

Exploring the Impact of Total Quality Management (TQM) Practices on Employee Satisfaction in the Saudi Health Sector

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Abstract

The purpose of the study was to evaluate the impact of Total Quality Management (TQM) practices on employees' satisfaction in the Saudi Arabian health sector. It aimed to contribute to economic development from a microeconomic perspective. The research used primary cross-sectional data from various companies in the Saudi health sector to address major research hypotheses. A semi-structured questionnaire was used to capture the information. A five-point Likert-type scale was used. Data analysis was done using SPSS version 21. Scale validity was determined, and the scale of reliability was estimated by the Cronbach alpha scale. Regression and correlation analysis were used. The findings showed customer focus, continuous improvement, process management, employee involvement, leadership, good vision, communication, and integrated systems are positively and significantly linked with employee satisfaction. In conclusion, the health sector in Saudi Arabia has a high level of various TQM practices, a high level of customer focus, a high level of continuous improvement, a high level of process management, a high level of employee involvement, leadership, a good vision, a high level of communication, and a high level of integrated systems. The study also concludes that the higher the level of TQM practices, the more the employees' satisfaction level has increased by 0.204%, and the higher the level of customer focus, continuous improvement, process management, employee involvement, leadership with a good vision, communication, and integrated systems. It was recommended that leaders and managers in the health sector utilize more interactive technologies to promote improved employee engagement with the institutions.

Keyword: Impact, Exploring, Total Quality Management, Practices, Employee Satisfaction, Health Sector.

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1. INTRODUCTION

TQM is one of the quality-focused strategies which numerous companies promote. Due to its expanding popularity and widespread adoption in the commercial sector, TQM drew the academics attention. TQM, among the good linked as well as strong managerial philosophies, in particular in the last 20 years [Berman & Hijal-Moghrabi, (2022)]. The lack of a standardized definition makes it difficult to define TQM. Generally recognized definitions of TQM are based on the opinions and recommendations of "quality experts" Abbas (2020) cites as an example of an approach to management for enhancing company efficiency covering a number of technological as well as behavior subjects. Additionally, TQM description provided by Oakland *et al.*, (2020) who states; a comprehensive approach to managerial aiming at continuous

improvement of all company operations. Bien a multifaceted concept, TQM includes many operations, more like other meanings do (Baldwin, 2022). Distinct TQM operations were undertaken in various investigators in examining the impacts of TQM as far as budgetary and non-budgetary performances. Abbas (2020) explains that improvement department's role leadership, education, relationship with staff members, excellence data and disclosure, customer focus, seller quality oversight, information technology and analysis, process management, product and service design, strategic planning, as well as staff management. The research, however, is focusing the dimensions of eight TQM, that is: customer focus, continuous improvement, process management, employee involvement, leadership & good vision, communication, integrated systems, employee satisfaction.

The employees performances are impacted by TQM and all of its components. The research also indicated that job happiness was more strongly correlated with continued progress than with customer satisfaction. The theory behind Total Quality Management (TQM), a management framework, is that an company achieving success in long-term success through including all its participants, from employees of entry-levels to the executives of highest-ranking, concentrating on quality enhancement and, due to, achieving satisfaction of customer. Employee happiness and satisfaction will be reflected in their increased productivity, improved morale, healthier relationships, commitment to the organization, innovative thinking, and improved change management.

Promoting staff engagement helps the quality system's human components adapt to a changing environment. The two key elements of quality are process management and customer focus. For all employees, quality matters. The concept of quality in TQM should satisfy the needs of the workforce. Management of process is one of TQM's key components. It raises the level of product quality during the manufacturing process. Empirical research demonstrates that process management has a direct, beneficial impact on product quality. Additionally, management leadership fosters quality performance by allowing people to participate in quality culture. Another TQM activity that has a notably positive link with performance quality is the fact-based method of making decision. Numerous academics have discovered that knowledge and good data analysis are considerably, positively linked to quality performance.

This study proposed to use an empirical approach to evaluate the impact of TQM practices on of employee satisfaction. While there is abundant literature on the effect of TQM practices on job satisfaction globally, studies have yet to evaluate the impact of TQM on employee satisfaction of the health sector in Saudi Arabia. According to the literature, employee satisfaction focuses on an individual's career work-

related attitudes and job involvement. Employees said to be satisfied with jobs known of being innovative in resolving problems, fostering a heightened recognition of the need for teamwork, and contributing to the company or firm's overall growth and achievement. Therefore, this study sought to determine the impact of a variety of those TQM practices on employee's satisfaction in health care sectors in Saudi Arabia.

This study aimed to contribute to economic development from a microeconomic perspective. This was achieved by identifying proper management practices that promote employee satisfaction, which can translate to growth and betterment of the health sector, which is vital for the development and growth in Saudi Arabia. The research used primary cross-sectional data from various companies in the Saudi health sector to address the following major research hypotheses, which was further split into sub-hypotheses based on the TQM practices:

- H0:** TQM practice has no effect on job satisfaction
- H1:** TQM practices have a positive effect on employees' satisfaction.
- H1a:** Good leadership has a positive effect on employees' satisfaction.
- H1b:** Involvement of employees in decision-making has a positive effect on employee's satisfaction.
- H1c:** Process approach to management has a positive effect on employee's satisfaction.
- H1d:** Training have a positive effect on employee's satisfaction.
- H1e:** Customer focused management practices have a positive effect on employee's satisfaction
- H1f:** "Empowerment and teamwork" has a positive effect on employee's satisfaction.

