Investigating the relationship between total quality management dimensions and Staff Job Satisfaction in the National Gas Company Region 1 Aghajari

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Abstract
Total Quality Management with the promise of superior business results, has a special place among various methods, so Total Quality Management (TQM) is considered as an endless process. And that's why the researcher in this study has considered this model and its criteria as a proper model for the evaluation of the employees' satisfaction in the National Gas Company Region 1 Aghajari. The results of the implementation of model criteria of total quality management in this study show that there is a significant relationship between the establishment of total quality management dimensions and employee job satisfaction. The results also show that if the support and leadership of senior management be done properly and consistently the employees' job satisfaction will be increased. The results about other aspects of total quality management were evaluated. It was determined that by implementing strategic planning in the organization, employee job satisfaction improves. In this study, it was demonstrated that pay attention to staff training and teamwork in the organization has a positive impacts on job satisfaction and organizational performance improvement. At the end, it was also determined that the employees' positive attitude towards the organization and management lead to job satisfaction, and vice versa negative attitude of the staff has negative consequences and lack of satisfaction.

Keywords: Total quality management, total quality control, continuous improvement, job satisfaction, strategy.
Introduction:

In the current business world where competition of organizations for successful presence in business areas has been pressed, Quality in produce and deliver products and services can be considered as one of the tools for superiority and success of companies in this competition arena. Today, total quality management with the promise of achieving superior quality in the final results of the business has a special place in the developed world and has been faced with great acceptance. In this study, among the different models of quality, the researcher used the model TQM. According to the ideas and efforts of Dr. Deming in line with the quality and training of staff, it can be concluded that before any action for quality, Senior managers must understand the importance of quality and become quite familiar with performing their duties in this regard. Only in this way the cooperation of other human factors can have the necessary effectiveness for the inclusive development of quality. Therefore, pay attention to human and cultural factors in quality, will be of great importance that before the decision to implement quality management the organizational culture should be fully considered and human resource training and cultural activities should be determined at the beginning of everything.

It should be noted that the implementation of total quality management requires investment to train managers, supervisors and employees for efficiency of employees' performance. The main distinctive feature of total quality management with other trends that deal with the quality is that total quality considers itself a continuous process. In other words, there is never an end for quality programs. This is why the total quality management is considered as an endless process. Total Quality Management is focused on increasing the satisfaction of customers or consumers through managing methods and systematic attitudes and use of simple tools and methods in the process of continuous improvement. Such improved performance directly leads to achieve various purposes such as quality, accurate scheduling of production, meet the needs of customers, suitability of products and services and reduce costs, and ensures the role of employees in order to achieve the objectives by training the use of methods. Total quality management thinks the continuous improvement of process of organization's activities by individuals, managers and employees, and ultimately tries continuously to improve the performance of all organizational levels. The main focus of this management method is on increasing satisfaction of customers or consumers through quality management of methods and integrated attitudes in the process of continuous improvement. Total Quality Management deals to combine the philosophy of participatory management, statistical techniques and cooperation of staff (through communications) in order to lead to improve the quality of products and services of the company to increase the organization's productivity. One of its consequences is job satisfaction. Total quality management also helps to prevent injuries and involves everyone from top to bottom of the organization. In this type of management, not only employees in the quality control department but all employees are responsible for the quality.

After the victory of the Islamic revolution and cut off gas exports to the former Soviet Union, gas supply to domestic and industries were accelerated. In this regard,
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operational units of pipelines of Khuzestan have an essential role in collection operations, gas transmission and also maintenance of the main pipelines of Khuzestan. Also have an important role in gas supply to industries of Khuzestan, including Ramin Power Plant, Zargan power plant, steel industries, oil refineries of Abadan and Isfahan and so on. Because of the expansion of the scope of pipelines' activities in Khuzestan and to enhance the region's ability to act, the Bidboland refineries and gas pipelines in Khuzestan collectively with the name of Khuzestan operational area were separated from each other, and Region 1 of gas transmission operation has practically declared its existence since 1380.

