



EMPLOYEE SATISFACTION AND QUALITY MANAGEMENT IN FEDERAL COLLEGE OF EDUCATION (TECH.) OMOKU

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ABSTRACT

Employees satisfaction is a situation where-in workers find pleasure and comfort in task given to them by their superior at work place. This condition brings about safety and security in the work place, by extension the employee discharges its duty and responsibility with all experience and energy that is required to carry such a task. This means that high productivity is achieved when employees are of the following, promoted as at when due, work condition is adequate, regular training as well as payment of regular salary. However, these are achievable when there is quality management in the organization. The study looked at the relationship between employee's satisfaction and quality management in Federal College of Education (Technical) Omoku in Rivers State. It was discovered that employees are the strength of the organization and that if appropriate care and concern is accorded to them, high productivity is usually achieved. In agreement with this reasoning quality management been a managerial strategy is required. The study recommended among others that regular and periodic training of the employees is required and that efforts should be geared towards promotion of employees as at when due.

KEYWORDS: Employee, promotion, management, salary, training and development.

INTRODUCTION

Quality management is a way of thinking aimed at achieving high expectations from employees, it is a set of strategies designed and implemented by managers for smooth running of organizations or institutions. These strategies include promotion, work condition, salary / payment as well as training and development. It is glaring that when employees are satisfied with work condition, there is usually high productivity (Claver- Cortes and Lopez-Gamero, 2009). Quality management has been implemented in a variety of ways in practice, ranging from the adoption of specific quality management practices that vary depending on the production system (White & Prybutok, 2001) to integrated management systems that emphasize overall organization competitiveness and sustainability and go beyond product quality (for instance, the European Foundation for Quality Management Excellence Model; the criteria of the Baldrige National Quality Program).

Many research has been conducted on the relationship between quality management and organizational performance (Bou & Beltran, 2005). Overall, quality administration is supposed to minimize costs, improve customer

happiness, enhance revenues, and provide a competitive edge (Piercy & Rich, 2009). However, a few authors have contended that performance gains might be accomplished to the detriment of employee well-being.

The literature depicts a continuous discussion on the potential employee results of quality management. Quality management, according to some scholars, is a source of more hard work and, as such, an opportunity to be smarter and have more influence over one's own work, resulting in a "very inspiring work environment" (Adler and Cole, 2011: 86). Others associate quality management with high pressure working environments (Green, 2006). Hence, the effect of quality management on well-being and, more specifically, whether it is associated with employee job satisfaction remains a research question.

Job satisfaction is a significant element of worker well-being in its own right but is also a desired indicator of organizational success. In fact, independently of the measures that were used and the specific practices implemented, several studies of quality management in services found strong positive associations between quality management and employee's satisfaction. Consequently,

employee satisfaction is the ultimate goal of quality management. Schroeder (2005) argued that in the audit of the development of value, the human issues engaged with quality administration are of expanding interest to academics and experts in operations management.

The current study intends to look at the relationship between quality management and employee satisfaction at Federal College of Education (Technical) Omoku in this context. It is presumptively assumed that management practices are indicators of managerial methods at work, and it provides metrics of these approaches. Training in quality, training in critical thinking, quality self-inspection, and keeping records of faults or complaints are all examples of specific quality management practices. An assortment of human resource management (HRM) strategies that focus on direct employee participation and have been connected with the human components of quality management have also been identified.

Task variety, method control, timing control, teamwork, functional flexibility, quality circles, suggestion schemes, team briefing, induction, and training in human relations skills, information disclosure, and appraisal are all examples of quality management variables. After briefly discussing quality management and employee satisfaction, it is clear that the two have a strong relationship. It is positive when the workers are satisfied with the work while then again, if the workers are dissatisfied it becomes a mirage which prompts the employees to display negative attitude to work. It is on this premise that

this study investigates the relationship between employee's satisfaction and quality management in Federal College of Education (Technical) Omoku.

PURPOSE OF THE STUDY

The purpose of this study is to examine the relationship between employees' satisfaction and quality management. Basically the objectives are;

- i. To identify the effect of promotion on quality management.
- ii. To distinguish the effect of working condition on quality management.
- iii. To recognize the effect of salary on quality management.
- iv. To distinguish the effect of training on quality management.

