfaction. The second facet is meant working diversity. Researches demonstrate that medium working diversity is more effective. Larger diversity leads to ambiguity and stress and on the other hand, lesser diversity renders in monotony and fatigue, resulting in lack of job satisfaction in the end. Role conflicts and ambiguity has always been avoided by employees, because if employees do work and fail to recognize what they are expected to do, this will lead to their job dissatisfaction.

4. **Individual factors:** While the organization's external environment and the nature of the job are among the determining factors in job satisfaction, individual's traits and characteristics are also major determinants. People who generally have negative attitudes always complain about that which is related to jobs. No matter what the job is, they always seek a pretext to complain and to protest. Age, being senior and work record have considerable impacts on job satisfaction. Employees who are older and have higher work records in the organization expect to have more job satisfaction of them. Additionally, some certain personality traits lead to increased job satisfaction. Moreover, it can be concluded that people who are placed in the Maslow's needs hierarchy have more job satisfaction.

Ways for assessing job satisfaction

Job satisfaction can be measured by various tools. Reviewing sources, one can refer to the following tools:

Job description index:

Job satisfaction is an attitude people have about their own jobs, and that originates from the way people perceive their own jobs. A large number of organizations make use of attitude measurement for gauging peoples' job satisfaction levels. One of the credible tools for measuring job satisfaction is Job Description Index. Job satisfaction results from various dimensions of job including payment, promotions opportunities, guardians and colleagues as well as working environments such as guardians' styles, policies', working group's belonging and job bonuses. In the JDI Model, five major factors are raised as job satisfaction dimension which include:

1. Payment: level of salary received and fairness in payment
2. Job: a limit that job related duties provide opportunity for educating and accepting responsibility
3. Promotion opportunities: accessibility to opportunities for progress
4. Guardian: guardians' abilities for showing interest and attention to staffs
5. Colleagues: a limit in which colleagues are friendly, worthy and supportive.

Personal reports grading scales

The common measurement tool for job satisfaction is Personal report grading scales, and the common research plan in this field is among correlational plans in which satisfaction is compared with hypothetical history or outcomes. Lock concluded that more researchers should rely on grading scales and correlational schemes or plans so that, upon more accurate and stronger approaches, the most common measurement tools, i.e. JDI is developed (Ibid). In this index, respondents respond yes or no to several short descriptive statements which explain five-fold working situation facets. These five facets are: work intended, guardianship colleagues, salary and job related promotion opportunity.

Critical events

Using critical events is an accomplishment of Herzberg et al. In explaining job related tendencies, employees were required to describe their own job events being satisfactory or dissatisfactory. These events were later analyzed to determine which job situation facets (e.g. job, guardianship, payment, and promotions, etc.) were related with passive rations. Comparing with other evaluation scales, this method relies on qualitative data instead of quantitative data. The privilege of critical events is that it is based on non-imperative methods. The employees are simple questioned to descriptive satisfactory events. Thus, there is no predetermined prejudice in the area of subjects.

Overt behaviors

Another method which is often used by managers for measuring job satisfaction is observing overt (actual) behavior with employees' performance (weak performance, absence, etc.), which are applied as symbols of dissatisfaction. As Lock highlighted, there are three reasons that the application of this method as measurement tool for the following job tendencies is questioned. This method does not suffice, because there is no known behavior to explain criteria, minimum, necessary; this means:

1. Behavior follows experience of satisfaction necessarily, or in other words, satisfaction leads to specific behaviors.
2. Frequency of intensity of behavior is directly related with tendency experienced.
3. Other causal factors except satisfaction affect individual's behavior and this impact can be accurately estimated.
4. Practical tendencies (Mohamad Zade and Mehrvazhan, 1996).

