THE RELATIONSHIP BETWEEN SOFT TQM AND WORK RELATED OUTCOME: THE MODERATING IMPACT OF SPIRITUALITY AT THE WORKPLACE

By

WIWIEK RABIATUL ADAWIYAH

Thesis Submitted to the

Othman Yeop Abdullah Graduate School of

Business, Universiti Utara Malaysia, in Fulfilment

of the Requirement for the Degree of Doctor of

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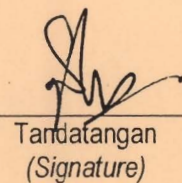*(Programme of Study)*

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ABSTRAK

Kajian ini mengkaji hubungan di antara Pengurusan Kualiti Menyeluruh Lunak (STQM) serta empat bentuk angkubah hasil kerja berkaitan di kalangan 497 pekerja daripada 21 Bank Syariah di Jawa Tengah Indonesia. Kajian ini turut meninjau peranan pemboleh ubah nilai kerohanian kerja terhadap hubungan di antara STQM and hasil kerja berkaitan. Analisis faktor mendapati STQM diukur berdasarkan 5 pengadaran iaitu: komitmen pengurusan tertinggi, ganjaran dan penghargaan, pendidikan dan latihan, pemberdayaan, dan fokus kepada pelanggan. Regrasi berganda berperingkat digunakan untuk menguji hipotesis kajian. Secara umumnya, dapatan kajian menyokong hipotesis kajian tetapi terdapat beberapa pengecualian. Secara khususnya dimensi STQM mempunyai hubungan yang negatif terhadap niat untuk berhenti bekerja namun apabila dimensi hasil kerja berkaitan lain digunakan sebagai pemboleh ubah bersandar, STQM didapati mempunyai hubungan yang positif terhadap kepuasan kerja, tingkah laku warga organisasi serta komitment organisasi. Pekali beta dan ujian 'residual' digunakan untuk mengenalpasti kesan interaksi kecuali bagi satu dimensi STQM iaitu pemberdayaan. Analisis regrasi berganda berperingkat menunjukkan bahawa tingkat kerohanian kerja mempengaruhi hubungan di antara STQM dengan niat untuk berhenti bekerja. Nilai kerohanian kerja juga didapati mempengaruhi hubungan di antara STQM dengan kepuasan kerja, tingkah laku warga organisasi, komitment organisasi serta niat untuk berhenti bekerja. Dapatan kajian ini memberi sumbangan untuk memahami aspek sorotan karya STQM dengan lebih mendalam. Penemuan hubungan di antara STQM, hasil kerja berkaitan, dan nilai keimanan di tempat kerja juga dapat dijadikan rujukan kepada pengusaha perbankan Islam dalam usaha membentuk dan mempertingkat tingkah laku positif di kalangan pekerja bank.

ABSTRACT

This study investigated the relationship between soft Total Quality Management (TQM) and Work Related Outcomes among 497 employees of 21 Islamic banks located in Central Java Indonesia. This study also explored the role of workplace spirituality as moderators of the relationship between soft TQM and work related outcomes. Result of factor analysis on soft TQM showed five dimensions namely top management commitment, rewards and recognition, education and training, empowerment, and customer focus. Meanwhile factor analysis on work related outcomes revealed four dimensions namely job satisfaction, organizational commitment, organizational citizenship behavior, and intention to leave. Hierarchical multiple regression was used to test the study hypotheses. The result offers general support for the hypotheses. Soft TQM was shown to have an influence on intention to leave. Meanwhile soft TQM was found to have a positive and significant relationship with job satisfaction, organizational commitment, and organizational citizenship behavior. Beta coefficient and residual test ascertained the acceptance of an interaction effect, except for one dimension of soft TQM i.e. empowerement. The result of hierarchical multiple regression indicated that workplace spirituality moderates the relationship between soft TQM and work related outcomes, such as, job satisfaction, organizational commitment, organizational citizenship behavior, and intention to leave. The result of the study enriches the literatures of Total Quality Management. Moreover, this study provides an alternative approach to the management of Islamic banks in Indonesia on how to improve employee behavior at work.

ACKNOWLEDGEMENT

بسم الله الرحمن الرحيم

TABLE OF CONTENTS

CHAPTER 4 RESEARCH METHODOLOGY

CHAPTER 5 FINDINGS AND DISCUSSION

.

LIST OF TABLES

LIST OF FIGURES

List of Abbreviation

ANOVA	Analysis of Variance
BI	Bank Indonesia
BPR	Business Process Reengineering
CBHRM	Competency Based Human Resources Management
CEO	Chief Executive Officer
HR	Human Resources
HRM	Human Resources Management
IBA	Islamic Banking Association
IBU	Islamic Banking Unit
ICU	Islamic Commercial Banks
IL	Intention to Leave
IRB	Islamic Rural Banks
ISO	International Organizations for Standardization
JS	Job Satisfaction
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
PBUH	Peace Be Upon Him
R	Religiosity
SHRM	Strategic Human Resources Management
STQM	Soft Total Quality Management

SQC	Statistical Quality Control
SW	Workplace Spirituality
TQM	Total Quality Management

CHAPTER 1

INTRODUCTION

1.0   Background

Recent breakthrough in business environment has forced industries to be quality focused which becomes the ultimate business requirements for future development ever since. These trends highlight the world's acknowledgment on the function of quality management as the main driver to improve performance of businesses (Corbett et al., 1998). Moreover, global market space is only available for those who offer the best value for their products or services. Consequently every business must start to initiate quality measures as an integral part of its corporate strategies, to survive in the market.

Total Quality Management (TQM) needs flexible, skillful and committed employees. To get employees to be totally committed, quality must not be implemented as artificial movements of a company; instead it should become the firms' culture which directs employees' work behaviors. Employees tend to provide excellent service to customers if there is strong management support to customer driven quality (Robbins, 1995). Since employees' behavior influence their companies' performance, firms should be focusing on how to integrate quality with organizational culture. In addition, the measures of companies' performance are affected significantly and systematically by the shared values, beliefs, identities, and

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285

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