

Table of contents

1	Introduction	5
2	Definition of the problem: The Quality System's effects on Human Resources	6
3	Objective and Research questions:.....	9
3.1	Research questions	9
3.2	Hypothesis.....	9
4	Review of literature: Quality Management Efficiency in Developing Countries	10
4.1	Quality definitions.....	10
4.2	Quality management system	11
4.3	Types of Quality Management Systems.....	15
4.3.1	“Cleaner Production” (CP).....	15
4.3.2	ISO 14000 and ISO 9000	19
4.4	Quality in Developing Countries.....	24
4.4.1	Problems in Developing Countries	24
4.4.2	The industry sector of Guatemala	28
4.5	Motivation and Satisfaction	33
4.6	Conceptual Framework: Determinants for work Motivation and job Satisfaction ..	37
5	Methodology	42
5.1	Research Design.....	42
5.1.1	Identification of population & sample selection	43
5.1.2	Elaboration of the questionnaire	44
5.1.3	Description of the sample area.....	45
5.2	Analytical Tools	45
5.2.1	Data analysis	46
5.2.2	Factor Analysis.....	46
5.2.3	Regression Analysis	49
5.2.4	Strength and Limitations	51
6	Results	52
6.1	Frequencies.....	53
6.1.1	Level of employee and quality systems	53
6.1.2	Quality system and level of respondents and level of enterprise	54
6.1.3	Industry sector	54
6.1.4	Gender of the respondents	55
6.1.5	Knowledge, Communication and Involving Aspects of Quality Systems	55
6.1.6	Information transmitted from managers to supervisors and workers.....	55
6.1.7	Information transmitted from supervisor to the workers.	56
6.2	Factor analysis and regression analysis.....	56
6.2.1	Determinants of the Whole Model A: Statements applied to all levels of employees.....	56
6.2.2	Regression Analysis of the Whole Model A: Statements applied to all levels of employees	60
6.2.3	ANOVA of the Whole Model A: Statements applied to all levels of employees.....	66
6.2.4	Determinants of Sub-Model B: Focus on Managers and Supervisors (MS)....	77
6.2.5	Regression Analysis of the Sub-Model B: Focus on (MS) Managers and Supervisors	78
6.2.6	ANOVA of the Sub-Model B: Focus on (MS) Managers and Supervisors	83
6.2.7	Determinants of the Sub-Model C: Focus on Workers (W).....	90
6.2.8	Regression Analysis of the Sub-Model C: Focus on Workers (W)	91
6.2.9	ANOVA of the Sub-Model C: Focus on Workers (W).....	95

6.2.10	Cluster Analysis	101
6.2.11	Comparison between: Whole model (A): all level of employees, Sub-model (B): Manager & Supervisors (MS), and Sub-model(C): Workers (W).....	111
6.3	Example of a people-oriented Business Plan	113
6.4	Hypothesis Testing	123
7	Discussion	127
8	Implications for Stakeholders	135
9	Conclusions	142
10	Recommendations	146
	References	
	Appendixes	

List of Tables

Table 1: Differences, links and symbiosis between the concepts	17
Table 2: Comparison between ISO 9000 and ISO 14000	23
Table 3: Determinants of Motivation and Satisfaction	39
Table 4: Coercive and enabling quality management systems	40
Table 5: Performance indicators of efficiency	40
Table 6: Performance indicators of environmental perception	41
Table 7: Performance indicators of quality management style	41
Table 8: Frequency and proportion of quality system by type of employee.....	53
Table 9: Quality system and scale of enterprise.....	54
Table 10: Level of respondents and scale of enterprise	54
Table 11: Quality system and respondent' gender	55
Table 12: Whole Model A Intrinsic Motivation, Satisfaction and Extrinsic Motivation variables KMO and Bartlett's Test	57
Table 13: Whole Model A Factor Analysis of Dependent variables "Motivation and Satisfaction"	58
Table 14: Whole Model A Independent variables- KMO and Bartlett's Test	58
Table 15: Whole Model A Factor Analysis of Independent variables.....	59
Table 16: Whole Model A Model summary of Intrinsic Motivation	60
Table 17: Whole Model A Intrinsic Motivation-ANOVA.....	61
Table 18: Whole Model A Coefficients of Intrinsic Motivation.....	61
Table 19: Whole Model A model summary of Satisfaction.....	62
Table 20: Whole Model A Satisfaction-ANOVA	62
Table 21: Whole Model A Coefficients of Satisfaction	63
Table 22: Whole Model A model summary of Extrinsic Motivation	64
Table 23: Whole Model A Extrinsic Motivation-ANOVA.....	64
Table 24: Whole Model A Coefficients of Extrinsic Motivation	65
Table 25: Whole Model A ANOVA-between quality system	67
Table 26: Whole Model A ANOVA- between Level of employees	70
Table 27: Whole Model A ANOVA-between scales of enterprises	72
Table 28: Sub-Model B-MS ANOVA-between quality system.....	84
Table 29: Sub-Model B-MS ANOVA-between scales of enterprises.....	87
Table 30: Sub-Model C-W Factor Analysis of Dependent Variables; "Motivation and Satisfaction"	90
Table 31: Cluster with main factors and statements for Motivation	102
Table 32: Clusters with main factors and statements for Satisfaction	107
Table 33: Clusters obtained from Motivation and Satisfaction analysis.....	111
Table 34: Summary of consistency of all the models obtained.....	112
Table 35: Global comparison of models	113
Table 36: Main determining factors related to the example.....	116
Table 37: Matrix of Business plan for workers.....	118
Table 38: Matrix of Business plan for supervisors	119
Table 39: Characteristics of the components proposed.....	121
Table 40: Observations on the components to be considered	122
Table 41: Quality system and industry sector	153
Table 42: Level of respondent and industry sector	153
Table 43: Level of respondents and gender	153
Table 44: Knowledge of the quality system versus type of system and level of respondent.	154
Table 45: Information of quality system from managers to workers	154
Table 46: Information transmitted from managers to supervisors and workers level.....	155