Total Quality Management (TQM)

Total Quality Management (TQM) is a manner in trading that seeks to maximize the quality of products, services. Employees, processes and environments well as the organization's competitive power through permanent improvement. TQM means intellectual, stable and steady actions which leave synergic impacts on meeting the organization's goals and in the end, leads to the satisfaction of the client, increased effectiveness and promotion of competition level (Kazzazi, 2010). TQM should be considered as a system in management which guarantees the conduct of works properly. Steadily and in all organizational tiers; in other words, TQM is one of system's cornerstone schemes which involves the necessary quality for the system. It is a method which participate staffs in the optimization of work. TQM is a method which guarantees the execution of critical strategies of the organization. TQM is a client- centered management method in which all people makes efforts continuously in the direction of their own working processes so that they can provide services and goods with better quality to their own customers (Monavarian, 2001).

TQM's components

Support and higher leadership in the organization

The main role of organizations' leaders is to create happiness and satisfaction for all consumers, to create a system for establishing permanent communications with them and to discover their problems and to solve them. These leaders change organizations' values based necessary awareness in this regard, and thus they can meet the expectations they have for the staffs' performance. Encouragement of presence, innovation and creativity of employees are all and all up to senior managers in the organization. In addition to presence in all planning sessions and examining progress made, then senior manager is obliged to guide the entire organization in the direction of determined values and obedience of the management (Javaheri et al, 2013). The organization's manager who enjoys a leadership trait should create similar ends and orientation and maintain the internal environment of the organization in such a way that employees can contribute to the accomplishment of organizational objectives. An organizational management, with a leadership trait, can cause employees to perceive the ends of objectives of the organization and enjoy the sufficient motivation for them. Moreover, as leadership traits are applied, organizational activities are assessed and they are regulated and established in a similar path; thus, lack of communications between various tiers in the organization will be minimized. The application of the principle of leadership in the organization commonly leads to the following:

- The needs of all beneficiaries in the organization including clients, owners staffs, providers, investors, associations and local assemblies are taken into account
- Challenging goals are set with certain timing.
- Common values, moral models and fairness in all levels in the organization are created and maintained.
- Trust is established and fear is removed
- Staffs will act equipped with sources needed, while enjoying education and freedom of action.
- The employees will be hopeful and pleased for their own roles and contribution.

Quality based on client's demands

The organization's management system should be planned in such a way that it attracts products and services as well as client's consent. In this connection, the organization can establish communications with the clients who are satisfied with the organization and can render in trust, candor and positive attitude of other clients towards the organization. Quality in accordance with the demands of the client is a pure and strategic thinking which leads us towards permanent maintenance and survival of the market, so that clients will be the same advertisers and marketers of our products.

Strategic planning

Most planning is based on rational views with such forms as "causes and objectives-plans and measures-needed sources". On these models, causes and objectives are first explained, then plans and necessary actions aware determined and in the end, the sources required will be fulfilled for the conduct of work. Changes in the environmental conditions, policies, attitudes, views, structures and systems and etc. are the factors that affect planning' causes and objectives and in the end lead to changes in the program. Planning in the above rational form lacks the capacity to cope with such changes and leads to failure. These conditions result in the development of this idea that one can change the course of the organization based on planning in accordance with changes and adopt new behaviors. This point of view pays the way for the invention of a strategic planning. Unlike a traditional planning in which causes and objectives are set, the goal of strategic planning is to explain

and formulate a strategy. Depending on kind, diversity and nature of changes existing in the environment, one can apply a combination of traditional planning and strategic planning.

Strategic planning role in the organization's development

Like other systems, corporations and organizations have certain lifespan. This lifespan has certain stages. Each of these stages has determined goals, where each company or organization, via going through them, should set them. In this classification or hierarchy, human needs have been classified from primary kinds, i.e. need for food and clothes to provide individual needs. The authors see no need for explaining them. Like human, each organization or company has various needs. Thus, each organization or company has a hierarchy of needs to be met one after the other. Attaining the next goal won't be possible without meeting the lowest need. In his book "Strategic Planning", William Bean has referred to a hierarchy of these needs for companies and organizations.

