

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF TOTAL QUALITY MANAGEMENT ON
ORGANIZATIONAL PERFORMANCE IN HEALTH CARE SECTOR: AL-
HAYAT NATIONAL HOSPITAL IN SAUDI ARABIA**

MASTER'S THESIS

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**Department of Business
Business Administration Program**

June, 2021

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Thesis Advisor : Prof. Dr. Erginbay UGURLU

June, 2021

DECLARATION

I hereby declare with respect that the study “The Impact Of Total Quality Management On Organizational Performance In Health Care Sector: Al-Hayat National Hospital In Saudi Arabia”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (10/6/2021)

SAWSAN ABDULBASIR ATAR

FOREWORD

First of all, I would like to thank God for his grace and for giving me patience and strength to complete this project, and I thank him for reaching this stage in my life that has always been a dream and it is almost ending, thank God.

With all the appreciation and respect, I would like to sincerely thank the great and kind PROF. DR. ERGINBAY UGURLU my thesis advisor, who has always been with me in every matter I wanted and for every petty question I asked, I thank him for his patience and his directions to me.

I dedicate this project to my family, to the source of my strength and energy, which has always been my first cheerleader in the most important steps of my life, to my dear mother SALWA. To my first bond, who always wanted me to rise to the highest positions, my father ABDUL BASIR, and I dedicate this work to my lovely brothers and sisters.

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June, 2021

SAWSAN ATAR

TABLE OF CONTENT

	<u>Page</u>
FOREWORD	iii
TABLE OF CONTENT	iv
ABBREVIATIONS	vi
LIST OF FIGURES	vii
LIST OF TABLES	viii
ABSTRACT	x
ÖZET	xi
1. INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	3
1.3 Objectives of the Study	3
1.4 Research Questions	4
1.5 Research Hypothesis:	4
1.6 Significance of the Study	5
1.7 Scope and Delimitation of the Study.....	5
1.8 Thesis outline	6
2. LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Adapted Research Framework	7
3. THEORITICAL FRAMEWORK	10
3.1 Quality	10
3.1.1 What is quality?	10
3.1.2 Importance of quality	12
3.1.3 Quality's evolution.....	12
3.1.4 Quality of services	13
3.1.5 Types and levels of quality	14
3.1.6 Models of quality	15
3.1.7 Three-way total quality management processes.	16
3.1.8 Cost of quality COQ	18
3.2 Total Quality Management.....	18
3.2.1 Other definitions of TQM	18
3.2.2 Benefits of TQM	19
3.2.3 Principles of TQM	20
3.2.4 TQM tools	24
3.2.5 Total quality management techniques:	27
3.2.6 Total quality management requirements.....	28
3.2.7 Obstacles and challenges to TQM	29
3.3 Organizational performance, OP.....	30
3.3.1 Definition	30
3.3.2 The standard for organizational performance	32
3.3.2.1 Job Satisfaction	33

3.3.2.2 Organizational commitment.....	33
3.3.2.3 Innovative thinking skills.....	34
3.3.2.4 Additional role behaviors.....	34
3.3.3 Organizational Performance types	34
3.3.3.1 Financial Performance	35
3.3.3.2 Market Performance.....	35
3.3.3.3 Shareholder Value Performance	36
3.3.4 Factors affecting organizational performance.....	36
3.3.4.1 Employee factors.....	36
3.3.4.2 Internal factors	36
3.3.4.3 External factors	37
3.4 Health care sector:.....	37
3.4.1 The importance of health services.	37
3.4.2 TQM Standards in the Healthcare sector	38
3.4.3 Health care sector in Saudi Arabia.....	39
4. METHODOLOGY AND RESEARCH ANALYSIS	41
4.1 Research Methodology.....	41
4.1.1 Introduction.....	41
4.1.2 Research approach	41
4.1.3 Research design.....	42
4.1.4 Data collection	43
4.1.5 Research population.....	44
4.1.6 Research variables.....	44
4.1.7 Research model	44
4.1.8 Sampling techniques and research sample.....	44
4.2 Finding and analysis.....	45
4.2.1 Introduction.....	45
4.2.2 Descriptive statistics:	45
4.2.2.1 Demographical questions:.....	45
4.2.2.2 Total quality management questions.....	47
5. CONCLUSION, RECOMMENDATIONS AND FUTURE STUDIES	60
5.1 Conclusion:.....	60
5.2 Limitations of the study.....	63
5.3 Suggestions and Recommendations	63
5.4 Future Studies.....	64
REFERENCE:.....	65
APPENDIX:.....	70
RESUME.....	79

ABBREVIATIONS

OP : Oraganizational Performanace.
QC : Quality Cotrol.
QOC : Quality of Cost.
TQM : Total Quaity Management.

LIST OF FIGURES

	<u>Page</u>
Figure.3.1: Quality depending on the culture.	11
Figure 3.2: Quality of service indicators.....	14
Figure.3.3: The fishbone diagram tool.....	27
Figure.3.4: Organizational performance types.....	35
Figure 4.1: Research model.	44

LIST OF TABLES

	<u>Page</u>
Table 4.1: Demographical Questions: Age	45
Table 4.2: Demographical Questions: Job title/Position.....	45
Table 4.3: Demographical Questions: Gender	46
Table 4.4: Demographical Questions: Marital issues.....	46
Table 4.5: Demographical Questions: Job Experience	46
Table 4.6: Top management strongly promotes staff involvement in quality management and improvement activities.....	47
Table 4.7: Top management learns quality-related concepts and skills.....	47
Table 4.8: Top management empowers employees to solve quality problems.....	47
Table 4.9: Extent to which the division top management supports long-term quality improvement process.....	48
Table 4.10: Degree to which divisional top management considers quality improvement as a way to increase profit.....	48
Table 4.11: Extent to which the organization has several quality control circles. (In one function).	49
Table 4.12: Reporting work problems are encouraged in our firm.	49
Table 4.13: Employees are trained on total quality concepts.....	49
Table 4.14: Most employees in our firm are trained on how to use quality management methods (tools).	50
Table 4.15: Our firm uses the seven QM tools extensively for process control and improvement.....	50
Table 4.16: Quality tools are used in all processes.	51
Table 4.17: Quality tools are used in management processes.....	51
Table 4.18: Training on quality tools is provided to management and employees...	51
Table 4.19: Function such as marketing and sales use quality tools for improvement activities.	52
Table 4.20: Employees performance is always provided by supervisors or managers.	52
Table 4.21: Performance measures are collected to monitor quality improvements	52
Table 4.22: Analysis results of measures are linked to work units and functional- level operations.	53
Table 4.23: Information analysis and data collection systems are established to monitor improvement activities.	53
Table 4.24: The customer (patient) satisfaction level for service quality provided by your firm.....	53
Table 4.25: The organizational performance are adequately defined so that all employees understand how they work.	54
Table 4.26: Performance measurement systems for customer satisfaction are used to assess organizational excellence.	54

Table 4.27: Performance measurement systems for financial performance are used to assess organizational excellence.	55
Table 4.28: Performance measurement systems for product/service quality are used to assess organizational excellence.	55
Table 4.29: Our firm collects extensive complaints information from customers (patients).....	55
Table 4.30: Quality-related customers (patients) complaints are treated with top priority.....	56
Table 4.31: Our firm conducts a customer (patient) satisfaction survey every year.	56
Table 4.32: Our firm always conducts market research in order to collect suggestions for improving our product and services	56
Table 4.34: Reliability Statistics	57
Table 4.35: Correlations	58
Table 4.36: Model Summary	59
Table 4.37: Result Discussion.....	59

**THE IMPACT OF TOTAL QUALITY MANAGEMNT ON
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ABSTRACT

Total quality management is one of the most important elements of achieving perfection in work in all areas, which makes the product and service provided compatible with the needs of the consumer and his satisfaction with them, which increases consumer loyalty to the organization and thus profitability of the organization. The purpose of this study is to understand the extent of the impact of Total Quality Management on the organizational performance of the health sector. The current research adopts a theoretical framework based on a literature review of the existing theories that include research variables: Total Quality Management and Organizational Performance. In addition to relying on the quantitative framework, this was also done through an online questionnaire design. 350 employees of Al-Hayat National Hospital, Saudi Arabia, shared their views on current research variables. The data collected in the questionnaire were analyzed using the Statistical Package (SPSS) for Social Sciences.

The results of the statistical analysis and hypothesis testing showed that the relationship between the two variables is positive, effective and substantial. Whereas, Total Quality Management has positively affected several factors of organizational performance, including increasing the efficiency and effectiveness of the service provided by using available resources and at the lowest costs, and the study also showed that Total quality management has an effect on increasing employees 'responsibility for their performance, and on the continuity of perfect performance, in addition to patients' satisfaction with the level of health services provided to them and increasing their loyalty to the organization.

Keyword:*Total Quality Management, Quality, Management, Organizational Performance, Healthcare Sector.*

TOPLAM KALİTE YÖNETİMİNİN SAĞLIK SEKTÖRÜNDE ORGANİZASYON PERFORMANSINA ETKİSİ: SUUDİ ARABİSTAN'DAKİ AL-HAYAT ULUSAL HASTANESİ

ÖZET

Toplam kalite yönetimi, sunduğu ürün ve hizmeti tüketicinin ihtiyaçları ile uyumlu hale getiren ve bunlardan memnuniyetini sağlayan, tüketicinin kuruma bağlılığını ve dolayısıyla kurumun karlılığını artıran, her alanda mükemmelliğe ulaşmanın en önemli unsurlarından biridir. Bu çalışmanın amacı, Toplam Kalite Yönetiminin sağlık sektörünün örgütsel performansı üzerindeki etkisinin kapsamını anlamaktır. Mevcut araştırma, araştırma değişkenlerini içeren mevcut teorilerin literatür taramasına dayanan teorik bir çerçeve benimsemektedir: Toplam Kalite Yönetimi ve Organizasyonel Performans. Nicel çerçeveye güvenmenin yanı sıra, bu aynı zamanda bir çevrimiçi anket tasarımı yoluyla da yapıldı. Suudi Arabistan Al-Hayat Ulusal Hastanesi'nin 350 çalışanı, güncel araştırma değişkenleri hakkındaki görüşlerini paylaştı. Ankette toplanan veriler, Sosyal Bilimler için İstatistik Paket (SPSS) kullanılarak analiz edildi.

İstatistiksel analiz ve hipotez testinin sonuçları, iki değişken arasındaki ilişkinin pozitif, etkili ve somut olduğunu göstermiştir. Toplam Kalite Yönetimi, mevcut kaynakları kullanarak ve en düşük maliyetlerle sağlanan hizmetin verimliliğini ve etkililiğini artırmak da dahil olmak üzere çeşitli organizasyonel performans faktörlerini olumlu yönde etkiledi. Çalışma ayrıca, Toplam Kalite Yönetiminin, çalışanların performanslarına yönelik sorumluluklarını artırmada ve mükemmel performansın sürekliliğinde de önemli bir etkiye sahiptir. Toplam Kalite Yönetimi, hastaların kendilerine sunulan sağlık hizmetlerinin seviyesinden duydukları memnuniyetlerinin yanı sıra kuruma bağlılıklarını da artırmaktadır.

Anahtar Kelimeler: *Toplam Kalite Yönetimi, Kalite, Yönetim, Organizasyonel Performans, Sağlık Sektörü.*

1. INTRODUCTION

The health sector is considered to be one of the most important sectors in life, due to its direct impact on the life of the individual and society in general. Therefore, studying the factors that may affect the performance of the health care sector, especially Total quality management has special importance to provide the best health services for patients and to maintain the ideal work. Total quality management is considered to be a new method for performing the work of organizations and managing them in a modern way with a new understanding that exceeds all traditional administrative methods, the focus is on meeting the requirements and expectations of the beneficiaries, whether this recipient is inside or outside the organization or institution. By knowing their requirements and needs then meeting them and doing their proper and required performance through continuous improvement and development for them to reach the highest levels of performance, which is the desired mastery (Dakic,2010).

1.1 Background of the Study

Total quality management: The word quality is deep and spread in its various meanings in all fields, and it is not limited to the product only, but its limits are greater than that, as it is in all areas, whether in management or the production process and others.(Naido, Babu, Rajendra, 2006). (The American Society for Quality Control) has defined quality as having two meanings, the first of which is that it is perfect without any defect, and second, the extent of the advantages in the product or service that make it desirable and satisfying the needs. Quality described as fitness for use (Juran, 1998).

Quality is that all sectors of the organization that uses quality have the ability to satisfy the needs of customers, whether through service or product and to ensure how they work in the appropriate way (Kiran.2016). Quality is a business strategy that is critical for success (Summers, 1997). Quality is defined as standards free from defects and impurities, and it is urged that it is necessary to focus on the

needs of customers, whether at the present time or in the future, in order to be able to direct the quality system appropriately (Deming & Edwards, 1986). Quality characteristics can be classified as: (1) Quality of design. (2) Quality of conformance. (3) Quality of performance (Naido, Babu & Rajendra, 2006).

Total Quality management is a comprehensive system on all departments of the organization and depends heavily on using the participation system by involving employees in order to take experiences from them and to improve production and solve the problem with different theories to achieve complete success in it statistically. The quality management system cannot be considered short-termed or to limit its work for a period of time and end, but rather is a continuous system like the department to improve permanently and avoid any errors that may occur by reducing costs to a minimum while maintaining the highest levels of idealism in the service or product and improving them in a form continuously. (Summers, 1997).

Organizational performance: Performance is doing something in fact and is perceivable. Performance is what an organization requires to achieve its success and maximize its productivity (Smither, 2009).