SIGNIFICANCE OF THE STUDY

The importance of this study will include the following

- i. The research will add to the existing literature on employees' satisfaction and quality management.
- ii. The research will encourage on additional study in the studied area.
- iii. The research will supply organizations a holistic approach the extent to which promotion, working condition, salary and as well as training and quality management in federal colleges of education.

Conceptual Review

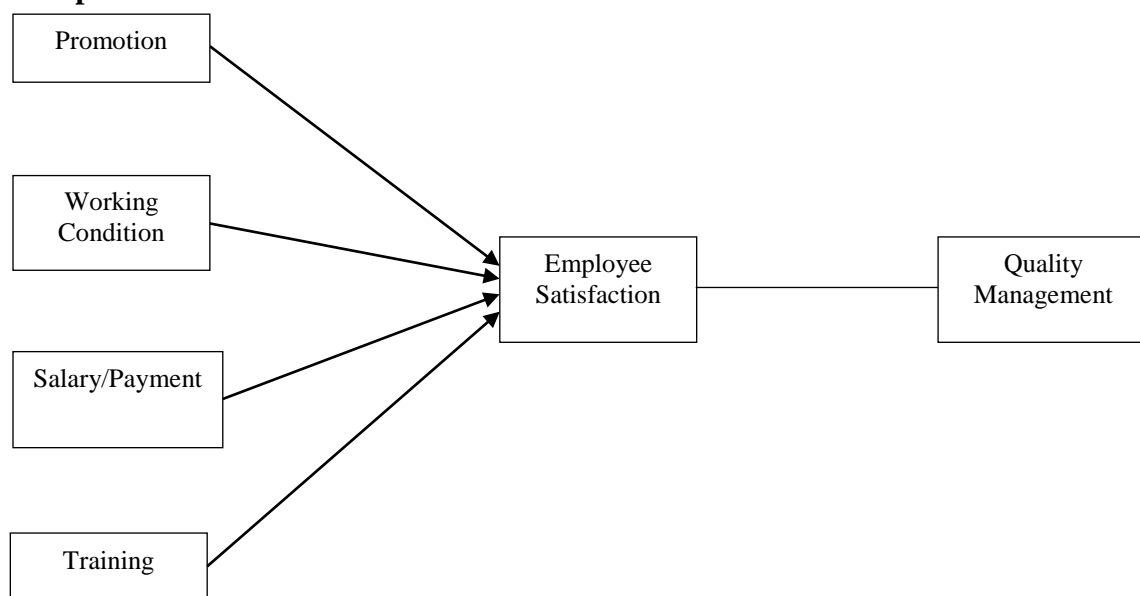


Fig. 1 Relationship Human Resource Management and Quality Management. Employee Satisfaction



Employee satisfaction is the gratification or prosperity that the employees get from their job. Locke (2006) sees job satisfaction as a pleasurable or positive passionate state coming about because of the examination of one's work or professional adventures. To Cranny (2002), job satisfaction is an effective reaction to one's work. Employees describe their responses to their occupations using rating scales, and satisfaction questions mainly relate to income, work duties, assortment of assignments, limited time open doors, the actual work, and coworkers. In human resources perspectives, job satisfaction alludes to an individual's sensation of fulfillment at work, which goes about as an inspiration to work. There's actually no need to focus on smugness, joy, or happiness; it's about work satisfaction. Work fulfillment, as indicated by Hoppock (1935), is characterized as "any mix of mental, physiological, and natural factors that lead an individual to state "I'm satisfied with my occupation sincerely."

Work fulfillment implies worker's feeling to the degree of like and aversions of their work. Work fulfillment, as per Spector (2018), is characterized as one's feelings and thoughts about work that are expressed affectively or cognitively to some degree of favor or disfavor experience. As a result, job satisfaction encompasses the emotional, feeling, and intellectual processes of employees in addition, their perceptions from a multitude of sources in their employment angles. It is about how the employees perceive and feel about the work environment, such as pay, career, promotions among others.

Employee commitment is influenced by job satisfaction, which is defined as a positive attitude and behavior at work (Vroom, 1964). Diverse researchers have performed extensive empirical investigations on the causes of job satisfaction in various contexts of organizational behavior, managerial encouragement, and organizational support, all of which are important in determining variables of employee turnover (Rude, 2004).