Focus on clients

Each organization depends on its clients and should perceive their current and future needs and meet their needs. Moreover, organizations need to plan and make efforts for meeting their clients' expectations. The application of the principle of concentration on clients commonly causes the organization to:

- Conduct necessary researches for perceiving clients' needs and expectations
- Make sure of organizational goals relationship with clients' needs and expectations
- Guide intra-organizational communications in the direction of clients' needs and expectations
- Measure clients' consent and act based on which
- Manage communications with clients systematically
- Make sure of the availability of balance between clients' satisfaction and other organizational beneficiaries (e.g. owners, staffs, investors, associations and local assemblies).

TQM's primary and traditional principles are more focused on goods and services and are shaped on two themes. The first and most significant principle is to attach importance for the client, whose view determines the quality index. A good may qualify all the conditions, but if the client does not accept it in terms of price, attraction and desirability, that good will not have the necessary quality (Alvani, 2004).

Continuous training of employees

Continuous training of employees: training is highly important for total quality, because it is the best way for peoples' progress. In organizations with total quality, people are constantly learning and their managers encourage them to receive trainings for raising their own skills and abilities. No matter how industrious people are, without training they will not learn an intellectual way of working which is thought of the basis for the progress and productivity (Zahedi and Gorji, 2010).

Progress in working systems has numerous benefits, of which the following can be mentioned:

1. Integration of human resources management in choosing and identifying people; implementing Educational duties and job progress
2. Aligning human resources management performance with all working programs and strategic processes aimed at changes in the organization

Effectiveness and development of organizations hinges upon the proper application of their human force. Many research results emphasize that no society has achieved development unless it has

addressed the development of its own human sources. Hence, attention to the category of empowerment and assessment of performance for the refinement and effectiveness as well as productivity of a work force are among serious concerns of organizational managers. Employees' empowerment is one of the effective ways for increasing employees; productivity and optional use of individual and group abilities and capacities in line with organizational goals. Total Quality Management (TQM) serves as a culture, philosophy and as a set of guiding principles for showing continued improvement of the organization. In fact, it is the application of quantitative methods and human force for improving all processes in the organization and outperforming client's needs in the current and future times. TQM denotes participating all staffs in the supply of final products and services to then clients.

Analysis of MSA measurement systems

In the past, Calibration was used for determining the quality of measurement tools. In calibration, the measuring tool is solely and under ideal conditions, i.e. in a measurement room along with trained personnel, standard parts and standard instructions, examined.

Calibration is incapable of determining the ability of a measuring system under actual conditions. This is when in MSA, the application of a measuring system effectiveness can be gauged under following conditions:

- When measuring tool is used in an actual place with a gauge
- When the tool is used by several operators
- When the tool is used under changing environmental conditions
- When the tool is successively and continuously used.

So, calibration is not sufficient alone and it is required to have other methods to control for the accuracy and degree of changes in the measuring tools under actual conditions.

Improved quality and productivity outcomes

Exceptional opportunities laying the ground for a qualitative expansion in the organization are in four ways:

Employees and staffs' thinking, necessary researches and investigations, clients' views and opinions and in the end, any kind of information that can be gathered from processes and the way factories are working.

This improvement and progress embody in different ways:

1. Better prestige of the organization in the view of clients due to new and high quality products and services
2. Less wastages and mistakes
3. Improved systems of accountability and reciprocal communications
4. Better and more effective use of sources while producing products
5. Improved prestige of management and increased ability to fulfill responsibilities better.

Thus, improvement and progress will not only overshadow products and services, but also they bring about a certain and full of proponents market. To attain this cause, continuous improvement in form of decision making, execution and evaluation cycles should be controlled for. In this way, during each period or stage of improvement, some goals and progress are taken into account and having been carried out, the information will be extracted for commencing in the second period. This information should be gathered such that to embody a bridge between that which was ideal and that which is done. Only in this case, can one expect helpful results.

In the TQM, continuous improvement lies with processes and inputs. Quality is not a static state; rather it is a constantly changing goal which is shaped based on clients' needs. As clients' expectations change, quality should also change. A desirable good today won't certainly be the one with the same quality for the next day; so, managers should always seek improvement. This improvement should be focused at processes and outputs which are directly under the management control. Quality improvement results in the attraction and loyalty of customers to the product. Management should cease emphasizing outputs such as returns, because return is a short term issue, which overdue emphasis on it will lead management to turn attention away from clients' quality and consent. Management should know continuous improvement of the process will entail clients' satisfaction and long term profitability (Alvani, 2004). Quality insurance, too is thought of organizational; attention to reviewing, confirming and controlling all organizational processes for the meeting of clients' needs and expectations (Javaheri Zade, 2013).