Organizational performance is one of the most studied vocabularies that are included in every process in life (Griffin, Welsh & Moorhead, 1981). Organizational performance is work that is based on a goal, a cause, or several reasons in every organization or role, and Organizational performance is based on several interrelated actions and not just one role. (Campbell, 1990) The performance must be clear, accurate, and sharp in any job because performance is linked to success, if there is no excellent performance, the organization will not progress, will not compete, and will certainly be at risk, because the organization has not been able to adequately achieve its goals (Gibson, Ivancevich, & Donnelly, 1979).

Employees' job performance is directly a consequence because of the following:

- 1- The abilities, traits, and interests of the employee.
- 2- The motivational level of the employee.

- 3- And also, there are other mediating variables that influence performance like job design, organizational design, leadership, rewards, and role clarity (Gibson, Ivancevich, & Donnelly, 1979).

1.2 Statement of the Problem

The environment of business organizations has witnessed during the last decades and still is, profound and successive changes, the most prominent of which was the accelerating trend towards market economies, the emergence of regional economic blocs, the information and technology revolution, these changes and their new data and challenges for business organizations, the most prominent of which was the degree of competition on the general level. And regional and local between business organizations created a new system of concepts in the modern business world triangle in the focus on excellence in performance, and all of this event required the adoption of new management philosophies and practices, the most prominent of which was total quality management (Naido, Babu&Rajendra, 2006). In light of the successes achieved by the industrial sector as a result of the application of total quality management, whether with regard to product or efficiency and effectiveness of performance, service and determine the extent of success of total quality management improvements in the performance of health organizations, by analyzing the relationship between the applications of total quality management and the performance of a health sector organization in Saudi Arabia, which is Al-Hayat national hospital. One of the private hospitals in Saudi Arabia and has many branches in different cities in Saudi Arabia. And only one branch that will be indicated in the study, which is Abha city branch, was found in 2006 and consists of 700 workers including both managers and employees, and 178 medical beds distributed over different sections. (Al-Hayat Hospital, (2018)

1.3 Objectives of the Study

The aim of this study is to reveal the impact of Total quality management on organizational performance of healthcare sector and analyze the relationship between them. To help managers discover the factors that may affect the performance positively and improve it for flawless services and patient satisfaction. Each hospital has many units and each unit has different processes

and plans that are stated by the management of that unit to do their work correctly, hence this study will try to figure out how much Total quality management helps in that, and achieve the ideal performance for each unit by using TQM different tools and determine the tools that may improve organizational performance and adjusting it to reach the goal of the health sector, which is patient satisfaction and providing ideal services.

1.4 Research Questions

The following questions formed the basis for this research and these are in line with the objectives of the study.

- 1- Does TQM affect organizational performance in health care sector?
- 2- Does TQM impact positively on organizational performance in health care sector?
- 3- Does the quality of top management affect the employee's performance that enhance the overall organizational performance in the health care sector?
- 4- Do TQM tools affect positively on organizational performance?
- 5- Do TQM principles affect positively on organizational performance?

1.5 Research Hypothesis:

The following hypothesis provided support for this research:

H1: Total quality management has an impact on the organizational performance in the health care sector.

H2: Total quality management has a positive impact on the organizational performance in the health care sector.

H3: The quality of top management affects the employee's performance that enhances the overall organization performance.

H4: TQM tools have a positive impact on organizational performance.

H5: TQM principles have a positive impact on organizational performance.

1.6 Significance of the Study

As we mentioned previously, the health sector is of great importance, due to the basic elements it contains for a person, namely his health and his life, and thus this sector faces multiple dilemmas, including the high costs of medical machines and their repairs and the need to provide high-quality medical services. All of this may be done with the help of the Total quality management so that the operations in this sector are integrated and be in the best form for them (Tari, 2005).

The importance of the research contributes to highlighting the real desired value of the research, as it is an explanation of the size and seriousness of the researched problem. The importance of this research is highlighted in:

- Shedding light on the opinions of employees and managers about the reality of the quality of health services in the hospital and the performance of the organization under the Total quality management.
- Identifying the reality of critical factors for the success of the application of total quality management in the health sector in Saudi Arabia.
- This research adds that modern hospitals are in constant and increasing need to improve their quality with time progress and rapid technological developments and in light of intense competition, which calls for carrying out this type of studies that examine the increasing need to improve quality in this type of institution to raise its level of performance and efficiency.

1.7 Scope and Delimitation of the Study

The research focuses on studying the extent of the impact of total quality management on the performance of Al-Hayat national hospital in Saudi Arabia, and in view of the conditions facing the whole earth in avoiding the Coronavirus disease Covid-19, which has spread very quickly around the world, it will take effort and additional time to expand this type of research, due to what health organizations face from huge pressure during its general and private performance for Corona patients, and this affects the general quality in providing their services as what is expected frequently.

1.8 Thesis outline

Succeeding this introductory chapter that shows the background of the study, problem statement and the objectives of the study to give a clear idea of the research, the thesis divided into four other chapters. Chapter two will deal with a literature review of Total quality management and organizational performance. Chapter three will focus on the theoretical framework. Chapter four will go deeper in quantitative research methodology and the questionnaire has been placed to gather data from respondents, Analyzing the data that have been gathered from the respondents and give results. The last chapter is chapter five that talks about the findings of the study, conclusions and, also the recommendations that might help in improving and developing the relationship between Total quality management and organizational performance.

2. LITERATURE REVIEW

2.1 Introduction

Total quality management has been the subject of research and a topic of concern by many researchers and scholars around the world, and although the scarcity of previous studies, these studies have come to include both theoretical and practical studies. (Dakic, 2010).

Also, studies that were directly exposed to the relationship of TQM to organizational performance are very rare, if it does not exist, and if they are found they have been conducted in sectors other than the healthcare sector, for this we will refer to studies that have touched on some of the topics related to the subject of the current study and that serve the problem of the research, whether directly or indirectly, on the detail that will come later.

2.2 Adapted Research Framework

The first research was by (Al-Damen, 2017) conducted a survey on the impact of Total quality management on organizational performance in Jordan Petroleum Company using descriptive and inferential analysis. The study found that Total quality management influences organizational performance, operation efficiency and employees' satisfaction as well. Also, (Guion, 2010) used mixed-method research to define the impact of TQM and Six Sigma methods on organizational performance in the U.S. The study found that TQM and Six Sigma implementation have a positive effect on organizational performance, especially organizational financial performance. Also, the study found that TQM and Six sigma are in the first flight on both manufacturing and service industries, while (Mojtahedzadeh, 2014) conduct a survey to clarify the impact of quality culture on organization performance in Iran using descriptive analysis. The paper found a significant relationship between quality culture and seven critical factors of TQM and they were leadership, customer focus, education and training, supplier

quality management, teamwork, process management, and product design. In addition, this study reported a significant relationship between TQM critical factors and performance.

However, (Demirbag, Tatoglu, Tekinus & Zaim, 2006) used descriptive analysis to clarify the relationship between TQM implementation and organizational performance in Istanbul, Turkey. They found that in small and medium companies the Total quality management practices are more sufficient in non-financial performance and it is not that sufficient in the financial performance, and the results of this study were similar to what (Maqsood, 2019) found in his research using descriptive analysis to find the effect of Total quality management practices on non-financial performance in five hospitals in Pakistan that are using two quality management system, which is: JCI Joint Commission International and ISO9001. This paper found that TQM practices work on the non-financial performance as well, and the performance levels may vary relying on one of the two quality management systems (JCI or ISO9001). Another study was conducted in Pakistan by (Hassan, Mukhtar, Qureshi & Sharif, 2012) using descriptive analysis to illustrate the impact of TQM practices on Firm's performance of Pakistan manufacturing organizations, and they found that with TQM practices the firms work better in customer satisfaction, employee relations and business performance. In addition, they found that TQM implementation might take time according to the size of the firm but although it helps the firm to have a competitive advantage.

Different results have been found in (Ngambi & Nkemkiafu, 2015)'s study in the republic of Cameroon, using descriptive and correlation analysis, they found that not all the TQM practices affect the performance. Customer focus has nothing to do with high performance unlike employee training, empowerment, quality control and inspection and leadership commitment that improves the performance and reduce the costs.

What (Fotopoulos, 2010) observed in his study that was conducted in Greek companies using descriptive analysis, that involving the employees in decision making by the top management who's controlling quality management system, will make the employees use TQM tools and techniques in their daily work. In addition, the strict total quality management elements are least affected on

organizational performance. Also, (Salaheldin,2019) conduct a survey to explain the success factors for TQM implementation on their impact on the performance of SMEs in Qatar. The finding of this paper mentioned that training all the staff on TQM implementation and treating the suppliers as business partners stand out to have a better performance. Besides, TQM factors can affect the organizational performance positively whether it was financial performance or non-financial performance after devolving the operational performance, and TQM factors can affect preferably the organizational performance if it was implemented fully not partially.

3. THEORITICAL FRAMEWORK

3.1 Quality

3.1.1 What is quality?

In fact, when we mention the word quality, we may think that it is very easy to set a definition for it, but despite the numerous studies and the numerous of books that talk about quality; it is difficult to define an appropriate definition of quality (Donna, 1997) .The word quality may be a little vague to some, and some may say that quality cannot be assessed or its function cannot be determined independently, but in fact, the quality process may be involved in all jobs and in various fields, and surely its impact will be beneficial to all areas that it is involved in, it improves work and make it presented in the best possible way, whether it is related to the products or the service provided. Quality has been defined as conforming to the conditions presented and some said that it is superior or doing work in a way that suits the needs of customers. Also, quality has been seen as being effective at work. There were many expressions, but it was agreed that the majority may turn to organizations that care and focus on the issue of quality, whether they are customers or employees (Wilkinson, 1998). As we mentioned before, quality has varied its definitions depending on the field in which it is located and on the expectations of individuals to meet their desires in the best way, and for this event to happen, organizations will gain a competitive advantage in the market, and we conclude that if the quality standards are done in the right way, it will be in the interest of the organization. On the other hand, we may see that the quality of products differs from the quality of services, so the quality of the services may be the more complex matter because the quality deals with something not substantial and indirect and its evaluation will be more difficult than the evaluation of the quality of the products. As we mentioned before, the definitions of quality were mostly specific and not exhaustive because they relate to certain areas, while if the participation system is used for all of the organization in the process of quality, this event may help by giving quality more

general view than it was in the past, and this fact may happen by knowing the culture of the organization, based on the organization's culture, appropriate quality standards are set for the organization. (Madu, 2012). If quality is dealt with on the basis of culture, then we reach continuous development and improvement in quality, and thus, we will strip quality and TQM from the restricted view of specific dimensions. The development of the general culture of the organization is considered one of the most important functions of the organization's management, whether it is an internal or external culture, depending on that the scope of quality will be determined by the general culture of the organization. (Noronha, 2002).

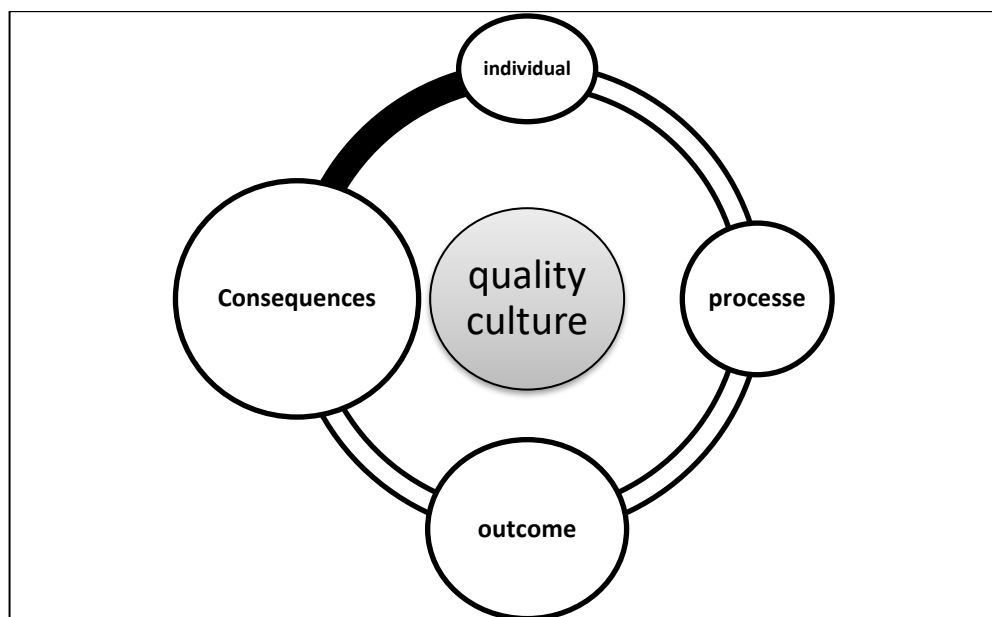


Figure.3.1: Quality depending on the culture.

(Noronha, 2002).

The individual is considered one of the most important elements of the quality process, from him, its procedures begin, and then he must be involved in this process and participate in it, in order to improve it, and if he makes a mistake, he does not repeat his mistake under the title of quality and in addition to the standards abstracted from the quality culture that must be presented to them to achieve the level of the required quality without any consequences. (Noronha, 2002).

3.1.2 Importance of quality

The importance of quality lies mainly in every field of life, not only management, by setting quality and its standards, countries may prosper, and their economies rise and grow and develop by improving production by correcting the current conditions, and also quality controls most organizations, which make them do their work properly, whether they are private organizations or public. One of the importance of quality is also that it helps to reduce the phenomenon of poverty by discovering and reducing corruption, and thus the quality of live rises in the countries. Quality's importance in management felid is in-depth, it develops strategic plans, evaluation, coordination, and correct implementation and also makes sure that the right person is in the right place and doing his work to the fullest so that it is identical to the ideal and accession to high operations at the lowest costs, and most importantly, the quality is fully focused on the feedback, as on the basis of which errors are corrected. (Harvey & Green,1993). Quality is the other side if the coin for success and profit. Whoever owns it has guaranteed his success as an organization or an individual. One of the most important features of quality is that it is flexible, as it changes with the change of the environment and the change of the time, and as we mentioned earlier, it depends on the culture of the environment or the organization. (Bose,1900).