In this study, total quality management standards have been approved as reinforcing agent of job satisfaction. The research questions were provided in the first chapter. In the second chapter of this study, the literature on total quality management, quality and job satisfaction are addressed. In the third chapter the population is clearly defined and the measurement tool that is questionnaire is offered. The questions are a combination of two standard questionnaires TQM and job satisfaction. In the fourth quarter empirical data is converted to statistical data and analyzed in relation to the objectives and questions. In the fifth chapter, the results of the study have provided. In this chapter practical and research offers for future researchers and research limitations are listed.

Research Methodology

In this study, the research population consists of employees (personnel) of all units of the National Gas Company Region 1 Aghajari, who worked in 1387. The size of this population was very high and it was selected because of the establishment of many quality models in this company that has held different training courses for its staff on quality. Tool (questionnaire) must be valid. The purpose of validity is that the measurement tool be able to measure the desired feature and characteristic. Validity is important because inappropriate and inadequate measurement can make any scientific research invalid and worthless. The validity in principal refers to accuracy of measurement by the researcher. The validity of the study shows the adaptation rate of questionnaire with the objectives. For the validity of research questionnaire, first by collecting the views of experts and supervisor professors and consultation of a number of experts the quality of raised questions has been revised. The number of samples in this study was 50 employees (personnel) of all units of the National Gas Company Region 1 Aghajari who worked in 1387. The selected sample size was calculated based on Cochran formula and 50 people were selected according to the distance selected by the researcher.

The results of the analysis of questions:

3.1 First question: there is a relationship between the dimensions of total quality management and staff job satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

\[ H_o : r \leq 0.50 \]
$H_1 : r > 0.50$

Correlations

The relationship between the establishment of total quality management dimensions and Staff Job Satisfaction

<table>
<thead>
<tr>
<th>Staff Job Satisfaction</th>
<th>The establishment of total quality management in the organization</th>
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<tbody>
<tr>
<td>Pearson Correlation</td>
<td>685.0</td>
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<td>0.685</td>
<td>Sig. (2-tailed)</td>
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<tr>
<td>0.000</td>
<td>N 50</td>
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</table>

Table 1. The results of the main research question

According to the above equation we see that Total quality management is an independent variable that can improve and increase staff (organization) job satisfaction.

3-2- the second question: there is a relationship between the support and leadership of senior management and staff job satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

$H_o : r \leq 0.50$

$H_1 : r > 0.50$

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</table>

Table 2. The Results of testing question (2)
Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and in other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that the leadership and support of senior management and staff job satisfaction are related to the rate of 0/665.

3.3 Third question: there is a relationship between the use of strategic planning and staff job satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

$$H_0 : r \leq 0.50$$

$$H_1 : r > 0.50$$

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<thead>
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Table 3. The Results of testing question (3)

Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and in other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that the use of strategic planning in the organization and staff job satisfaction are related to the rate of 0/648.

3.4 Fourth question: there is a relationship between the focus on customer-oriented model in the organization and Staff Job Satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:
Correlations

The relationship between focus on customer-oriented model in the organization and Staff Job Satisfaction

<table>
<thead>
<tr>
<th>Staff Job Satisfaction</th>
<th>Pay attention to staff training</th>
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<tbody>
<tr>
<td>Pearson Correlating</td>
<td>602.0</td>
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<td>Sig.(2-tailed)</td>
<td>000.0</td>
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<tr>
<td>N</td>
<td>50</td>
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</table>

Table 4. Results of testing Question 4

Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and In other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that the focus on customer-oriented model in the organization and Staff Job Satisfaction are related to the rate of $0.602$.

3.5 Fifth question: there is a relationship between pay attention to staff training in the organization and Staff Job Satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

$H_0 : r \leq 0.50$

$H_1 : r > 0.50$

Correlations

The relationship between pay attention to staff training in the organization and Staff Job Satisfaction

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Table 5. The Results of testing question (5)
Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and In other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that pay attention to staff training in the organization and Staff Job Satisfaction are related to the rate of 0/513.