Research hypotheses

Main hypothesis: there is a significant relationship between job satisfaction and TQM
Secondary hypotheses:

1. there is a significant relationship between work nature and TQM
2. there is a significant relationship between guardianship and TQM
3. there is a significant relationship between colleagues and TQM
4. there is a significant relationship between promotions and TQM
5. there is a significant relationship between salaries and bonuses and TQM

Examination of reliability and validity of research measuring tools

Methodology

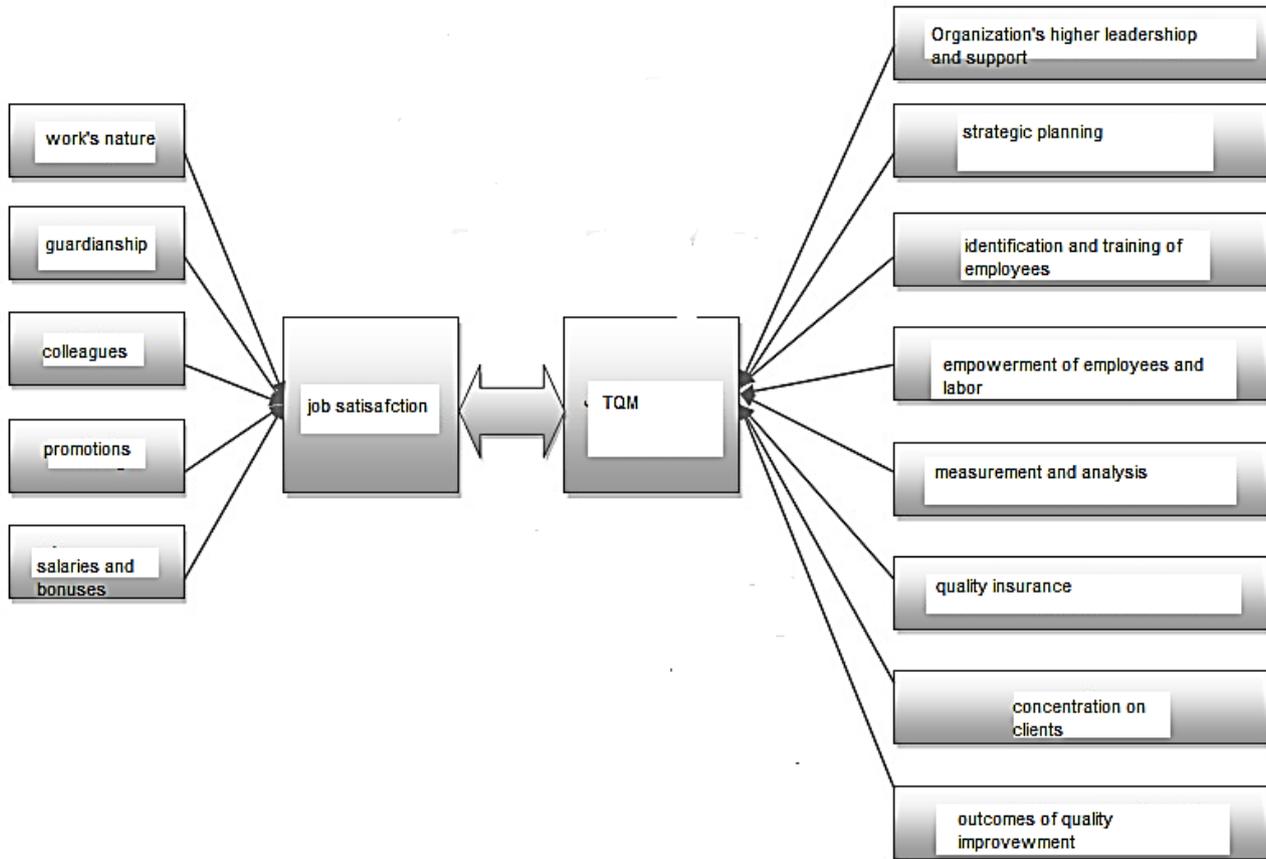
This research is applied and an analytical survey-descriptive format. The population under study is consisted of Unit Employees at Western Azerbaijan's Telecommunications, for as many as 115 people. In this research, Cochran formula was used for estimating the sample size.