3.1.3 Quality's evolution

Quality has been known since ancient times and it was used in the Second World War as well. Quality is not a product of today, but yesterday, and despite that, not everyone does it, and there are still organizations that have not developed their work with quality yet (Donna, 1997) .Quality was implanted in all work in the past, whether it was in the production of good or others until the seller solved all the problems that might arise from the products presented in order to do his work and sincerely, this fact resulted in consolidating the relationship with customers and meeting their needs in the right way, and that was the most of management at that time. (Graham,1995).With the passage of years, the demand increased in order to meet the needs of customers and the monopolistic market appeared, which led to dispensing with workers who in turn were responsible for checking and reviewing the numbers through self-monitoring, and they were replaced and relied on automation and machinery in order to inflate production and increase

profits to most of it, this issue has resulted in an impact on the work culture and on the poor products and services provided by the organizations that are devoid of quality. As soon as the monopoly market began to decline due to the increase in competition between them, which led to looking again at quality, taking it into account and improving it, especially in the service sector. In our era, continuous development in different areas of life, modern technology and the world of the internet has a great impact on the service provided and products, although quality is the main focus, and quality has evolved with many new technologies, but most organizations have a material goal, which led to a decrease in the interest in quality, but humans did not stand in front of that. With their hands tied, they have improved the quality. It has taken its new form in the “Total Quality Management” and has set its standards, laws, and regulations that have always improved work and productivity in all areas, especially the health and administrative sector, and with the service provided to patients and customers. (Bose,1900).

3.1.4 Quality of services

In today’s time, the service is considered parallel to the product, as it is treated in terms of marketing, presentation as a product, but it is not substantial. The quality of the service depends heavily on the expectations and perceptions of the customer for the service, meaning the last degree of customer satisfaction with the service and its performance for him (McCormick,2002). Quality performance of the services can be measured through indicators:

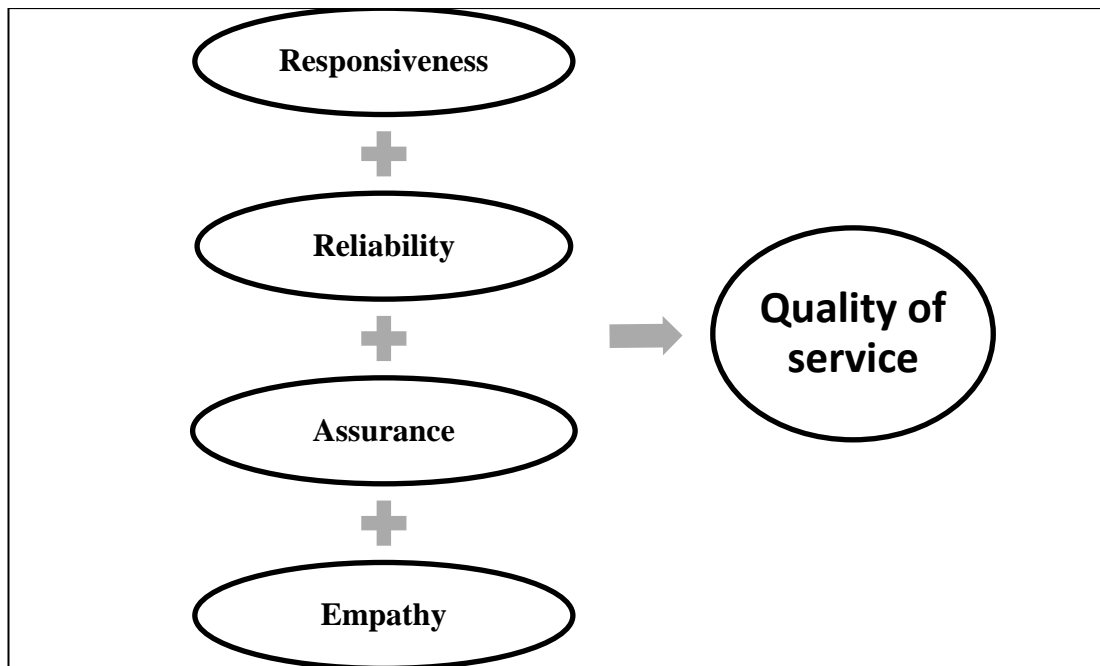


Figure 3.2: Quality of service indicators.

(Gorla, Somers & Wong, 2010).

With these indicators in the organization or service provider, the efficiency and its performance increases, good communication with the customer and trying to understand and help him in the best way and the quick response to him and the provision of service under the indicators of service quality may make the customer offer loyalty to the organization on an ongoing basis, which helps in productivity and profit, in addition to obtaining a good reputation. (Gorla, Somers & Wong, 2010).

3.1.5 Types and levels of quality

In order to obtain a good and consistent service or product, we will have to identify the types of quality, which are three. First, design quality is concerned with updating and developing the service manner. This type relies on clients' previous research and relies on direct communication with the customer, as it uses research in order to know the client's desire and needs and study them well, as far direct communication, this idea is to find out the mistakes or problems that they faced in order to avoid them in the future. The second type is Quality of conformance: It uses the results of the quality of design and uses in determining the characteristics of the product or service that will be provided and sees whether

the organization can produce or provide the same specifications required at a specific cost and as well as with the quality conditions in it and then make improvements. Third Quality of performance: This type is to make sure that the product or service provided is appropriate to the needs and its performance is perfect. This type is often called after sales study. (Charantimath,2009).

- Levels of Total Quality

Every organization that relies on quality must divide the quality into three levels in order to identify the responsibility of each person in it, in addition to using the participation system, as we mentioned earlier, which has focused on comprehensive quality management. The levels are as follows: 1. Organizational level: Quality at this level focuses on the continuous fulfillment of needs, and management must focus on this matter as well. 2. Process level: At this level, direct managers on operations should focus on factors that may affect the production process, try to solve problems if there are any, and develop process tools. 3. Job level: Every performer must be familiar with the requirements and standards of quality in order to perform his role in the appropriate manner, at the right time with the right accuracy. (Charantimath,2009).

3.1.6 Models of quality

Quality can be estimated with one of these five models:

1. Mass production model: This model is concerned with production more than product performance, and therefore product performance may be low, and this model was made after its automation. As for organizations that provide services, there are more employees in this model.
2. The customer-craft model: This model focuses on the customer more than production, as it produces on the basis of customers' desires accurately and tries as much as possible to meet the needs of the customer more than the production itself.
3. Statistical quality control model: This model focuses on the process more than other things and on automated production. The main objective of this model is to be productive with the lowest costs and reduce rework to the lowest possible degree.

4. Total quality management model: This model focuses on the customer, and his desires while taking advantage of the mass-production model. The goal of the model is high quality with the lowest costs and the least amount of re-work. What distinguishes this model is that it deals with the participation system, so employees have a hand in the quality system.

5. Techno-craft model: This model differs from others because it is concerned with the merging of both the use of labor, automation, and machines. It is a new model in nature and the production currency in it is flexible. (Charantimath,2009).

3.1.7 Three-way total quality management processes.

It is a method in which the customer can be a factor in the organizational processes that relate to production and services. This method includes several steps:

- Quality planning:

QP this step is divided into several stages: first: identifying consumers or beneficiaries. Second: Developing product characteristics that meet the needs of the customers. Third: Development of processes capable of producing these characteristics. Fourth: funding plans for the required results to the operating forces (Stamatis,2001).

- Quality control:

QC is the department that checks the samples produced, or services provided in the organization and makes sure that they are valid and with the required quality before they are released to the public and tested, and not that, but it studies the surroundings of the product or service provided before its launch in order to find out the factors that may affect it. The process of QC was carried out by the operations and production department in the organization, but with the development of quality, it became independent under the Total Quality Management, which led to its performance more accurately (Pekar,1995).

- Quality improvement:

The improvement process does not end but continues in all aspects of production and is implemented for various beneficiaries. These beneficiaries are divided into

two parts: 1- The internal ones and they are the consumers who receive the products of some departments, and they are from other departments of the same organization. 2- The external ones are the customers who buy the product, benefit from it, or are affected by it while they are not members of the organization (McCormick,2002).

The idea of quality improvement is based on two concepts: (The assumptions of quality management and the basic elements of development). (Varkey,Reller,& Resar,2007).

- The assumptions of quality management
 - 1- That the quality conforms to the requirements and that establishing those requirements is a means of communication between the parties to the production system.
 - 2- Preventing errors is the only way to achieve quality, and so the first step should be to understand the different stages of the production process.
 - 3- That the performance standards be a product or service without defects.
 - 4- The measure of quality is the amount of the price that the organization pays due to non-conformity with the specification. The cost of quality data helps to highlight the importance of quality problems to management. (Besterfield, 2011).
- The basic elements of development
 - 1- The continuity and seriousness of senior management to achieve improvement.
 - 2- Always educating and training everyone on the assumptions of quality management.
 - 3- Ensure that the previous assumptions are fully understood.
 - 4- The actual application of these assumptions in the form of steps.
 - 5- Changing people's attitudes and work culture (McCormick,2002).

3.1.8 Cost of quality COQ

COQ is an indicator for measuring the performance of quality in number or statistically, this is done by reaching the ideal quality, since it is the ideal quality that does not cost anything, unlike the bad quality, because the organization may repeat its work while the quality of its products or services is poor. Some of the cost that must be reduced are failure costs, machine maintenance, rework costs and wasted time, costs of testing tools and components, and production inspection costs, and there are some costs that cannot be measured digitally such as bad reputation and this type of costs may be caused in other departments, let's assume that the cause of the organization's bad reputation is poor communication of employees, so, it must improve and do a training intensified, and quality should focus on the workforce. It is clear from this that the cost of quality is a part of the parts of Total Quality Management. Consequently, the radically carried out in the organization and in all departments in order for it to be delivered to the highest level of perfect quality (Conti, 2012).

3.2 Total Quality Management

3.2.1 Other definitions of TQM

The most well-known model in quality is TQM because it is familiar with all common processes and procedures, which led to its use more than other systems. Due to the expansion of the works and functions of Total quality management, it has become difficult to define a familiar definition of it, especially since it is somewhat similar to quality. (Charantimath,2009). Total quality management defined as one of the Quality systems that apply all quality functions to all departments of the organization and in all its fields. (Pries,2019). Total quality management is “trying to do the right things at the first time and every time in a continuous way” (Sallis, 2002). Also, TQM is not a must for each organization, but rather it is a desire by organizations to apply it to improve its performance continuously, which maximizes profitability and productivity at the lowest costs. (Sallis,2002). TQM is “a set of powerful interventions wrapped in a highly attractive package which will sustain over time”

(Noronha,2002). Also, TQM is “The art of managing the whole to achieve excellence” (Besterfield Dale, 2011). TQM is an integrated management approach aimed at achieving the success of the organization and reaching the highest levels of competitive advantage and maintaining it with the participation of employees, all under the state system and legal regulation (Charantimath, 2009). And it can be defined as “A corporate culture characterized by increased customer satisfaction through continuous improvements, in which all employees in the firm actively participate” (Dahlgard, Khanji & Kristensen, 2008).

3.2.2 Benefits of TQM

1- Increasing competitiveness: This system increases the institution’s position and outperforms the competitors through its good reputation, distinguished and continuous growth and development, which is formed through the total quality management system, as most hospitals do not implement the quality system in a substantial way.

2- Creating an institutional culture: this lies in the internal understanding of the organization by setting regulations and values that suit everyone, and most importantly, involving everyone in quality so that there is consistency and understanding between the levels of the organization and good communication between them for better performance.

3- Finding a reference for evaluating organizational performance: Instead of using the old, traditional control method, the total quality management system may be a reference by setting appropriate standards and consistent with the goals of the organization and through which the performance of the organization’s departments can be evaluated individually and completely as organizational performance, including the monitoring effective self.

4- Achieving customer satisfaction: Focusing on understanding the needs of customers, and on this basis, services are provided in a way that can be compatible with their needs, thus instilling confidence and reassurance in them.

5- Maximizing the effectiveness of the organization: This is done in several ways, including reducing costs in a way that does not harm the quality of services provided, but rather so that wasted materials and lost time disappear, exploit

new markets, reduce costly mistakes, and increase profits by improving the organization's growth (Pries, 2019).

3.2.3 Principles of TQM

Over a period of more than a century, it is the age of the emergence of TQM. Basic principles are rooted of great importance in a scientific application framework for TQM. (Marchese,1991). Suppose these principles are basic facts on which to build when starting to apply the TQM method, these principles are also known as the philosophical intellectual construction on which the scientific aspect is based on the application of TQM, and the most important of these principles are:

- 1- Awareness and culture of the concept of total quality management and its philosophy: One of the first tasks of the total quality management system is to spread awareness about quality, its importance, and its impact on organizations, through the use of innovative tools and methods that increase the effectiveness of the performance of organizations, especially the involvement and appreciation of employees and instilling confidence in them for a better culture. All of this supports the desired performance and thus leads to the development of the total quality management system in the organization and its continuity (Vouzaz & Psychogios, 2007).
- 2- Strategic planning: Where the application of TQM begins a clear and specific vision is developed and long-term goals are set, which the organization seeks to achieve, in addition to identifying the main stages and steps followed to achieve those goals, and sitting especial goals for each stage that they achieve, in addition to planning for the survival and continuation of the organization through the future, and the development of accurate estimates and probabilities for the trends of future events based on scientific foundations (Madu, 2012).
- 3- Focus on the customer: As it promises customer satisfaction, both internal(workers) or outsiders (customers) are the main axis of quality and the success criterion for any institution: Therefore, TQM constantly seeks to achieve customers satisfaction, ensuring their loyalty to the product or service provided by the institution, as well as trying to know their

requirements and future expectations, working to meet them, and measuring the extent of customer satisfaction with the application of the institution's policy, as well as managing communications with customers. The work of TQM begins with focusing on customers and ends with satisfying their needs and achieving their requirements (Topalović, 2015).