A theoretical TQM model that can be used to study employee satisfaction in the Saudi health sector was built in order to investigate how TQM principles impact employee satisfaction within an organization. Figure (1) below illustrates the study model with the dependent variable of employee satisfaction as well as the independent variables of TQM principles.

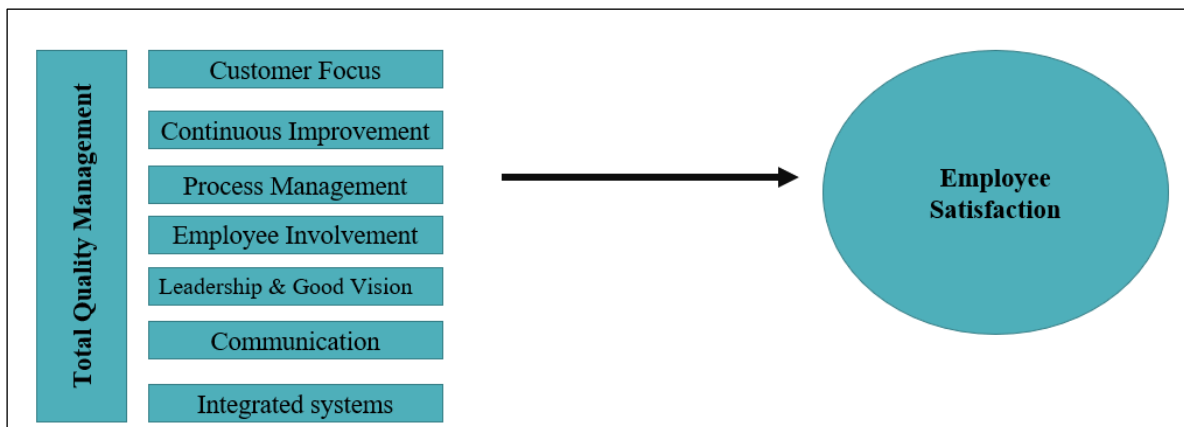


Figure 1: Conceptual Model

3. METHODOLOGY

This study used data collected from the health sector in Saudi Arabia through a semi-structured questionnaire to capture information on various TQM practices and perceived job satisfaction from employees. A five-point Likert-type scale used was to evaluate employee's work-related attitudes. The items measured on a scale of five-point Likert-type ranged starting "very high" (5) to "very low" (1). Before data collection, the researcher also sought permission from the management of the chosen health sector institutions to distribute the questionnaires to employees of various levels and functions within their institutions.

Two independent expert individuals first assessed the face validity of the survey questionnaire. Construct and statistical validity were then assessed using Cronbach's alpha. Descriptive statistical analyses were done for research respondents on the information. Variables that continuous were put summary using the median, standard deviation (SD), and mean, as well as various proportions were employed for variables categories. Employee satisfaction levels were evaluated, overall, and compared by various TQM practices, by use of chi-square test. A model of linear regression was used to evaluate effect of TQM practices on employee satisfaction. Adjustments were made for age, gender, educational background, profession, years of practice, and company type. Statistical significance considered is

at $P < .05$. All analysis of statistics performed used IBM SPSS 21.0 (Armonk, NY: IBM Corp).

4. RESULTS

In order to meet the study's goals, the framework of the study was put to use by analyzing the survey responses, performing factor analyses, determining the tool's reliability, and validity, as well as determining the characteristics of the study sample.

The acquired information was evaluated by use of the SPSS version 21. The scales' validity was then evaluated using of factor analysis, and reliability of scales was estimated by use of the Cronbach alpha scale. Regression analysis and correlation analysis were both used to examine the study's hypotheses. All variables are greater than 0.05, as shown in the table, and all items were included in the component analysis. Finding the dependent and independent variables of the factor structure was done independently using factor analysis with the principal components by varimax rotation. For the independent variable since some items had a correlation coefficient of less than 0.50 or had collinearity with multiple factors and some factors had a single item. Variables in Table (1) had degrees of saturation (DS), as demonstrated in Table (1) below. Results demonstrate that our sample is appropriate for the hypothesis analyses.