Promotion

Promotions are also an important aspect of a worker's career and life, affecting other facets of the work experience. They are a crucial part of employee happiness since they frequently result in considerable compensation increases and can have a big impact on other job features like duties and subsequent job attachment (Pergamit and Veum 2009). Firms can utilize promotions as a way to recognize high-performing staff, incentivizing them to put in more effort. Promotions may be effective at motivating employees to put in more effort if

they place a high value on the promotion itself. Firms would somehow simply employ pay raises to reward effort and production.

Considering every one of the manners in which that advancements can influence a worker's vocation and pay, the significance of advancements as a driver of job fulfillment has received very little consideration. While various studies have looked at the variables that influence job happiness, little has been said about the meaning of promotions and promotion expectations. According to tournament theory, companies utilize the potential of a promotion as an impetus for workers to perform more diligently. The significance of advancements as an apparatus for evoking higher exertion from labourers can be better perceived by assessing the impact of the two advancements and advancement assumptions on work fulfillment.

Tracking down that advancements led to higher work satisfaction, indeed, even subsequent to controlling for salary and wage increases, backs up the idea that employees value promotions in and of themselves. Firms now have a non-monetary instrument to elicit effort and other positive behavior from their employees. Accurate estimations of these impacts can show how effective promotions are at inspiring individuals to work more.

Besides, advancement assumptions might have a significant impact. Workers who recognize they will not be promoted this time around may reduce their job exertion except if they trust they will be promoted in the future. Sajuyigbe (2013) found, as did different analysts, that many individuals feel satisfied at the point when they accept their future possibilities are promising. This could lead to prospects for progress and growth at their present place of employment, or it could increase their chances of finding alternative work. They claim that if workers believe their professional growth options are limited, their job satisfaction would suffer. Fair promoting chances ought to be given to employees if firms want to accelerate the performance of their personnel.

Working Condition

Working conditions are the internal relationships between employees and their colleagues in the workplace. This is a fairly significant consideration; research has confirmed that, while positive working conditions rarely serve as a primary motivator to stay with a single employer, bad interpersonal relationships are a powerful factor to dissatisfaction and possibly departure from the organization. Working conditions, according to Sajuyigbe (2013), are only likely to have a major impact on job



satisfaction and performance when they are either extraordinarily good or extremely bad.

Employees' feelings of pride in themselves also, the work they do are greatly impacted by the setting in which they work. Make every effort to maintain your equipment and facilities current. Even a decent chair may make a huge impact in a person's mood. Also, if at all feasible, avoid overcrowding by providing each employee with their own personal space, whether it's a desk, a locker, or even a drawer. Don't be shocked if your staff are tense since they are working in close quarters with next to zero personal space.

Payment

How much financial remuneration that an individual gets, as well as the degree to which that compensation is seen to be equitable, is referred to as pay. Pay is one of the most important elements in describing job performance and happiness, according to Sajuyigbe (2013). Frye (2004) discovered that compensation and performance had a favourable outcome association. It was also determined that salary is critical in attracting and retaining expert employees in human capital-intensive businesses. Robbins (2003), employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations.

According to Luthans (2018), pay rates not just help individuals to achieve their essential requirements, but on the other hand are instrumental in fulfilling the more elevated level necessities of individuals. The dimension of payment refers to an employee's motivation relative to their compensation. It's important to differentiate compensation from wages and benefits. Compensation is essentially the sum total of all the remuneration an employee receives in consideration of their work. Wages are the cash really paid to the worker for their administrations, while benefits are the things given to them through an outsider, for example, medical coverage, retirement plans, or other non-cash advantages. Despite the fact that it might appear glaringly evident, pay is quite the essential or most critical wellspring of fulfillment and inspiration.

Consider an enrolled nurse who educates at a college as opposed to practicing in the field. Authorized experts, similar to medical attendants who instruct in educational organizations, are by and large paid undeniably not as much as what they would make whenever utilized straightforwardly in their field. Notwithstanding, the remunerating idea of educating frequently outplays the pay bundle. Employees are not motivated by pay, but they do want to be adequately compensated. Individuals will be

dissatisfied working for you if they perceive they are underpaid.

Training and Development

A formal definition of training and development is any effort to improve a present or prospective employee's ability to perform via learning, usually by changing the employee's attitude or expanding his or her skills and knowledge. While training is characterized as the act of imparting certain skills, development is defined as the possibilities for people to learn to help them improve. Training, according to Armstrong (2001), is the formal and orderly change of behaviour through discovering that happens because of schooling, guidance, advancement, and planned experience.