- 4- Supporting the administration: Management's belief that success is directly related to permanent quality improvement is the most important part of the improvement process. The administration must define a clear vision based on facts, giving an example to all employees and customers, and this fact extends to understanding and accommodating the needs of society and customers, supporting workers to take appropriate decisions, encouraging, and motivating positive participation, developing, and supporting communication channels, developing methods of training, education, and work. To make full use of the potential of employees, and finally to build trust with employees (Pries, 2019).
- 5- Employee participation: The involvement of employees in the quality system is important because they are the basis of the process, and therefore they may have plans and innovations that help in the success of operations, decision-making and reduce possible errors. Their involvement also reduces the time and money for the company by reducing outsourcing, in addition to that their involvement in the quality system affects their performance drastically and increases their sense of responsibility and satisfaction and thus expands their set of skills and this is one of the goals of the total quality management system (Tarí, 2005).
- 6- Adopting the process model as a basis for business: Efficient achievement of results within the organization depends on managing all activities in the organization through the process model. The philosophy of this model stems from that every action that takes place within the organization can be divided into a group of processes, and each process, including a set of inputs, is converting into specific outputs by practicing a set of procedures and each operation has one or more clients who benefit from its outputs, and it has one resource that provides its inputs. Two main axes govern this process:

First: includes performance mechanism and means executive missions, tools, experiences, information, and qualifications.

Second: includes the control measures and criteria in the process output (Tarí, 2005).

- 7- Managing with facts: The resulting decisions are based on a strong background of information, facts, and realistic studies, proper planning, setting realistic goals and ways to achieve them, solving problems by identifying root causes, and proposing new system to avoid the same mistakes in the future (Marchese,1991).
- 8- Continual and gradual improvement, through the performance of small things in a better way, and the establishment and achievement of higher levels of performance. This idea relies on the participation of people by identifying opportunities for improvement, choosing new methods, recording results, and proposing changes (Besterfield, 2011).
- 9- Usage of system management: As through this principle, the group of processes that occurred within the organization as a system are managed integrated, to achieve specific goals, leading to the development of work performance and increase its efficiency (Kiran, 2016).
- 10-Cooperation and work teams: Any single person does not possess the intelligence and experience that the group as a whole possesses; so, this is on the individual is to believe that has peers and colleagues working to achieve the same goal. Rather, that must push him to take action, with pleasure as the goal of TQM is to involve all employees in the organization in a concerted effort to improve performance (Tarí, 2005).
- 11-Measurement and analysis: The total quality management system does not measure the financial aspect of the organization only, but it also measures all the other aspects of it, such as measuring the current actual performance, measuring the goal performance and the gap between them, in addition to measuring the inputs, processes and outputs, measuring work methods, the efficiency of work providers and Measuring the best competitive performance among the competing companies (Neyestani & Juanzon, 2016).

- 12-Preventing mistakes before it happens: TQM is based on the principle of preventing errors before they happen, and on the fact that the cost of prevention is much lower than the cost of treatment. Therefore, decisions in TQM are made according to data that are collected and analyzed periodically and in various ways, through the continuous examination, review, and analysis of administrative and production processes during service provision, to avoid errors and control deviations in performance before they occur, and to find appropriate solutions to them. This principle requires the use of acceptable standards to measure the quality of services and products, during the production process rather than using such standards after the occurrence of errors (Stevens, 2008).
- 13-Motivating employees: The success of TQM relies heavily on the contribution of people in the organization, and thus its application requires creating a spirit of enthusiasm and drive towards work perfection, unleashing the potential of workers to achieve goals, and increase their sense of belonging and loyalty to the organization. By granting them some privileges, such as social security, job security, and health insurance, but the word of encouragement and showing appreciation and respect when mastering work motivates workers to achieve better levels of performance, adding to the importance of providing an organizational climate of respect and appreciation for everyone, and providing opportunities for development and participation. And freedom of expression and mutual trust, and such mechanisms result in the development of a positive working relationship that encourages workers and motivates them to practice Total quality (Marchese,1991).
- 14-Staff training: The training component is the most important element of comprehensive quality management because it improves performance completely and raises awareness about quality. Training helps in many things, including reducing risks and errors and increasing skills, achieving job stability, reducing the need for supervision and oversight and relying on supervision Self-sufficiency, keeping pace with technology, increasing innovation in the performance of employees, in addition to that training is

a continuous process of improvement and is not done only once for the continuity of perfection in performance. (Besterfield, 2011).

3.2.4 TQM tools

Total quality management tools are defined as methods of collecting and presenting data (in the form of graphs often) to monitor change, which expresses the extent of difference up or down, or near or far, for a pre-defined goal or standard. (Hellsten& Klefsjö, 2000). Total quality management tools simplify data and information and allow their understanding of the average person who has some experience and training, and these tools can provide a clear picture of the workflow in the organization in order for conscious management to interpret and analyze the change that has occurred, using other components of total quality management. There are 28 tools of total quality that have proven efficacious in total quality management (Besterfield, 2011). The following are the most important of these tools:

- Pareto Diagram

This method is attributed to the Italian economist Bareto, who was studying the distribution of wealth in society, and he noticed that (80%) of the results were caused by (20%) of the causes most of the time; of the workers, and that (80%) of the managers 'time are spent with (20%) of the workers.

This tool determines the priorities of the most beneficial areas, or the few ruling factors, which represent (20%) of the total factors, which lead to saving a lot of time and effort spent (Grosfeld-Nir, Ronen & Kozlovsky,2007).

- Check sheet:

This tool is easy to use but very important in its results. The tool collects important data for correct interpretation when solving problems or carrying out continuous improvement processes, as we mentioned that it is simple, but the data must be carefully filled out because these numbers are a radical change to the processes that will take place and the fact that they are considered one of the first steps used in total quality management It may be performed by statisticians and is designed according to each department in the organization and according to the requirements of that department (McQuater, Scurr, Dale & Hillman,1995).

- 3- Flow chart

The flowchart is intended to help illuminate the outcomes of processes related to key decision-making points; to improve quality by validating the decision taken, and then following up the steps, or correcting them if proven wrong. A flowchart can be applied as follows:

- 1- Determine the main operations and activities of the institution and write them on cards.
- 2- Recording these processes and activities in a sequential fashion and writing them on a large sheet of paper.
- 3- Starting work through the written sequence from beginning to end, with the main decisions or outputs identified for the database.
- 4- Defining the connection between processes, decisions, and outputs in a final formulation of their sequence.
- 5- Putting the results from the previous steps into a flowchart.

This method is advantageous when more information on complex processes is required (Tari & Sabater,2004).

- brainstorming tool

This model is a process that involves sequential steps to move from problem description to solution, using a unified method. To analyze deviations, identify their root causes, and plan the best solutions, as the use of a standardized method will help the solution of problems. The model focuses on three activities carried out by the employees of the institute: (1) Conducting an accurate analysis based on quantitative and non-quantitative information, with the aim of discovering alternative solutions. (2) Planning for the implementation of the chosen solutions. (3) Following up the results of the remedial procedures (Besterfield 2011). This tool may include six steps, which are:

- 1- Problem definition and selection.
- 2- Problem analysis.
- 3- Offering alternative solutions.
- 4- Solution, selection, and planning.

5- Implementation of the chosen solution.

6- Measuring the results of the solution (Curry& Kadasah,2002).

- Histogram

It is the most important tool for total quality management, and it is a visual representation of measures taken during an operation. To verify the extent to which the provided service conforms to the standard specifications. The graphic planning for quality control contains three horizontal lines, the middle line represents the base that expresses the standard by which change is measured, the upper line represents the upper bound for quality control, and the lower line represents the minimum level for control. Quality and most data points are above or below the middle line. The difference from the mean line is called the standard deviation, and this deviation shows the extent of the change in the process (Hellsten & Klefsjö,2000).

- Fishbone diagram

It was named by this name because of the similarity of its shape to the body of the fish, and its name is also Ishikawa diagram, due to the one who invented it (Dr. Kaoru Ishikawa). This tool is based on trying to solve problems before they are completed, in order to reduce the rate of error and prepare to face the most difficult problems and prevent them before they occur. The tool focuses on the cause and effect of the problem, as it collects all the causes of the problem and all the influences and factors affecting the problem, even if it is a sub-one. The tool is useful in solving non-digital problems and is distinguished in this type of problem in addition to being easy to use and used in all departments of the organization. Administration, technology, services, or operations. In the following figure, the tool will be better explained. (Bose,1900).

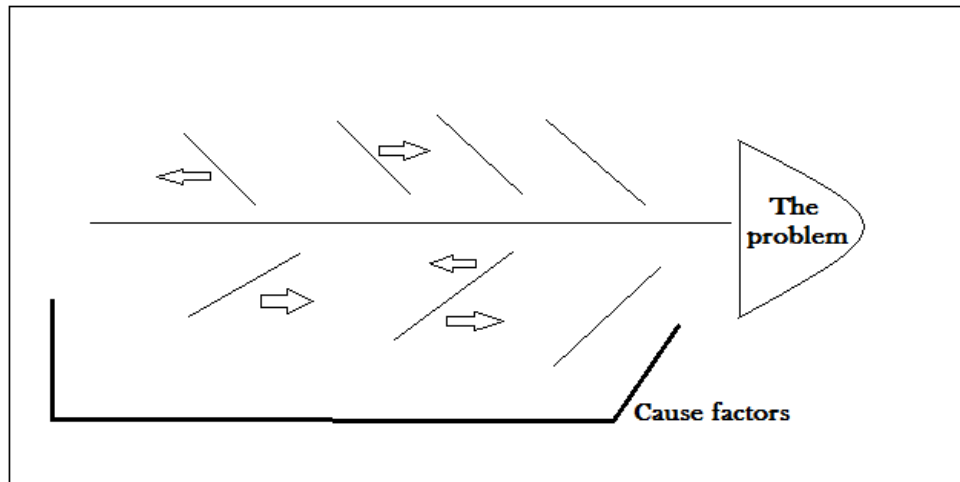


Figure.3.3: The fishbone diagram tool.

(Bose,1900).

3.2.5 Total quality management techniques:

Techniques are defined as the means of using tools that determine and improve quality, for example, if recording the causes of worker weakness in a training course is a tool; The manager delegating his authority to one of the competent work teams to use the chart or the Pareto tool and make use of it is technical (Tarí & Sabater,2004). There are five techniques that can be adopted when implementing TQM in an organization, and they are:

1- Delegation of Authority:

It is intended to transfer both authority and responsibility to the workers in equal proportions, with specific and known responsibilities, so that the completion of the work is good, and accountability - in the event of default - is clear (Tarí & Sabater,2004).

2- Innovation:

This term is associated with creativity, uniqueness, and precedent in presenting distinct ideas required by reality, and contributes to solving an actual problem or achieving a decreed goal. This term is associated with creativity, uniqueness, and precedence in proposing distinct ideas required by reality, and contributes to solving an actual problem or achieving a decreed goal. And because the idea of innovation and creativity means approving new methods and approaches and disregarding old and existing curricula and methods; This idea may be faced with

opposition and repudiation, and the administration of the institution should deepen the principle of respecting the ideas of others, listening to the opinion of others, giving the opportunity to new ideas, discussing them, and taking the good from them (Pries, 2019).

3-Managing by Results

Total quality management is based on the principle that measuring performance periodically and continuously improves performance, and when performance is officially announced, the rate of improvement increases rapidly. When employees know that their performance is being measured and evaluated; They are working to improve it (Kristensen & DAHLGAARD, 2013).

4- Building work teams

The management of the place forms working teams within it, to solve complex problems, which need to exchange opinions about, especially when the sense of collective spirit is desirable; With the aim of improving decision quality, improving communication quality, and creating coherence among team members. Every work team consists of a leader who has leadership qualities, such as patronage, alertness, commitment, acceptance of other opinions, and the ability to innovate and be creative (Tari & Sabater,2004).

5- Development of managers

The development of managers is a prominent step that precedes the management of individuals, so that the total quality is better, because not to develop their means that they themselves develop ineffective and fruitless habits that may represent a serious threat to the philosophy of total quality management in the organization, such as the control of the tyrannical style that terrorizes workers and it spreads an atmosphere of fear about change and experimentation. The development of managers includes the preparation of a study for the institution by the senior management of a training plan that includes carefully prepared classes, seminars, lists, and textbooks. (Wilkinson,1998).

3.2.6 Total quality management requirements

Achieving total quality on the ground requires creating a working climate and organizational culture for information institutions, as well as the use of

consultants, and the provision of appropriate tools and means to measure quality, through effective management of human resources. Literacy and materialism, providing continuous education and training for the institution's staff, adopting appropriate leadership patterns, and the participation of all workers in the efforts to improve the level of performance, and establishing an accurate information system (Sohal, Samson & Ramsay, 1998). These are some of the vital requirements for the application of TQM:

- 1 - The need for senior management to believe in the importance of the approach to total quality management, by changing many regulations and routine work.
- 2- The need to set specific goals that are achievable and directed toward the needs and desires of customers.
- 3- The cooperation of all departments in the institution and coordination of its efforts.
- 4- The necessity of introducing improvements and developments in problem-solving methods, and training workers on them.
- 5- The need to base the philosophy of total quality management on a reliable base of data and information.
- 6- Granting employees the necessary authority to perform their work and giving them confidence in work.
- 7 - The necessity to move away from the policy of threatening and intimidating the employees.
- 8- Ongoing training for employees.
- 9- Continuing the TQM process, developing and improving it. (Kristensen & DAHLGAARD, 2013)

3.2.7 Obstacles and challenges to TQM

Deming, the innovator of TQM, had created seven obstacles that TQM should avoid and not fall into, and he called them fatal diseases, namely:

- 1- Failure to provide resources to support the improvement of the production process and services.
- 2- Focusing on short-term profits.

