

Chapter 5

Effects of Employee Performance on the Implementation of Total Quality Management (TQM) Tools: Working Mothers From the Public and Private Sectors

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ABSTRACT

Implementation of TQM enhances employee performance. This study seeks to examine the impact of employee performance on the application of TQM tools, focusing on the experiences of working mothers in public and private sectors. The labor force statistics do not provide a specific percentage of working mothers. Working mothers encounter challenges from workplace, organization, family, colleagues, as well as society. This chapter utilized quantitative studies. Questionnaires were distributed to 300 working mothers. The questionnaires were organized into five primary sections: demographic information, total quality management, job satisfaction, policy management, and performance evaluation. The subsections are organized into five distinct policies: breastfeeding-friendly, maternity, paternity, support, and work flexibility. The findings indicate that policies are not implemented correctly. If implemented effectively, mothers would experience enhanced performance, improved mental health, a positive environment, and a more manageable balance between caring for their child and work.

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PROBLEMS AND OBJECTIVE

Problems

A considerable number of mothers are part of the workforce today; some seek additional income, while others engage in work out of necessity, leading to a sense of familiarity with the routine. According to Wilson (2006), numerous working women indicated that their employment was driven by a necessity for financial resources, which they associated with acquiring particular material possessions such as a home, car, television, additional lessons, clothing, vacations, or furniture. Effective time management is essential for working mothers. Working mothers must navigate workplace conflicts while ensuring that their home life remains unaffected. Effective time management is essential, encompassing responsibilities such as preparing the children for school, ensuring timely return for lunch, and resuming work post-lunch. Mothers who lack effective management may experience distress, which can adversely affect their work performance. Motherhood influences her perception by others and her professional environment, potentially necessitating additional time off compared to her previous circumstances. Hj Abd Rahman and Susanto (2021) Poduval, 2009

A professional woman should uphold a strong stance that her career efforts are for the benefit of her family and her personal advancement (Wilson, 2006). Will the implementation of total quality management lead to a change in their performance, or will it remain unchanged? Among Bruneians employed in the public sector, 46.8% are part of the workforce, 43.8% are women, and 9.1% hold positions in parliament. Fact Sheet from 2019. The perspective of the interviewer will change significantly when a mother submits an application for a position within an organization. The enquiries primarily focus on managing the balance between professional responsibilities and child-rearing, including considerations about breastfeeding and the presence of additional carers at home. This may be perceived as biased, as it shifts the focus of the questions from their performance, which is essential, to the children's circumstances at home. What resources are accessible to working mothers to support their continued employment while balancing their responsibilities as mothers? Hj Abd Rahman and Susanto (2021)

Research Objective

The primary objective of this research is to develop a method for examining how total quality management tools—specifically job satisfaction and policy management—can be customised to enhance the performance of working mothers. To achieve this, analysis will be conducted through survey questionnaires, previously completed case studies, journal articles focussing on the performance and job satisfaction of working mothers, as well as total quality management and policy management.

1. To determine how mothers' work environments facilitate their ability to care for their families while attaining success in their careers, emphasising time management, organisational support, and performance outcomes, while integrating pertinent total quality management principles.
2. To evaluate the effects of applying adapted total quality management principles prior to and following the adoption of total quality management.
3. To examine the effective implementation of readily available policies that support the improvement of working mothers.

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