$$n = \frac{t^2 pq * N}{d^2(N - 1) + t^2 pq}$$

Sample size = nt = 1.96; availability or non-availability of the feature q = 0/, N = ; d = 0.05

Given the confidence coefficient of 95%, the Z number from the Table is 1/96%, and considering standard error of 5% which has been predicted, the sample size degree for study was 88 people by using the mentioned formula, where in practice as many as 90 questionnaires were distributed to the staffs at the Western Azerbaijan's Co.

Research analytical model:



Validity: to determine the validity, around 30 questionnaires were provided to professors and professors, where after they gave their views, necessary corrections regarding the number and the way questions should have been expressed as well as the final form were exercised.

Reliability: the questionnaire's reliability was estimated 0.87 by way of Cronbach's alpha and through SPSS software. As well, given Cronbach's alpha results, there is no case in the questionnaire to get its validity rise as it is removed.

Table 1. Estimating the research questionnaire's reliability

		No.	Per.
Items	Credible data	75	83.3
	Non-estimated	15	16.7
	Overall	90	100.0

Table 2. Estimating the research questionnaire's reliability

Cronbach's alpha	Number of questions
.871	47

Findings

Normalcy test of independent variable data (Kolmogorov-Simonov)

Table 3. Kolmogorov-Simonov test results of the independent variable

		Job satisfaction
No.		90
Normal parameters	Average	2.94
	SD	.723
Highest discrepancy	Absolute	.101
	Positive	.101
	Negative	-.078
Kolmogorov-Smirnov		.960
Significance level (two-tailed)		.316

Table 4. Dependent variable Kolmogorov-Simonov test results

		Quality management
No.		90
Normal parameters	Average	97.5667
	SD	44.67411
Highest discrepancy	Absolute	.089
	Positive	.089
	Negative	-.052
Kolmogorov-Smirnov		.840
Significance level (two-tailed)		.481

In tables (3) and (4), test results of both independent and dependent variables of Kolmogorov-Simonov were obtained for examining the normalcy of data. In these tables, in addition to the values of average, SD, number of data, (absolute), (positive) and (negative) values, the Kolmogorov-Simonov statistic was also estimated. As provided in the following tables, data distribution is normal.

Testing main hypothesis

Hypothesis H0: There is no significant relationship between job satisfaction and TQM

Hypothesis H1: There is a significant relationship between job satisfaction and TQM

Table 5. Pearson correlation Test results of job satisfaction point and TQM point

		Quality management	Job satisfaction
Quality management	Pearson correlation	1	.582**
	Sig.(two-tailed)		.000
	No.	90	90
Job satisfaction	Pearson correlation	.582**	1
	Sig.(two-tailed)	.000	
	No.	90	90

As seen from the testing of the main hypothesis in the above table, there is a significant relationship between job satisfaction point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported.

Testing the first secondary hypotheses

Hypothesis H0: There is no significant relationship between work's nature and TQM

Hypothesis H1: There is a significant relationship between work's nature and TQM

Table 6. Pearson correlation Test results of work's nature point and TQM point

		Quality management	Work nature
Quality management	Pearson correlation	1	.422**
	Sig.(two-tailed)		.000
	No.	90	90
Work nature	Pearson correlation	.422**	1
	Sig.(two-tailed)	.000	
	No.	90	90

As seen from the testing of the first secondary hypothesis in the above table, there is a significant relationship between work's nature point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported

Testing the second secondary hypotheses

Hypothesis H0: There is no significant relationship between guardianship and TQM

Hypothesis H1: There is a significant relationship between guardianship and TQM

Table 7. Pearson correlation Test results of guardianship point and TQM point

		Quality management	Guardianship
Quality management	Pearson correlation	1	.408**
	Sig.(two-tailed)		.000
	No.	90	90
Guardianship	Pearson correlation	.408**	1
	Sig.(two-tailed)	.000	
	No.	90	90

As seen from the testing of the first secondary hypothesis in the above table, there is a significant relationship between guardianship point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported.