- 3- Approval of the people's evaluation on the annual reports.
- 4- Continual mobility of managers between departments.
- 5- Using the available information without paying attention to what is required to improve the process.
- 6- Excess health care costs.
- 7- Excessive legal burdens (Combs, Liu, Hall & Ketchen, 2006).

Also, the problems of implementing TQM are divided into two parts:

(A) Management issues, represented by the following:

- 1- Resistance to change by senior management.
- 2- Concentration of authority and centralization of administration.
- 3 - Provide the required budget, which may be excessive.
- 4 - The time spent, as it takes an indefinite time to reap the benefits of applying the total quality.
- 5- Mingling of planning work with implementation work.
- 6- The domination of traditional management concepts that sanctify form without content.

(B) Personnel Problems:

- 1- The multiplicity of external control devices; confuses the workers.
 - 2- The failure of some reform attempts.
 - 3- Low educative and cultural level of some workers.
 - 4- Little interest in planning a training program for the employees.
- Leakage of competencies. (Deming & Edwards, 1986).

3.3 Organizational performance, OP

3.3.1 Definition

Organizational performance is a function of variables of interest that have made it difficult for many writers and researchers to define its definition.

According to (Lusthaus, 2002) organizational performance can be defined as "the organization's achievement of the goals it has set in its mission by spending an acceptable level of organizational resources, in order to achieve the goal of long-term survival and survival of the organization.". In the same sense, the concept of organizational performance has been defined as the achievement of organizational objectives by using and exploiting the use of resources and assets efficiently and effectively (Millar & McKevitt, 2000).

While (Adam, 1994) suggests that the organizational performance in the organization can be viewed on the basis that it is related to the performance of individuals and work teams in the tasks and the various functions in the organization.

Based on the above, it becomes clear that researchers do not agree on a specific concept of organizational performance, and for this study, we can understand that organizational performance is the result of the effort and behavior of all individuals working in the organization in all departments and divisions, which determine the extent of the organization's ability to achieve the outputs and objectives to specialize in Its business through excellence in its performance.

Many writers and researchers have agreed on the importance of measuring organizational performance for continual evaluation, development, and updating. However, they do not agree with the appropriate standards for measuring organizational performance and methods of measuring them, In this regard, many previous studies have focused on measuring the financial performance of the organization (a measure of short-term financial performance), which shows the achievement of its economic objectives as a measure of the main organizational performance (Lusthaus, 2002).

(Akroush& Al-Dmour, 2006) stressed the importance of not being limited to traditional financial performance standards to measure organizational performance, as these standards have become unable at present to give an integrated picture of organizational performance, as many recent studies indicate that traditional financial performance measures include return on equity, return on assets, return on investment, return on sales, earnings per share are often criticized, short, and suffer from many distortions, which makes relying on them exclusively for performance measurement and evaluation purposes unacceptable,

especially in the changing world that is witnessing day after day sharp technological and economic changes.

From this standpoint, organizational performance standards must include standards other than financial standards when evaluating organizational performance. In this context, many studies have emphasized the importance of using other criteria such as new products, the degree of product or service quality, the degree of customer satisfaction, the degree of commitment to social responsibility and growth, the ability of the organization to learn and benefit from previous experiences when evaluating organizational performance (Millar & McKeivitt, 2000).

On the other hand, many studies focused on the importance of using standards related to the behavior and performance of individuals in organizations as a basis for evaluating organizational performance (Combs, Liu, Hall & Ketchen, 2006).

Difficulties facing performance appraisal:

Many organizations suffer from the problems of the performance appraisal system, the most important of which are the following:

- 1- The inaccuracy of performance standards, and their inability to express performance.
- 2 - The lack of proper and sufficient instructions in the evaluation method.
- 3 - The inaccuracy of the measurement scores (such as excellent, good, average ...) in distinguishing between workers.
- 4- Subjectivity is involved in the evaluation process.
- 5- Failure to understand the evaluation scale: If the scale is divided into excellent, very good, good, and acceptable

Medium and weak, what is the meaning of each degree? His understanding may differ from one manager to another(.Murphy& Cleveland, 1991).

3.3.2 The standard for organizational performance

(Paauwe&Boselie, 2005) believes that the organizational performance criteria can be categorized for the performance of human resources and the presence of human resources in the organizations in the following: the attitude of the workers (job

satisfaction, commitment to the organization, the relevance of workers, motivation, etc.) The course in studies that dealt with these measures. Depending on the literature and studies related to this topic, the researcher measured organizational performance as a dependent variable depending on the metrics related to the performance of human resources, which are (the extent of employee satisfaction with his job, the extent of the organization's commitment to the organization, the extent of innovative skills, and the role of studies that did not receive enough attention). The precedent will be explained as follows:

3.3.2.1 Job Satisfaction

Many managers in contemporary organizations affirm the importance of evaluating organizational performance for criteria related to the human component, and they believe that the organizational function is an important functional indicator. Job satisfaction can be defined as the set of feelings that a person feels and the work he is currently practicing, and these feelings may be negative or positive. (Vecchio, 2000).

3.3.2.2 Organizational commitment

The issue of organizational commitment is considered one of the important topics that interest many organizations because of its close association with the behavior of employees, their presence, and absence, and most importantly, this has affected their product and performance and outside the job of the organization's performance in a cycle that reflects the performance of customers, etc (Damanpour, Szabat& Evan.1989).

Hence, the development and strengthening of feelings of belonging behavior of the forces working in the organization are among the important strategies that conscious management must adopt if they seek to improve the relationship between the organization, and those forces to protect it or to protect it to provide more benefits, effort, and generosity, so organizational commitment can be defined as "the degree of individual commitment and dedication to this entity and the completion of its work, and its strong desire to remain and maintain its continuity in the light of the participation and effectiveness of the objectives of the organization" (Sager& Johnston, 1989).

3.3.2.3 Innovative thinking skills

The transformation from failure to success requires the experiences and minds of a person who is capable of innovation, creativity, and creative thinking, and distinct human capital is the first source of innovation and creativity, because of its ability to create a set of skills, especially considering the provision of innovative products and services that meet the changing needs of customers (Wilson & Stckes, 2005).

(Martins & Terblanche, 2003) stresses that there is a clear difference between creativity and innovation, where creativity refers to the generation of new and useful ideas or value for products, processes, or procedures by individuals or groups in a specific organizational context, while innovation refers to the successful application of these creative ideas at the organizational level.

3.3.2.4 Additional role behaviors

The interest of researchers for decades focused on studying the behaviors of the official role, and in the early eighties, researchers began to pay attention to studying another type of employee behavior that has an impact on the efficiency and effectiveness of business organizations, which is the behaviors of the additional role. The additional role behaviors can be defined as positive constructive behaviors that the individual performs voluntarily in addition to the official role assigned to him, and they may be rewarded by the formal reward system, and help to achieve organizational effectiveness, examples of additional role behaviors include helping colleagues to solve work problems, presenting proposals that help in the development of the organization, self-training, individual acceptance of additional burdens without complaint, creation of a supportive climate for the organization in the external environment, preservation of the organization's resources (Brief & George, 1992).

3.3.3 Organizational Performance types

There are three types of organizational performance, which are financial performance, market performance, and shareholder value.

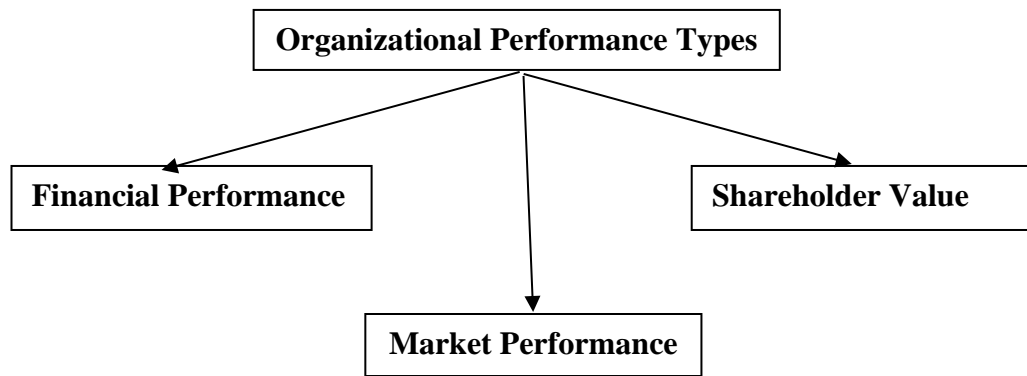


Figure.3.4: Organizational performance types.

(Damanpour, Szabat& Evan.1989).

3.3.3.1 Financial Performance

The financial performance measures the monetary policies of the organization by measuring the company's business operations in terms of financial value in multiple currencies such as the dollar, the euro, and others so that by looking at the investment returns and the value of the return on assets, the financial performance of the company can be measured and the value-added. (Anwar, Shah& Hasnu, 2016).

3.3.3.2 Market Performance

Market performance measurement depends on the quality of the company's products in the local and global market, in addition to the company's performance in the market, so that whenever the market value of the company's products increases, this indicates an improvement in the company's performance in the markets, or that product development helped increase sales in the markets, this indicates Improved performance of the company in the market, etc. But while one of the company's products increased its sales, they say the performance of the product's market (Askarany, 2011).

3.3.3.3 Shareholder Value Performance

The performance of the shareholder value depends on the extent of the company's enrichment of the shareholders and shareholders, so that this is the measure of the final organizational performance, so that the shareholder value indicates the market and marketing value of the company, by maximizing the shareholder value (Damanpour, Szabat & Evan, 1989).

3.3.4 Factors affecting organizational performance.

Organizational performance is affected by many different factors in place and time, including negative and positive ones, and some of them have a direct impact on organizational performance, while others have an indirect effect on it, and we can divide these factors into 3 basic sections (Montes, Jover & Fernandez, 2003).

3.3.4.1 Employee factors

Organizational performance is affected by several employee-specific factors, such as the demographic characteristics of employees such as age, gender, marital status, and others, and there are other factors such as personality traits and mental capabilities of employees such as scientific and practical skills and mental abilities, in addition to job satisfaction, which is considered one of the most important factors affecting organizational performance. Finally, there is a desire and motivation to work. (Al-Tit, 2017).

3.3.4.2 Internal factors

The internal environment of organizations is an important part in organizational performance because it considers the environment surrounding the employee while performing his work in the organization, such as the social and organizational relations between employees during work, as well as the organizational culture within the organization, while the logistical capabilities are very important and influential in organizational performance such as the availability of equipment The necessary tools, tools, appropriate temperature for work, etc., and ultimately the organizational factors such as supervision, internal organizational policies of institutions, wages, incentives, promotions, and bonuses. (LAILY, ASYIK, TRIYONOWATI & MILDAWATI, 2021).

3.3.4.3 External factors

They are those factors surrounding the organization that cannot be influenced but must live with and find an appropriate performance that coexists with its circumstances (Askarany, 2011).

- **Social and cultural environment**

They are the customs, values, and demographics of the society in which the company operates. It should be well studied by the administration. It refers to the product, services, and standards of behavior that the society is likely to value. The standard of business behavior differs from culture to culture, and the taste and need for products and services. (Sager& Johnston, 1989).

- **Political and legal environment**

Refers to the international environment and the laws imposed on the state in general and on the corporate sector, in addition to governmental political restrictions on the economy and other policies imposed on businesses, taxes, etc. (Al-Tit, 2017).

- **The economic environment**

It includes the type of economic organization, economic planning, and the banking system, financial policies, investment level, and consumption characteristics (Askarany, 2011).

3.4 Health care sector:

3.4.1 The importance of health services.

Health services are considered one of the most important services that lead to community development, and this is for two reasons:

_ The human being is one of the most important means of development, and health is what a person requires in order to continue.

_ Hospital services are considered one of the most expensive types of services because they are of first concern to humans (Rosenstock, 2005).

When a person suffers from a disease, he cannot think, plan, or do anything until he is completely cured, and all his health problems are solved. Hence, the

treatment service provided to him must be in its best form, which increases the patient's confidence in the hospital as it is his most valuable possession. Hospital services in all countries may suffer from many problems, among them the high cost of the services provided, the inability to provide services at the same level because they are provided free of charge, and that hospitals need to implement comprehensive quality management, and this is in light of the great capabilities that the state provides to hospitals of modern machines, medicines, food ... etc. (Valderas, Starfield, Sibbald, Salisbury & Roland, 2009).

The application of comprehensive quality management standards may help the hospital to exploit the human and material capabilities available to the hospital, and to use the time, and give workers the opportunity to share decisions and this in order to motivate them to work better and teach them self-evaluation of work in order to avoid the method of control, and thus hospitals can provide services that meet customers' needs or exceed their expectations. (Alolayyan & Idris, 2011).

3.4.2 TQM Standards in the Healthcare sector

There are many standards that guarantee the achievement of quality in all directions in health institutions and hospitals, and the most important of these standards are:

Quality awareness assessment criteria: These are to develop the skills of hospital staff and train them on the clinical work guides found in hospital services.