Table 47: Information from Supervisors to Workers in different quality system.....	155
Table 48: Information transmitted from supervisors to workers.....	155
Table 49: Sub-Model B –MS Intrinsic Motivation, Satisfaction and Extrinsic Motivation; KMO and Bartlett's Test.....	156
Table 50: Sub-Model B-MS Factor Analysis of Dependent Variables; “Motivation and Satisfaction”.....	156
Table 51: Sub-Model B-MS Independent Variables-KMO and Bartlett’s test.....	156
Table 52: Sub-Model B-MS Factor Analysis of Independent Variables.....	157
Table 53: Sub-Model B-MS Model summary of Intrinsic Motivation.....	157
Table 54: Sub-Model B-MS Intrinsic Motivation-ANOVA	157
Table 55: Sub-Model B-MS Coefficients of Intrinsic Motivation.....	158
Table 56: Sub-Model B-MS Model summary of Satisfaction	158
Table 57: Sub-Model B-MS Satisfaction-ANOVA	158
Table 58: Sub-Model B-MS Coefficients of Satisfaction	159
Table 59: Sub-Model B-MS Model summary of Extrinsic Motivation.....	159
Table 60: Sub-Model B-MS Extrinsic Motivation-ANOVA.....	159
Table 61: Sub-Model B-MS Coefficients of Extrinsic Motivation.....	159
Table 62: Sub-Model B-MS Motivation and Satisfaction; KMO and Bartlett's Test	160
Table 63: Sub-Model C-W Factor Analysis of Dependent Variables; “Motivation and Satisfaction”.....	160
Table 64: Sub-Model C-(W) Independent Variables- KMO and Bartlett’s test	160
Table 65: Sub-Model C-(W) Factor Analysis of Independent Variables.....	161
Table 66: Sub-Model C-(W) Model summary of Intrinsic Motivation	161
Table 67: Sub-Model C-(W) Intrinsic Motivation-ANOVA	161
Table 68: Sub-Model C-(W) Coefficients of Intrinsic Motivation	162
Table 69: Sub-Model C-(W) Model summary of Key Statement of Satisfaction.....	162
Table 70: Sub-Model-C-(W) Key Statement of Satisfaction-ANOVA	162
Table 71: Sub-Model C-(W) Coefficients of Key Statement of Satisfaction	163
Table 72: Sub-Model-C-(W) Model summary of Key statement of Extrinsic Motivation....	163
Table 73: Sub-Model-C-(W) Key statement of Extrinsic Motivation-ANOVA.....	164
Table 74: Sub-Model-C-(W) Coefficients of Key statement of Extrinsic Motivation	164
Table 75: Sub-Model C-(W) QS-ANOVA-between quality system	165
Table 76: Sub-Model C-(W)ANOVAbetween scales of enterprises	166
Table 77: Cross tabulation of the Motivation’s Clusters between quality systems	167
Table 78: Cross tabulation of the Motivation’s Clusters between levels of employees	167
Table 79: Cross tabulation of the Motivation’s Clusters between scales of enterprises	167
Table 80: Motivation’s Clusters comparisons, Independent sample test	168
Table 81: Cross tabulation of the Satisfaction’s Clusters between quality systems	169
Table 82: Cross tabulation of the Satisfaction’s Clusters between levels of employees	169
Table 83: Cross tabulation of the Motivation’s Clusters between scales of enterprises	169
Table 84: Satisfaction’s Clusters comparisons, Independent sample test	170

List of Figures, Graphs and Questionnaires

Figure 1: Whole Model A results	76
Figure 2: Sub-Model B results	89
Figure 3: Sub-Model C results	100
Figure 4: Map of Guatemala	171
Graph 1: Differences between Motivation and Satisfaction.	36
Graph 2: Conceptual Framework	37
Graph 3: Methodology process	42
Questionnaire 1: Managers.....	172
Questionnaire 2: Supervisors	179
Questionnaire 3: Workers.....	186