Training plays the unmistakable part in the accomplishment of an organizational goal by incorporating the interests of organization and the workforce. For training to have a better effect on productivity, its design and delivery should be well executed. Effective training and improvement programs are critical to increasing staff productivity and organizational commitment, which is characterized as "the relative strength of a person's identification and involvement in a particular company." Organizations that demonstrate strong insight, according to these writers, make preparations for meeting the training demands of their current personnel. According to Cheng and Ho (2001), proper training results in significant increases in staff correspondence and capability, resulting in increased production and employee retention time.

Moreover, when programmes target communication skills with co-workers, there are significant increases in profit additionally to a greater number of reported positive working relationships that are formed. Furthermore, worker training and education has been found to possess a considerable positive impact on workplace engagement, job satisfaction, and organizational commitment (Karia & Asaari, 2006). Low productivity reviews because of insufficient work training can also lead to employee unhappiness and conflict.

RELATIONSHIP BETWEEN QUALITY MANAGEMENT AND JOB SATISFACTION

Apart from addressing various ways in which work satisfaction can influence employee behavior, most of worker fulfillment literature focuses on how personal qualities, education, and salary levels influence employee satisfaction. However, because quality management activities in businesses alter the idea of work, they might affect work fulfillment, and the effect of different



aspects of quality management may differ. The "most commonly cited dimensions of quality management are: leadership, which is related with top-level management's commitment to continuous improvement; planning or strategic management, which is concerned with setting objectives and action plans for achieving set goals; process management and improvement, which ensures continuous efforts to design the effective flow of work systems that helps eliminate inefficiencies; and process management and improvement, which is concerned with ensuring continuous efforts to design the effective flow of work systems that helps eliminate inefficiencies; Supplier management and collaboration; information management and investigation to monitor unforeseen changes and achieve consistent high quality through standardized evaluation methods; client and market focus targeted at executing the relevant standards.

This study depends on a national survey of British workplaces, which covers whether or not practices that are related with most of these dimensions are implemented in the workplaces. The exceptions are leadership and supplier management collaboration. Direct employee participation is critical to human resource management and is included in many theories that explain how HRM affects organizational performance, for example, the mutual gains enterprise and high-performing work organizations. Job enrichment, which is achieved by giving employees discretion, task variety, and high degrees of responsibility in their jobs; and high involvement management, which is achieved by using management practices that allow for organizational involvement beyond the job specification (for instance, teamwork). According to these theories, both forms of employee participation improve the nature of working life and thus would be positively associated with employee job satisfaction.

The common thesis underlying such expectations, based on which one might link job satisfaction to quality management, is that greater opportunities for problem solving and taking responsibility over one's work increase the intrinsic rewards of work. This research depends on the 1960s job redesign movement, which found a link between workplace autonomy and job satisfaction and worker well-being. It's articulated in Hackman and Oldham's (2006) job characteristics model, which was one of the first to link work design to job happiness. There is some empirical evidence that there is a link between quality management and employee satisfaction.

In addition, from a practical perspective, it is reasonable to expect that methods to decrease waste and increase efficiency also mean that work processes are better organized and consequently

less stressful. Hence there is also suggestion that workers can be satisfied with very routine manufacturing jobs that do not require much involvement. To be sure, this idea is predictable with Cooper, (2006) huge experimental examination of the connection between lean production, an incorporated framework that included the most referred to aspects of quality management through a scope of practices beforehand defined by Fullerton, (2003). They opined that "reduced lean control can provide workers with high utility benefits, and accompanying lower stress". Consequently, higher levels of well-being and a highly motivating work environment have been connected to quality management for different reasons, and positive employee outcomes have likewise been confirmed.

By contrast, some authors argue that quality management, and more specifically an emphasis on process management, may result in job dissatisfaction. It has been proposed that the sort of teams associated with lean production systems may add to employees' job pressures since the strong supervision and evaluation systems may increase competition between workers. Quality management initiatives have been chastised in this context for failing to give a supportive environment that could mitigate the impacts of the push for continual improvement (Parker, 2003). An elective negative view is that the multi-skilling pushed by quality management specialists, who might prompt innovative methodologies, can really bring about varieties of comparable straightforward positions with short training and low job satisfaction.