Criteria for evaluating medical services: It is represented by developing a clinical work guide that explains how to apply it, and directing hospital staff to the most common diagnoses, and the procedures to be followed for these diagnoses.

Criteria for evaluating administrative services: They are represented in the efficiency of the administrative workflow, the extent to which the needs of patients are managed in terms of medical supplies, medicines, internal and external communication procedures, methods of dealing with documents, documents, and forms used.

Criteria for assessing critical services: They are represented by the level of urgent medical services, surgical procedures, how to deal with them, methods by which

anesthesia is used, the extent of infection control, adherence to the laws of scientific research, and others.

Performance evaluation criteria: It is represented by determining the extent to which the quality of services provided by the hospital is achieved, in addition to measuring the satisfaction of patients, and their families with the general performance of the hospital staff, measuring the success of clinical, financial, and administrative procedures, and assessing the extent of control over critical and unexpected events and results. It may occur during the provision of services, such as: death, chemical reactions, and diagnostic errors. (Morgan & Murgatroyd, 1994).

3.4.3 Health care sector in Saudi Arabia

Participants in the Global Health Forum to be hosted in Riyadh said that three main challenges facing the health sector in Saudi Arabia are the emergence of new epidemics, the localization of the medical industry, in addition to its large geographical area. During the forum, they explained that the localization of the industry is the most prominent challenge, but they indicated that the Kingdom's Vision 2030 will contribute to bringing international companies to form factories and medical warehouses that contribute to localization. The privatization program led by the Saudi Ministry of Health will contribute to providing a better service to patients, and faster communication between medical companies and service providers. (Althomiri, 2018).

The forum also touched the strategy of the Ministry of Health in the National Transformation Program for the localization of medical industries, as the Ministry has planned to assist the competent authorities in accelerating the localization of the medical device industry, such as X-ray, CT, and sound devices, as well as starting initiatives to manufacture vaccines and some medicines. (Althomiri, 2018).

In addition to that, the main goal of localizing the medical material industry in strategic supply is the ease of access to it when they need to support the Kingdom's efforts in employment, bring technical knowledge to the country, and increase opportunities in creating an attractive environment for investment,

research, development, and quality in providing health services in the fullest way. (Almalki, FitzGerald & Clark, 2011).

The application of TQM to governmental and private hospitals in the Kingdom is a two-fold challenge: the first is the extent of availability of distinguished departments that strive to achieve quality, and the second is the support that these departments can have if they are available. However, the benefits that result from applying the quality approach and what it will produce in the future on the public health of the community are sufficient to face any potential obstacles. The Kingdom seeks to reach the success that hospitals have reached in both Japan and America by applying the principles of quality, which has been positively reflected in improving their financial performance, reducing health care costs, reducing errors, and improving operations, improving customer satisfaction, facilitating decision-making processes, as well as reducing costs. The consequences of providing health services of poor quality. (Walston, Al-Harbi & Al-Omar, 2008).

4. METHODOLOGY AND RESEARCH ANALYSIS

4.1 Research Methodology

4.1.1 Introduction

To begin with, the scientific methodology is considered a method of thinking and implementation. It depends on the completion of the research and the organization of the researcher's ideas, analysis and presenting them to reach facts about the phenomenon or the problem under study. The research methodology is carried out through correlative steps leading each step to the next. Where the first step is to define the research problem, through the formulation of objectives and hypotheses. Collecting the necessary scientific information in order to make a great background for the research, either through observation, questionnaire or interviews, and this chapter explains the design of the research, the target group, the organization of data, its analysis and interpretation, and other important elements for the completion of the research (Crewel, 2014).

4.1.2 Research approach

A specific approach to research must be used. It may be an inductive approach or a deductive approach, or both together. Inductive approach: It depends on a set of experimental procedures whose existence is derived from the external reality, i.e., it is considered the process of observing phenomena and collecting data on them to arrive at general principles and macro relations. In this approach, the researcher moves from the known to the unknown. That is, we arrive at a generalization by the results that have emerged from the molecules. The deductive approach: verifying the validity of the new knowledge by measuring it on other previous knowledge by assuming the validity of the previous knowledge and finding a relationship between it and the new knowledge. Thus, deductive approach is a thought process in which a person derives specific conclusions through general generalizations based on logical laws. Thus, the difference between the two approaches is that the deductive approach is in the mind of the

researcher only, and the inductive approach is the focus on studying specific cases or particles. Some researchers may use both approaches. (Philips and Burbules 2000).

4.1.3 Research design

Every research should have a specific structure to be followed to organize the research and lead the problem to the results in a correct way. It all depends on the type of problem presented in the research. There are problems that may need a qualitative approach, some are quantitative, and some may be mixed, as in the current research. The researcher looks closely at several matters, including the title, the nature of the topic, the study questions, the time, the sample, etc (Gregar, 1994). The quantitative approach: depends on the collection of quantitative data and the number of the sample is predominantly abundant, and quantitative research we use to test a specific hypothesis or knowledge of the relationship between two variables or the effect of one variable on another. It is also characterized as being faster in collecting and analyzing data than qualitative research. Data collection methods are suitable for large numbers and their results are digital, such as closed questionnaires and pre-prepared measures. In this type, the data are statistically analyzed and the results can be classified and measured in units of measurement and displayed in graphs. While qualitative research seeks to increase understanding and reveal the direction of the people as well as answer questions

(How and why) individuals take a certain approach, and also aim to provide information about human behaviour.

The researcher chooses the qualitative approach if he desires to:

- Knowing deep details about a certain phenomenon or behaviour.
- Providing the opportunity for individuals to share part of the details of their lives.
- Building or developing a theory.

The aim of combining the two approaches is to gain a better understanding and a more comprehensive picture of the phenomena or problems to be studied and to

present a clearer picture of them when one of the designs is insufficient) L Mitchell & M Jolley,2010).

4.1.4 Data collection

In his/her study or research, the researcher needs access to data and information that he/she collects from specific sources, and the information sources are divided into two main types:

Primary (direct) sources: They are called field sources, they are the sources that have a direct link to the topic of the research or study and data collection in them depends on the study of population directly by the researcher or his representative, such as the questionnaire that is distributed to the target study community.

The questionnaire is one of the important field data tools if it depends on the deductions of the respondents. The questionnaires are practical, and their results are correct if they are taken seriously by the respondents. The questions and paragraphs of the questionnaire are characterized by the organization, arrangement, and codification, as they are the same for all respondents. It also saves a lot of time and effort in gathering information and can cover faraway places in a short period. It is considered an important mean of obtaining information from a large number of people that exceeds, by far the volume covered by other information-gathering tools, such as interview, observation and tests. (L Mitchell& M Jolley, 2010). The interesting thing is that the questionnaire does not adhere to the spatial limitations, as it can be sent by regular mail, e-mail, or direct contact by the researcher himself as is the case in the current research.

Secondary (indirect) sources: They are called historical sources and they are sources that depend on information transmitted from primary sources directly or indirectly. The researcher searches these sources if he finds it difficult to access information from the direct primary sources. (Abbott & McKinney, 2013). The researcher relies in the study on data that he did not participate in processing or classifying, but he transfers it from its published secondary sources such as books, periodicals, records, multiple reports, master's and doctoral thesis, and all documented sources. (Creswell, 2003).

4.1.5 Research population

It is important to choose the study community cautiously because through it the sample is selected, and the results are generalized. The study community in the current research are the employees of the Al- Hayat National Hospital in Saudi Arabia, Abha City Branch, which has 700 employees, including the directors, and this community was chosen because of its contact with the subject of the research in all administrative departments.

4.1.6 Research variables

In the current research, there are two variables, organizational performance is the dependent variable, and the independent variable is total quality management.

4.1.7 Research model

The research model for this study is very simple since there is no moderator or mediator tested.

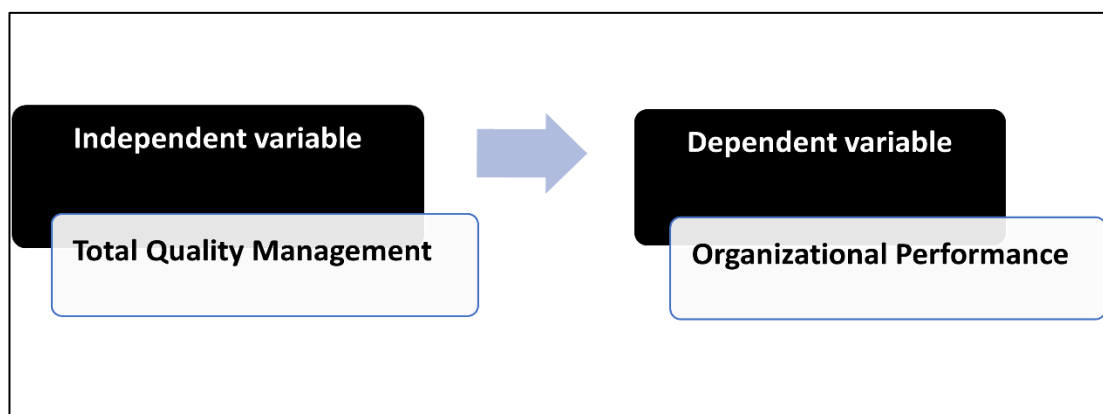


Figure 4.1: Research model.

4.1.8 Sampling techniques and research sample

The selection of the sample depends on factors, including that it must represent the study community and that the number is sufficient to represent the target community. This is because the results will be generalized as the researcher cannot study all the vocabulary of the community completely, and therefore mistakes must be avoided in choosing the sample. The sample has different types that differ on the basis of how it obtained its vocabulary from the community such as regular, cluster and random sampling. The study sample was selected in the current research by a random method, as the questionnaire was distributed to

hospital employees, which amounted to 350 samples and by 50% of the study community electronically.

4.2 Finding and analysis

4.2.1 Introduction

In the second chapter, total quality management and its impact on performance of the organization were elaborated in detail. Based on the literature, these two concepts affect each other and have a relationship together. The current chapter will explain the descriptive statistics through the data that are gathered from 350 that are working as a top or fewer managers. Second, the reliability of data has been examined through the Chronbach Alpha test. Finally, advanced statistical tests like linear regression and correlation tests have been done through SPSS 2020.

4.2.2 Descriptive statistics:

4.2.2.1 Demographical questions:

Table 4.1: Demographical Questions: Age

Age:			
		Frequency	Percent
Valid	18-22	18	5.1
	23-26	51	14.6
	27-30	68	19.4
	31-35	103	29.4
	Above 36	110	31.4
	Total	350	100.0

Source: The Author

The table above states that majority of the respondents are at the age of above 36 years old have 31.4% of the respondents. Likewise, 103 respondents are in age 31-35 and 68 people are aged between 27-30 years old. Meanwhile 51 people are between the ages of 23-26. Finally, only 18 respondents are between 18-22 years old.

Table 4.2: Demographical Questions: Job title/Position

What is your job title/ position?		
	Frequency	Percent

Valid	Manager	24	6.9
	Employee	326	93.1
	Total	350	100.0

The data explains that 326 of respondents are employees while only 6.9% are managers.

Table 4.3: Demographical Questions: Gender

Gender:			
		Frequency	Percent
Valid	Male	230	65.7
	Female	120	34.3
	Total	350	100.0

The table shows that 65.7% of the respondents that equals to 230 people are male and 34.3% are female which equals to 120 respondents. It shows that our data has a good diversification of gender.

Table 4.4: Demographical Questions: Marital issues

Marital issues:			
		Frequency	Percent
Valid	Single	119	34.0
	Engaged	38	10.9
	Married	176	50.3
	Divorced	17	4.9
	Total	350	100.0

The table illustrates that majority of our respondents are married with 50.3% rate, however 34% are single and others are divorced or engaged.

Table 4.5: Demographical Questions: Job Experience

How many years have you worked in this hospital?			
		Frequency	Percent
Valid	Less than 1	85	24.3
	2 to 4	116	33.1
	5 to 10	104	29.7
	Over 10	45	12.9
	Total	350	100.0

The table shows that 33.1% of the respondents have between 2-4 years' experience in their hospital. However, the other respondents are experiencing 29.7%, 24.3% and 12.9% with the intervals of between 5-10 Years, less than 1 Year and over ten years respectively.

4.2.2.2 Total quality management questions

Table 4.6: Top management strongly promotes staff involvement in quality management and improvement activities.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	13	3.7
	Neutral	104	29.7
	Agree	168	48.0
	Strongly Agree	64	18.3
	Total	350	100.0

The table above illustrates that top management strongly promotes staff involvement in quality management and improvement activities since 48% of respondents agree with this statement however 18.3% strongly agree and 29.7% of the respondents are neutral. Meanwhile, only 0.3% of the respondents which equals to 1 person have chosen to strongly disagree with this statement.

Table 4.7: Top management learns quality-related concepts and skills.

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	6	1.7
	Neutral	104	29.7
	Agree	179	51.1
	Strongly Agree	59	16.9
	Total	350	100.0

As it can be seen from the table regarding the statement that top management learns quality-related concepts and skills, 51.1% of respondents agree with this statement, 16.9 % strongly agree and 29.7% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people have strongly disagreed with this statement.

Table 4.8: Top management empowers employees to solve quality problems.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	5	1.4
	Neutral	91	26.0
	Agree	164	46.9
	Strongly Agree	89	25.4
	Total	350	100.0

The table above illustrates that top management empowers employees to solve quality problems since 46.9% of respondents agree with this statement, 25.4 % strongly agree and 26% of the respondents are neutral. However, only 0.3% of the respondents which equals to 1 person has strongly disagreed with this statement.

Table 4.9: Extent to which the division top management supports long-term quality improvement process.