3.6 Sixth question: there is a relationship between raise the potential of employees of the organization (Empowerment and Teamwork) and staff job satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

$$H_o : r \leq 0.50$$

$$H_1 : r > 0.50$$

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Table 6: Results of testing question 6

Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and In other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that employee empowerment and teamwork and Staff Job Satisfaction are related to the rate of 0/650.

3.7 The seventh question: there is a relationship between the measurement and analysis of quality in the organization and staff job satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

$$H_o : r \leq 0.50$$

$$H_1 : r > 0.50$$
Correlations

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Table 7. The Results of testing question (7)

Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and In other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that the measurement and analysis of quality and staff job satisfaction are related to the rate of 0/597.

3.8 The eighth question: there is a relationship between decentralization in the organization and Staff Job Satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

$H_0 : r \leq 0.50$

$H_1 : r > 0.50$

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Table 8. The Results of testing question (8)

Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus $H_0$ is rejected and $H_1$ is accepted and thus with an error probability of (0.01) in the main population, the
sample can also be confirmed and In other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that decentralization in the organization and Staff Job Satisfaction are related to the rate of 0/607.

3.9 The ninth question: there is a relationship between the attitude and behavior of employees in the organization and staff job satisfaction in the National Gas Company Region 1 Aghajari. This question was well approved as follows:

\[
H_0 : r \leq 0.50
\]

\[
H_1 : r > 0.50
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Correlations

<p>| The relationship between attitude and behavior of employees and Staff Job Satisfaction |
|---------------------------------------------|-----------------------------------------|</p>
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Table 9. Results of testing Question 9

Results of testing the above question says that at 99% confidence level given that the significance level is smaller than the error level thus \(H_0\) is rejected and \(H_1\) is accepted and thus with an error probability of (0.01) in the main population, the sample can also be confirmed and In other words, sufficient reasons are not achieved to refuse the researcher's theory on this question and it should be acknowledged that the attitude and behavior of employees and Staff Job Satisfaction are related to the rate of 0/516.

Discussion and Conclusion

- Based on the results of this study suggestions are offered to Aghajari Gas Company and in general corporate managers, in order to organize and check the implementation of total quality management and improve the level of staff job satisfaction. Based on research questions, total quality management aspects can be raised as a way to achieve the improvement of staff job satisfaction, thus, if organizations respect the criteria of TQM models, can become an excellent organization.

- According to the results obtained and with respect to the material presented in the literature focusing on customer-oriented model in the organization has a considerable impact to raise job satisfaction in them and consequently higher performance and quality of products and services of the company.
- According to the effective results of strategic planning in improving job satisfaction, using models of strategic planning in the National Gas Company Region 1 Aghajari is recommended.

- Given that organizations with high quality products have valuable effects in the society and consequently improves employee job satisfaction and the results of this research are evidence of this claim. Therefore, it is suggested that organizations (National Gas Company Region 1 Aghajari) to achieve excellence, consider themselves as a part of the community and make more effort to prove their citizenship role in the society about their expectations and implementation of measures required to meet the needs of the community.

- Advanced organizations do several activities to empower staff (Empowerment and Teamwork) and actualize their potential talents. Given the results of the role of empowerment and teamwork in improving staff job satisfaction, so using ideas, comments as well as their participation in decision making in the National Gas Company Region 1 Aghajari is suggested.

- Today, education is considered as one of the key areas of organizational excellence. Today's advanced organizations know education as a beneficial investment and competitive advantage to achieve the organization's objectives. The results of the study showed that more attention of organization to staff training increases their job satisfaction. It is proposed that organizations such as the National Gas Company Region 1 Aghajari in their planning have a special look at education.

- Increased employee participation in meetings, deliberations and decisions, in order to reduce the level of power distance which plays an important role in strengthening the motivation and job satisfaction of employees.
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