There are, however, arguments for a middle or neutral viewpoint, for example, the "context-dependent approach" or the recognition of the diverse impact of individual choices for work arrangements (Vidal, 2007). From this intermediate perspective, neither generally positive (e.g. increase in job control and satisfaction) nor negative increase in work effort, higher demands employee effects should be expected. Truth be told, Korunka (2003) investigation of the foundation of quality management in an association, where results were estimated before the change and at various times during following the presentation, presumed that worker results were setting subordinate. Still, they also identified job control, role clarity and information as key factors for job satisfaction. In essence, quality control enhances job satisfaction.

EMPIRICAL REVIEW

In a review named Motivation and Work Environment, Spector (2008) found that the workplace is a critical element of employee work

fulfillment and performance. The analysts found that functioning circumstances were a more noteworthy indicator of job fulfillment and performance. Working conditions have a minor impact on employee work fulfillment and performance, according to Luthans (2018). Employees will find it simpler to carry out their responsibilities if working conditions are favorable, such as clean and beautiful surroundings, according to Luthans. Employees will find it difficult to complete their work if working conditions are poor, such as hot and noisy environments, and will be dissatisfied as a result.

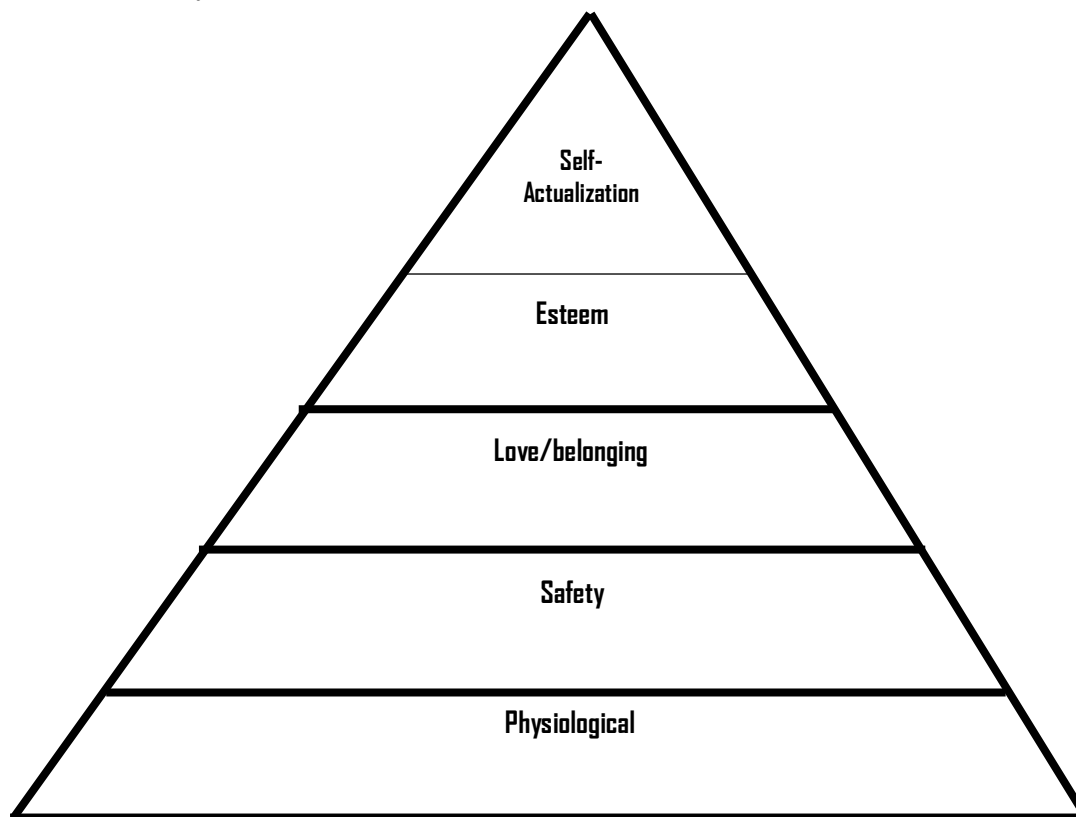
Promotions provide opportunity for self-improvement, more responsibility, and improved social standing, according to Robbins (2003) in a review titled productivity and increase in an organization. Furthermore, job satisfaction is an aftereffect of prospects for advancement inside the firm. He found that there is a link between promotion procedures and employee perceptions of performance.