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	7	2.0
	Neutral	102	29.1
	Agree	170	48.6
	Strongly Agree	69	19.7
	Total	350	100.0

As it can be seen from the table regarding to the statement that Extent to which the division top management supports long-term quality improvement process, 48.6% of respondents agree with this statement however 19.7% strongly agree and 29.1% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people has been strongly disagree with this statement.

Table 4.10: Degree to which divisional top management considers quality improvement as a way to increase profit

		Frequency	Percent
Valid	Strongly Disagree	3	.9
	Disagree	14	4.0
	Neutral	89	25.4
	Agree	160	45.7
	Strongly Agree	84	24.0
	Total	350	100.0

The table above illustrates that Degree to which divisional top management considers quality improvement as a way to increase profit since 45.7% of respondents agree with this statement however 24% strongly agree and 25.4% of the respondents are neutral. Meanwhile, only 0.9% of the respondents which equals to 3 people have strongly disagreed with this statement.

Table 4.11: Extent to which the organization has several quality controls circles. (In one function).

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	8	2.3
	Neutral	100	28.6
	Agree	177	50.6
	Strongly Agree	63	18.0
	Total	350	100.0

As it can be seen from the table regarding the statement; to what Extent the organization has several quality controls circles. (Within one function), 50.6% of respondents agree with this statement however 18% strongly agree and 28.6% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people has been strongly disagree with this statement.

Table 4.12: Reporting work problems are encouraged in our firm.

		Frequency	Percent
Valid	Strongly Disagree	3	.9
	Disagree	13	3.7
	Neutral	59	16.9
	Agree	143	40.9
	Strongly Agree	132	37.7
	Total	350	100.0

The table above illustrates that Reporting work problems is encouraged in the firm since 40.9% of respondents agree with this statement however 37.7% strongly agree and 16.9% of the respondents are neutral. Meanwhile, only 0.9% of the respondents which equals to 3 people have strongly disagreed with this statement.

Table 4.13: Employees are trained on total quality concepts.

		Frequency	Percent
Valid	Strongly Disagree	5	1.4
	Disagree	13	3.7
	Neutral	68	19.4
	Agree	167	47.7
	Strongly Agree	97	27.7
	Total	350	100.0

The table above illustrates that employees are trained on total quality concepts since 47.7% of respondents agree with this statement, 27.7 % strongly agree and

19.4% of the respondents are neutral. Meanwhile, only 1.4% of the respondents which equals to 5 people have strongly disagreed with this statement.

Table 4.14: Most employees in our firm are trained on how to use quality management methods (tools).

		Frequency	Percent
Valid	Strongly Disagree	5	1.4
	Disagree	10	2.9
	Neutral	75	21.4
	Agree	171	48.9
	Strongly Agree	89	25.4
	Total	350	100.0

As it can be seen from the table regarding to the statement that Most employees in the firm are trained on how to use quality management methods (tools), 48.9% of respondents agree with this statement however 25.4% strongly agree and 21.4% of the respondents are neutral. Meanwhile, only 1.4% of the respondents which equals to 5 people have strongly disagreed with this statement.

Table 4.15: Our firm uses the seven QM tools extensively for process control and improvement.

		Frequency	Percent
Valid	Strongly Disagree	4	1.1
	Disagree	10	2.9
	Neutral	84	24.0
	Agree	164	46.9
	Strongly Agree	88	25.1
	Total	350	100.0

The table above illustrates that the firm uses the seven QM tools extensively for process control and improvement since 46.9% of respondents agree with this statement however 25.1% strongly agree and 24% of the respondents are neutral. Meanwhile, only 1.1% of the respondents which equals to 4 people have strongly disagreed with this statement.

Table 4.16: Quality tools are used in all processes.

		Frequency	Percent
Valid	Strongly Disagree	3	.9
	Disagree	13	3.7
	Neutral	68	19.4
	Agree	179	51.1
	Strongly Agree	87	24.9
	Total		350

The data show that Quality tools are used in all processes since 51.1% of respondents agree with this statement however 24.9% strongly agree and 19.4% of the respondents are neutral. Meanwhile, only 0.9% of the respondents which equals to 3 people have strongly disagreed with this statement.

Table 4.17: Quality tools are used in management processes.

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	9	2.6
	Neutral	66	18.9
	Agree	189	54.0
	Strongly Agree	84	24.0
	Total		350

As it can be seen from the table regarding to the statement that Quality tools are used in management processes, 54% of respondents agree with this statement however 24% strongly agree and 18.9% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people have strongly disagreed with this statement.

Table 4.18: Training on quality tools is provided to management and employees.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	11	3.1
	Neutral	77	22.0
	Agree	182	52.0
	Strongly Agree	79	22.6
	Total		350

The table above illustrates that Training on quality tools is provided to management and employees since 52% of respondents agree with this statement however 22% strongly agree and 22% of the respondents are neutral. Meanwhile, only 0.3% of the respondents which equals to 1 person have strongly disagreed with this statement.

Table 4.19: Function such as marketing and sales use quality tools for improvement activities.

		Frequency	Percent
Valid	Strongly Disagree	3	.9
	Disagree	10	2.9
	Neutral	76	21.7
	Agree	178	50.9
	Strongly Agree	83	23.7
	Total	350	100.0

The table above illustrates that Function such as marketing and sales use quality tools for improvement activities since 50.9% of respondents agree with this statement however 23.7% strongly agree and 21.7% of the respondents are neutral. Meanwhile, only 0.9% of the respondents which equals to 3 people have strongly disagreed with this statement.

Table 4.20: Employee's performance is always provided by supervisors or managers.

		Frequency	Percent
Valid	Strongly Disagree	4	1.1
	Disagree	7	2.0
	Neutral	80	22.9
	Agree	185	52.9
	Strongly Agree	74	21.1
	Total	350	100.0

The table above illustrates that employee's performance is always provided by supervisors or managers since 52.9% of respondents agree with this statement however 21.1% strongly agree and 22.9% of the respondents are neutral. Meanwhile, only 1.1% of the respondents which equals to 4 people have strongly disagreed with this statement.

Table 4.21: Performance measures are collected to monitor quality improvements.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	8	2.3
	Neutral	86	24.6
	Agree	177	50.6
	Strongly Agree	78	22.3
	Total	350	100.0

The data show that Performance measures are collected to monitor quality improvements since 50.6% of respondents agree with this statement, 22.3% strongly agree and 24.6% of the respondents are neutral. Meanwhile, only 0.3%

of the respondents which equals to 1 person have strongly disagreed with this statement.

Table 4.22: Analysis results of measures are linked to work units and functional-level operations.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	9	2.6
	Neutral	85	24.3
	Agree	172	49.1
	Strongly Agree	83	23.7
	Total	350	100.0

As it can be seen from the table regarding to the statement that Analysis results of measures are linked to work units and functional-level operations, 49.1% of respondents agree with this statement however 23.7% strongly agree and 24.3% of the respondents are neutral. Meanwhile, only 0.3% of the respondents which equals to 1 person have strongly disagreed with this statement.

Table 4.23: Information analysis and data collection systems are established to monitor improvement activities.

		Frequency	Percent
Valid	Strongly Disagree	5	1.4
	Disagree	4	1.1
	Neutral	86	24.6
	Agree	173	49.4
	Strongly Agree	82	23.4
	Total	350	100.0

The table above illustrates that Information analysis and data collection systems are established to monitor improvement activities since 49.4% of respondents agree with this statement however 23.4% strongly agree and 24.6% of the respondents are neutral. Meanwhile, only 1.4% of the respondents which equals to 5 people have strongly disagreed with this statement.

Table 4.24: The customer (patient) satisfaction level for service quality provided by your firm.

		Frequency	Percent
Valid	Disagree	8	2.3
	Neutral	54	15.4
	Agree	164	46.9
	Strongly Agree	124	35.4
	Total	350	100.0

The table shows that the customer (patient) satisfaction level for service quality provided by the firm since 46.9% of respondents agree with this statement however 35.4% strongly agree and 15.4% of the respondents are neutral. Meanwhile, only 2.3% of the respondents which equals to 8 people have disagreed with this statement.

Table 4.25: The organizational performance is adequately defined so that all employees understand how they work.

		Frequency	Percent
Valid	Strongly Disagree	3	.9
	Disagree	6	1.7
	Neutral	61	17.4
	Agree	179	51.1
	Strongly Agree	101	28.9
	Total	350	100.0

As it can be seen from the table regarding to the statement that the organizational performance is adequately defined so that all employees understand how they work, 51.1% of respondents agree with this statement however 28.9% strongly agree and 17.4% of the respondents are neutral. Meanwhile, only 0.9% of the respondents which equals to 3 people who strongly disagree of this statement.

Table 4.26: Performance measurement systems for customer satisfaction are used to assess organizational excellence.

		Frequency	Percent
Valid	Strongly Disagree	6	1.7
	Disagree	9	2.6
	Neutral	73	20.9
	Agree	165	47.1
	Strongly Agree	97	27.7
	Total	350	100.0

The table above illustrates that Performance measurement systems for customer satisfaction are used to assess organizational excellence since 47.1% of respondents agree with this statement however 27.7 % strongly agree and 20.9% of the respondents are neutral. Meanwhile, only 1.7% of the respondents which equals to 6 people who strongly disagree with this statement.

Table 4.27: Performance measurement systems for financial performance are used to assess organizational excellence.

		Frequency	Percent
Valid	Strongly Disagree	4	1.1
	Disagree	6	1.7
	Neutral	98	28.0
	Agree	172	49.1
	Strongly Agree	70	20.0
	Total	350	100.0

The table above illustrates that Performance measurement systems for financial performance are used to assess organizational excellence since 49.1% of respondents agree with this statement however 20% strongly agree and 28% of the respondents are neutral. Meanwhile, only 1.1% of the respondents which equals to 4 people who strongly disagree with this statement.

Table 4.28: Performance measurement systems for product/service quality are used to assess organizational excellence.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	2	.6
	Neutral	86	24.6
	Agree	185	52.9
	Strongly Agree	76	21.7
	Total	350	100.0

The table above illustrates that Performance measurement systems for product/service quality are used to assess organizational excellence since 52.9% of respondents agree with this statement however 21.7% strongly agree and 24.6% of the respondents are neutral. Meanwhile, only 0.3% of the respondents which equals to 1 person who strongly disagrees with this statement.

Table 4.29: Our firm collects extensive complaints information from customers (patients).

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	6	1.7
	Neutral	49	14.0
	Agree	164	46.9
	Strongly Agree	129	36.9
	Total	350	100.0

As it can be seen from the table regarding to the statement that the firm collects extensive complaints information from customers (patients), 46.9% of respondents agree with this statement however 36.9 % strongly agree and 14% of

the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people who strongly disagree with this statement.

Table 4.30: Quality-related customers (patients) complaints are treated with top priority.

		Frequency	Percent
Valid	Strongly Disagree	1	.3
	Disagree	6	1.7
	Neutral	49	14.0
	Agree	136	38.9
	Strongly Agree	158	45.1
	Total	350	100.0

The table above illustrates that Quality-related customers (patients) complaints are treated with top priority since 38.9% of respondents agree with this statement however 45.1 % strongly agree and 14% of the respondents are neutral. Meanwhile, only 0.3% of the respondents which equals to 1 person who strongly disagrees with this statement.

Table 4.31: Our firm conducts a customer (patient) satisfaction survey every year.

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	40	11.4
	Neutral	146	41.7
	Agree	118	33.7
	Strongly Agree	44	12.6
	Total	350	100.0

The table shows that the firm conducts a customer (patient) satisfaction survey every year since 33.7% of respondents agree with this statement however 12.6 % strongly agree and 33.7% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people who have strongly disagreed with this statement.

Table 4.32: Our firm always conducts market research in order to collect suggestions for improving our product and services.

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	7	2.0
	Neutral	56	16.0
	Agree	175	50.0
	Strongly Agree	110	31.4
	Total	350	100.0

The table above illustrates that the firm always conducts market research in order to collect suggestions for improving our product and services since 50% of respondents agree with this statement however 31.4 % strongly agree and 16% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people who have strongly disagreed of this statement.

Table 4.33: Our firm has been customer (patient) focused for a long time.

		Frequency	Percent
Valid	Strongly Disagree	2	.6
	Disagree	4	1.1
	Neutral	36	10.3
	Agree	131	37.4
	Strongly Agree	177	50.6
	Total	350	100.0

As it can be seen from the table regarding to the statement that the firm has been customer (patient) focused for a long time, 37.4% of respondents agree with this statement however 50.6% strongly agree and 10.3% of the respondents are neutral. Meanwhile, only 0.6% of the respondents which equals to 2 people have strongly disagreed with this statement.

- Reliability Test

Table 4.34: Reliability Statistics

	Cronbach's Alpha	N of Items
Reliability to All Questions	.947	28
Reliability related to TQM questions	.929	18
Reliability related to Organizational Performance questions	.862	10

The degree of consistency is being demonstrated by reliability (Gay, 1996). Cronbach's Alpha reliability with an interval of 0 to 1 is being used to test the questions' reliability that is conducted with this research. Meanwhile, the band above 0.7 is acceptable (Gliem and Gliem, 2003). However, the table above illustrates that reliability for all questions is 0.947 however for the questions related to TQM is 0.929 and for Organizational questions is 0.862, which states a high level of reliability throughout the questionnaire.

- Correlation Analysis

To understand the linear relationship between two or more variables, a correlation test is being used. Further, Pearson correlation has been used in this research, which will tell the weakness and strength level of the relationship either.

Table 4.35: Correlations

		TQM	PFM
TQM	Pearson	1	.817**
	Correlation		
	Sig. (2-tailed)		.000
	N	350	350
PFM	Pearson	.817**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

The interval for this test is between -1 to +1. Data gathered from this research released a significantly high positive relationship between the dependent variable (organizational performance) and independent variable (Total Quality Management) with a degree of 0.817 that is in a high level. The table below shows the standard benchmark for this test (Kalayci, 2016).