Testing the third secondary hypotheses

Hypothesis H0: There is no significant relationship between colleagues and TQM

Hypothesis H1: There is a significant relationship between colleagues and TQM

Table 8. Pearson correlation Test results of colleagues point and TQM point

		Quality management	Colleagues
Quality management	Pearson correlation	1	.347**
	Sig.(two-tailed)		.001
	No.	90	90
Colleagues	Pearson correlation	.347**	1

	Sig.(two-tailed)	.001	
	No.	90	90

As seen from the testing of the first secondary hypothesis in the above table, there is a significant relationship between colleagues point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported.

Testing the fourth secondary hypotheses

Hypothesis H0: There is no significant relationship between promotions and TQM

Hypothesis H1: There is a significant relationship between promotions and TQM

Table 9. Pearson correlation Test results of promotions point and TQM point

		Quality management	Promotions
Quality management	Pearson correlation	1	.611**
	Sig.(two-tailed)		.000
	No.	90	90
Promotions	Pearson correlation	.611**	1
	Sig.(two-tailed)	.000	
	No.	90	90

As seen from the testing of the first secondary hypothesis in the above table, there is a significant relationship between promotions point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported.

Testing the fifth secondary hypothesis

Hypothesis H0: There is no significant relationship between salary and bonuses TQM

Hypothesis H1: There is a significant relationship between salary and bonuses and TQM

As seen from the testing of the first secondary hypothesis in the above table, there is a significant relationship between salary and bonuses point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported.

Interpreting independent variable point (job satisfaction)

Table 10. Statistic of independent variable point (job satisfaction)

No.	Credible data	90
	Missing data	0
Average		2.94
Standard average error		.076

Mean	2.82
Mode	2
SD	.723
Variance	.523
Skewness	.681
Standard Skewness error	.254
Skewness	.366
Standard Skewness error	.503
Range	3
Min.	1
Max.	5

Table 11. Friedman rating test results

Independent variable component	Rate average
Work's nature	3.51
Guardianship	3.52
Colleagues	3.83
Promotions	1.98
Salary and bonuses	2.16

Table 12. Friedman Test statistic

No.	90
Chi-square	108.961
Freedom degree	4
Sig.	.000

Conclusions

As seen from the testing of the main hypothesis, there is a significant relationship between job satisfaction point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported. Thus, it is recommended that employees' job satisfaction be gained for the promotion of TQM. Results pertaining to the testing

of the first secondary hypothesis: there is a significant relationship between nature of the work point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported. Thus, it is recommended that actions be taken to enrich the content of the Western Azerbaijan's Telecommunications Co. so that employees become satisfied. Results pertaining to the second secondary hypothesis: there is a significant relationship between guardianship point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported. Thus, it is recommended that conditions for the qualification of guardianship by legal references (Country's employment Organization) be designed so that employees' job satisfaction is acquired. Results pertaining to the third secondary hypothesis: there is a significant relationship between colleagues point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported. Thus, it is recommended that formal communications lines between employees be established clearly so that colleagues can work give the work nature of the telecommunication company and to identify their own positions there. Results pertaining to the fourth secondary hypothesis: there is a significant relationship between promotions point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported. Thus, it is recommended that employee's job direction be designed clearly so that their satisfaction is acquired. Results pertaining to the fifth secondary hypothesis: there is a significant relationship between salary and bonuses point and TQM point at the 0.01 level by using Pearson Test. Therefore, it can be claimed that H0 hypothesis is rejected by 99% confidence rate and H1 is supported. Thus, it is recommended that officials adopt measures to render in the employees job satisfaction in order that they feel pleased.

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