Pay as the determinant to efficient output was the title of a study conducted by Sajuyigbe (2013). Pay has a considerable impact on job happiness and performance, as per the researchers. Lambert and Lubbock (2001) viewed that as financial incentives have a considerable impact on job satisfaction and performance, which was in accordance with earlier findings. They came to the end that the higher the cash reward, the less concerned employees are about their financial situation, boosting their perception of their self-worth in the association.

Aibieyi (2014) gathered information from 100 non-staff university students in Benin, Nigeria, to survey the impact of training and advancement on employee motivation. The study discovered a substantial position association between training and development, with trained employees being more dedicated to duty than those who did not receive training and development, in addition, training leading to increased production.

THEORETICAL FRAMEWORK

Maslow Hierarchy of Needs



Maslow's needs hierarchy theory was developed in 1943; it was perhaps the earliest hypothesis to take a gander at the elements that impact work fulfillment. Physiological needs, safety, and belongingness/love, esteem, and self-actualization, according to the idea, create a

five-level hierarchy of human wants. Maslow established his needs hierarchy to describe human motivation in general. Its fundamental occupants, then again, relate to the work environment and have been utilized to make sense of occupation bliss. Monetary pay and



medical services are two advantages that help workers accomplish their fundamental physiological requests inside an association.

Employees' safety demands can present themselves as a feeling of physical safety in the work environment, in addition job security. When this is achieved, employees may concentrate on feeling like they belong at work. This can take the form of positive relationships with coworkers and managers in the workplace. After being satisfied, the employee will desire to feel valued and respected by their coworkers and their employer. The employee pursues self-actualization in the final step; they must grow and develop to become everything they are capable of being.

Process Theory

Process theory describes the process of how behavior is energized, directed, sustained, and stopped. Job satisfaction, according to process theory, is affected not just by the nature of the job and its context within the company, but also by the individual's job-related needs, values, and expectations. Process theory has been broken down into three sub-theories. These include theories on the basis of disparity between what a Job offers and expectations, ideas based on what an individual has done requires, and theories based on a person's personal values.

Discrepancy Theory

Discrepancy Theory is otherwise called "Affect Theory," which was created by Edwin A. Locke in 1976 and is the most notable work fulfillment model. Numerous thoughts have endeavoured to make sense of why individuals feel the manner in which they take care of their responsibilities. The idea of discrepancy theory was created by Locke. This idea proposes that a person's job happiness is determined by what they consider important rather than by if their demands are met. The "how much" of something desired is determined by a person's importance evaluation of a variable. According to the discrepancy theory, dissatisfaction occurs at the point when an individual acquires not as much as what they desire.

Job Characteristics Model

Job satisfaction arises at the point when the workplace promotes intrinsically motivating features, according to the Job Characteristics Model (JCM). These mental states are influenced by five essential job characteristics: skill variety, task identity, task relevance, autonomy, and feedback. Following that, the three psychological states can result in an assortment of consequences, including job

satisfaction. Subsequently, strengthening the five basic job characteristics is supposed to add to a superior workplace and higher work fulfillment according to the point of view of an organization.

These factors can be utilized to create a motivational possible score for a task, which is a proportion of how likely a work is to influence an employee's attitudes and behaviours.

CONCLUSION

As indicated by the discoveries, human employee fulfillment has a major impact on quality management. This relationship manifests in ways and manners in which workers are managed through providing enabling work condition, adequate training and development, promotion and prompt payment and huge salary. Recollecting that is basic good staff management is essential for high production. As a result, administrators' attempts to guarantee that staff are adequately cared for.

RECOMMENDATIONS

The following recommendations are proposed for quality management;

- I. There ought to be regular training and retraining of labourers, to certify that workers are given 21st century training which will make them compete favorably with their counterpart all over the world.
- II. Administrators plus institutions should create conducive work environment for their employees, this will enable them realize that their safety and security is guaranteed.
- III. Workers should be promoted as at when due to avoid being bias and negligent to work, which may cause lots of damage to the organization.
- IV. Employees ought to be persuaded through prompt and regular payment of salary.
- V. There ought to be mutual and cordial relationship between the administrators and the employees, this well generally boast high performance.

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