- .90 to 1.00 (.90 to -1.00) Very high positive (negative) correlation
- .70 to .90 (.70 to .90) High positive (negative) correlation
- .50 to .70 (.50 to .70) Moderate positive (negative) correlation
- .30 to .50 (.30 to .50) Low positive (negative) correlation
- .00 to .30 (.00 to .30) Little if any correlation

The table above shows that by using the correlation analysis the three hypothesized including (H1, H4 and H5) are accepted since this test is being used for finding the relationship among the variables. The correlation degree is 0.817 which proves a very high positive significant relationship.

- Linear Regression Analyze

One of the best tests for finding out how one variable affects the other one is Regression analysis. Through this table, it can be seen that R-square is 0.667 or 66.7% which is a very strong effectiveness degree. The interpretations can be drawn that the dependent variable which is organizational performance can be

explained or predicted by an independent variable, which is TQM by 66.7% or the OP is affected by TQM by this percentage. It is concluded that according to the health care sector these two variables are affecting each other. It is also noticeable that managers should focus and consider a lot on their quality management to enhance the organization's performance besides increasing productivity and efficiency.

Table 4.36: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.817 ^a	.667	.666		.30460

a. Predictors: (Constant), TQM

For the second and third hypothesis, a regression test is being used since this test clarifies the impact and effects of one factor on another. According to the linear regression analysis the R-square is 0.667 or 66.7% which shows a strong effectiveness of TQM on organization performance. In summary these two hypothesis are also accepted.

Below is the summary of the result discussion and overall result:

Table 4.37: Result Discussion

Hypothesis	Result	Decision
H ₁ : Total quality management has an impact on organizational performance of health care sector.	High Positive and significant	Accepted
H ₂ : Total quality management has a positive impact on organizational performance of health care sector.	Positive and significant	Accepted
H ₃ : the quality of top management affects the employee's performance that enhances the overall organization performance.	Positive and significant	Accepted
H ₄ : Using the TQM tools has a positive impact on organization performance	Positive and significant	Accepted
H ₅ : TQM principles have a positive impact on organization performance.	Positive and significant	Accepted

5. CONCLUSION, RECOMMENDATIONS AND FUTURE STUDIES

5.1 Conclusion:

This is the last chapter of this research, in the second chapter through the secondary data and literature review, the relationship of TQM and organization performance was reviewed, and it was specialized in the healthcare sector at Al-Hayat National Hospital in Saudi Arabia. Additionally, in the fourth chapter, through the nearly all the data that was distributed of questionnaires and findings with analysis this relationship was studied accurately. This chapter tries to shape a constant relationship between the relationship and findings. Each of the hypotheses will be tested and a conclusion will be drawn. Recommendations will be prescribed based on references, knowledge, and studies. The limitations of the study will also be presented based on the experimental research. Potential future studies and ideas will be offered relatively.

Comparing analysis will be used to understand the relationship of TQM on organization performance. Through this study, correlation and linear relationship between dependent variable which is organizational performance and independent variable which is TQM has been studied.

Throughout the study in the literature review, various studies have been done that are proving the relationship and effectiveness of TQM and organization performance. The summation of the literature review is concluded by the first research was by (Al-Damen, 2017) conducted a survey on the impact of Total quality management on organizational performance in Jordan Petroleum Company using descriptive and inferential analysis. The study found that Total quality management influences organizational performance, operation efficiency, and employees' satisfaction as well. Also, (Guion, 2010) used mixed-method research to define the impact of TQM and Six Sigma methods on organizational performance in the U.S. The study found that TQM and Six Sigma implementation have a positive effect on organizational performance, especially

organizational financial performance. Also, the study found that TQM and Six sigma are in the first flight on both manufacturing and service industries, while (Mojtahedzadeh, 2014) conduct a survey to clarify the impact of quality culture on organization performance in Iran using descriptive analysis. The paper found a significant relationship between quality culture and seven critical factors of TQM, and they were leadership, customer focus, education and training, supplier quality management, teamwork, process management, and product design. In addition, this study reported a significant relationship between TQM critical factors and performance.

On the other hand, (Demirbag, Tatoglu, Tekinus &Zaim, 2006) used descriptive analysis to clarify the relationship between TQM implementation and organizational performance in Istanbul, Turkey. They found that in small and medium companies the Total quality management practices are more sufficient in non-financial performance and it is not that sufficient in the financial performance, and the results of this study were similar to what (Maqsood, 2019) found in his research using descriptive analysis to find the effect of Total quality management practices on non-financial performance in five hospitals in Pakistan that are using two quality management system, which is: JCI Joint Commission International and ISO9001.this paper found that TQM practices work on the non-financial performance as well, and the performance levels may vary relying on one of the two quality management systems (JCI or ISO9001). Another study was conducted in Pakistan by (Hassan, Mukhtar, Qureshi &Sharif, 2012) using descriptive analysis to illustrate the impact of TQM practices on Firm's performance of Pakistan manufacturing organizations, and they found that with TQM practices the firms works better in customer satisfaction, employee relations and business performance. In addition, they found that TQM implementation might take time according to the size of the firm but although it helps the firm to have a competitive advantage.

Accordingly, the correlation test gathered from this research released the highest positive relationship between dependent variable (organizational performance) and independent variable (Total quality Management) with a degree of 0.817 that is in a high level.

Relatively, through the linear regression analysis that shows the effectiveness and prediction level of one variable on another one, it can be seen that R-square is 0.667 or 66.7% which is at a very strong effectiveness degree. The interpretations can be drawn that the dependent variable can be explained or predicted by the independent variable, which is TQM by 66.7% or the DV is affected by IDV by this percentage. It is concluded that according to the health care sector these two variables are affecting each other. It is also noticeable that managers should focus and consider a lot on their quality management to enhance the organization's performance besides increasing productivity and efficiency.

Source: Author's finding and literature

The Table 4.37 shows that by using the correlation analysis the three hypotheses including (H1, H4 and H5) are accepted since this test is being used for finding the relationship among the variables. The correlation degree is 0.817 which proves a very high positive significant relationship. For the second and third hypothesis, a regression test is being used since this test clarifies the impact and effects of one factor on another. According to the linear regression analysis the R-square is 0.667 or 66.7% which shows a strong effectiveness of TQM on organization performance. In summary these two hypotheses are also accepted.

The work in the health care sector is particularly important due to the result of this work that affects the lives of individuals and society directly. Therefore, studying the factors that may affect the performance of the health care sector, especially Total quality management has special importance to provide the best health services for patients and to maintain the ideal work. The study shows a high positive correlation among the dependent variable (Organizational performance) and the independent variable (Total Quality Management) in Al-Hayat National Hospital in Saudi Arabia. This means that there is a significantly high positive relationship between these two variables. Through the findings, the research also suggests a high linear regression relation among these two variables. This test proves the effectiveness of these two variables on each other. On the other hand, the regression analysis proves that organizational performance can be affected and predicted by Total quality management at a high positive level. According to the literature review, through different research methodologies by numerous scientists and researchers, the relationship and effectiveness of these

two variables have been proven (Al-Damen, 2017, Also, Guion, 2010, Mojtahedzadeh, 2014, Demirbag, Tatoglu, Tekinus & Zaim, 2006, Maqsood, 2019, Hassan, Mukhtar, Qureshi & Sharif, 2012). However, there is no doubt about the role of TQM in the organizational performance of health care systems, as it is said by many researchers that the application of TQM standards may help the hospital to exploit the human and material capabilities available to the hospital, and also to use time, and give workers an opportunity to exchange decisions and this In order to motivate them to work better, and to teach them self-evaluation of work in order to avoid the method of control, and most importantly, it affected health safety by reducing the risk of exposure to injuries and infections or any risks related to health services, in addition to increasing the efficiency of health personnel to perform preventive services Therapeutic, consulting, and increasing the efficiency of administrators in supervision, training and problem solving, and thus hospitals can provide services that meet clients' needs or exceed their expectations.

5.2 Limitations of the study

There were various challenges and limitations that the researcher was dealing with while doing this research. But some prominent are as below:

- The pandemic COVID-19, which was caused to not to experimental research and do online surveys with a distribution of online questionnaires.
- Non-respondent accurately or not putting enough time from the respondents.
- Not being able to travel to Saudi Arabia and have an interview since the online interview was unsuitable for the respondents

5.3 Suggestions and Recommendations

The implementation of TQM is a complicated and comprehensive ongoing process for all healthcare facilities around the world, especially in Saudi Arabia. Efficient implementation of TQM will result in an efficient organization's performance. Implementing the TQM in Saudi Arabia or anywhere in this world needs funds. It is recommended that the ministry of Finance should be coordinated and cooperated with the ministry of health for better allocation of

financial resources. This will lead to hiring qualified quality management specialists and sufficient equipment for conducting the quality development training among the staff. And also that one of the most important things that must be emphasized is that the Ministry of Health must play its role in developing and encouraging experienced workers and specialists in the field of quality management in hospitals in general, and attention to this profession as other jobs in the health sector. The application of international quality standards for the accreditation of facilities on the reality in the Saudi health sector is almost not substantial and one of the most important of these global standards is (JCI) Joint Commission International. Consequently, emphasis must be placed on applying the standards in a practical and realistic manner to improve the service provided.

5.4 Future Studies

Following are some recommended topics for future studies.

- The impact of TQM on organization performance in specific conditions like COVID-19
- The moderator role of social media on the relationship of TQM and organizational performance.
- What are the most optimal options for a better TQM in order to enhance organizational performance?

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APPENDIX:

Appendix A: Survey Questionnaire.

Appendix B: Compliment Table of Linear Regression Analysis.

Appendix C: Ethical Approval Form.

APPENDIX A:

This survey is a part of a study which evaluates **The Impact of Total Quality Management on Organization Performance in Health Care Sector**. The purpose of the study is to understand the impact of TQM on the organization performance analyze the relationship between the main order to help managers discover the factors that may affect the performance positively and improve it for flawless services and patient satisfaction and achieving desired operational performance goals. The results will be used for research purposes with no attempt to identify any individual or organization in any publication.

Part I. General Information

Instructions- Please place a tick mark in the box that most appropriately applies to you and your organization.

1- Age?

-18-22

-23-26

-27-30

-31-35

-36+

2-Gender?

-Female

-Male

3- Marital status?

-Single

-Engaged

-Married

-Divorced

4- What is your job title/position at this location?

- Manger

-Employee

5- How many years have you worked in this hospital?

- 0 to 1

- 1 to 3

- 4 to 6

-7 to 10

- Over 10 years

Part II. TQM and organization performance.

Instructions- Please use the following scale to place a tick mark in the box which corresponds to your opinion about each item:

(1=Strongly agree 2= agree 3= neutral 4= disagree 5= strongly disagree).

Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
TQM:					
Top management strongly promotes staff involvement in quality management and improvement activities.					
Top management learns quality-related concepts and skills.					
Top management empowers employees to solve quality problems.					

Extent to which the division top management supports long-term quality improvement process.					
Degree to which divisional top management considers quality improvement as a way to increase profit.					
Extent to which the organization has several quality controls circles. (Within one function)					
Reporting work problems is encouraged in our firm.					
Employees are trained on total quality concepts.					
Most employees in our firm are trained on how to use quality management methods (tools).					
Our firm uses the Seven QM tools extensively for process control and improvement.					
Quality tools are used in all processes.					
Quality tools are used in management processes					
Training on quality tools is provided to management and employees.					
Functions such as marketing and sales use quality tools for improvement activities.					
Employee performance is always provided by supervisors or managers					

Performance measures are collected to monitor quality improvements					
Analysis results of measures are linked to work units and functional-level operations.					
Information analysis and data collection systems are established to monitor improvement activities.					
PERFORMANCE:					
The customer (patient) satisfaction level for service quality provided by your firm.					
The organizational performance is adequately defined so that all employees understand how they work.					
Performance measurement systems for customer satisfaction are used to assess organizational excellence.					
Performance measurement systems for financial performance are used to assess organizational excellence					
Performance measurement systems for product/service quality are used to assess organizational excellence					
Our firm collects extensive complaint information from customers (patient).					

Quality-related customer (patient) complaints are treated with top priority.					
Our firm conducts a customer (patient) satisfaction survey every year.					
Our firm always conducts market research in order to collect suggestions for improving our products and services.					
Our firm has been customer (patient) focused for a long time					

Questionnaire link:

<https://docs.google.com/forms/d/e/1FAIpQLSeop4DFuvgzBMXReepcW92KGvskd3hjC5LPsZ8QiYtn30CaSw/viewform?fbzx=8034871573776963256>

Appendix B: compliment table of linear regression analysis and T test.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.743	1	64.743	697.785	.000 ^b
	Residual	32.289	348	.093		
	Total	97.032	349			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), TQM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.897	.120		7.479	.000
	TQM	.800	.030	.817	26.416	.000

a. Dependent Variable: Organizational Performance

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
TQM	350	3.9206	.53815	.02877
OP	350	4.0346	.52728	.02818

One-Sample Test

Test Value = 0

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
TQM	136.297	349	.000	3.92063	3.8641	3.9772
OP	143.149	349	.000	4.03457	3.9791	4.0900

Appendix C: Ethical Approval Form.

Evrak Tarih ve Sayısı: 11.06.2021-14213



T.C.
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Lisansüstü Eğitim Enstitüsü Müdürlüğü

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Sayın SAWSAN ATTAR

Tez çalışmamızda kullanmak üzere yapmayı talep ettiğimiz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 09.06.2021 tarihli ve 2021/07 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr. Öğr. Üyesi Alper FİDAN
Müdür Yardımcısı

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