4.1 Factor Analyses

Table 1: Saturate the expressions of the study variables

Variable	Phrases	degree of saturation
Customer Focus	I recommend my organisation's customer focus policy to other organisations.	0.531
	I am satisfied with the way my organisation solves our customer needs.	0.588
	Our customers are happy with the way their needs are attended to.	0.613
Continuous Improvement	My organisation is inclined to continuous improvement.	0.633
	There are processes, systems and structures in my organisation that help it continuously improve.	0.777
	How often does your organisation conduct staff training and take measures to improve its services?	0.682
Process Management	Presence of processes, systems and structures in your organization that facilitate better service delivery	0.553
	How satisfied are you with the processes, systems in your organisation that facilitate better service delivery	0.665
	How often does your organisation conduct staff training and take measures to improve its services?	0.543
	prompt attendance of inquiries and cases in your organisation	0.691
Employee Involvement	Employees involvement in decision making process of your organisation	0.795
	Employees satisfaction with their level of involvement in decision making	0.753
	Employees feel free to speak to management about issues in the organisation	0.788

Leadership & Good Vision	Organisation leadership in giving a clear direction and communication needed by employees to take action	0.735	
	Visionary of your organisation leadership	0.704	
	Employees' encouragement to be leaders	0.676	
Communication	Communication plays a role in efficient service delivery by your organisation	0.504	
	Organisation's communication channels in your organisation are explored to get honest feedback to better its services	0.600	
	Communication fastness acted upon to impact better service delivery	0.742	
Integrated Systems	smoothness of structures and systems in my organization	0.715	
	Recommendation to structures and systems in my organization be adopted by other organisations	0.733	
	Customers satisfaction with the seamlessness of your structures and systems in service delivery.	0.782	
Employee satisfaction	Our optimism about the future of this organisation	0.599	
	Recommendation of this organisation to prospects looking for an employment	0.725	
	Encouraging friends and others to seek the services of my organisation	0.689	
	Being happy to be an employee in this organisation	0.798	
	Being happy the way our customers appreciate the quality of our services	0.709	
Study tool	P-value	Correlation coefficient	Phrases
The Customer Focus axes: Validate Customer focus	0.000	0.912**	I recommend my organisation's customer focus policy to other organisations.
	0.000	0.838**	I am satisfied with the way my organisation solves our customer needs.
	0.000	0.940**	Our customers are happy with the way their needs are attended to.
2.The Continuous Improvement axes: Validate Continuous Improvement	0.000	0.779**	My organisation is inclined to continuous improvement.
	0.000	0.886**	There are processes, systems and structures in my organisation that help it continuously improve.
	0.000	0.828**	How often does your organisation conduct staff training and take measures to improve its services?
3.The Process Management axes: Validate Process Management	0.000	0.873**	Presence of processes, systems and structures in your organization that facilitate better service delivery
	0.000	0.901**	How satisfied are you with the processes, systems in your organisation that facilitate better service delivery
	0.000	0.903**	How often does your organisation conduct staff training and take measures to improve its services?
	0.000	0.867**	prompt attendance of inquiries and cases in your organisation
4.The Employee Involvement axes: Validate Employee Involvement	0.000	0.945**	Employees involvement in decision making process of your organisation
	0.000	0.937**	Employees satisfaction with their level of involvement in decision making
	0.000	0.916**	Employees feel free to speak to management about issues in the organization

5.The Leadership & Good Vision axes: Validate Leadership & Good Vision	0.000	0.951**	Organisation leadership in giving a clear direction and communication needed by employees to take action
	0.000	0.896**	Visionary of your organisation leadership
	0.000	0.899**	Employees' encouragement to be leaders
6. The Communication axes: Validate Communication	0.000	0.942**	Communication plays a role in efficient service delivery by your organization
	0.000	0.914**	Organisation's communication channels in your organisation are explored to get honest feedback to better its services
	0.000	0.936**	Communication fastness acted upon to impact better service delivery
7. The Integrated Systems axes: Validate Integrated Systems	0.000	0.936**	smoothness of structures and systems in my organization
	0.000	0.915**	Recommendation to structures and systems in my organization be adopted by other organisations
	0.000	0.902**	Customer's satisfaction with the seamlessness of your structures and systems in service delivery.
8. The Employee satisfaction axes: Validate Employee satisfaction	0.000	0.890**	Our optimism about the future of this organization
	0.000	0.887**	Recommendation of this organisation to prospects looking for an employment
	0.000	0.831**	Encouraging friends and others to seek the services of my organization
	0.000	0.903**	Being happy to be an employee in this organisation
	0.000	0.889**	Being happy the way our customers appreciate the quality of our services

The all the saturation values for the study variables were greater than 0.05, which shows that there is no need to delete any of the study variables and it turns out that there are 4 latent root factors that are greater than one, and these factors explain 76.24% of the variation that occurs in the variables, which is a high value. The KMO value is equal to 0.909, which is an acceptable value, as it is higher than 0.600, and this means that the measurement is excellent at a significance of 0.000.

4.2 Validate the Study Tool

Questionnaire validity was proved by calculating the correlation coefficients to find out the extent of the internal homogeneity of the research tool:

From the findings in Table (2), shows that validate for Customer Focus axes items was statistically significant in 0.05 and the tool has structural validity. Table (3) shows that validate for Continuous Improvement axes items were statistically significant in 0.05 and the tool has structural validity. Validate for

Process Management axes items was statistically significant in 0.05 and the tool has structural validity. Validate for Employee Involvement axes items was statistically significant in 0.05 and the tool has structural validity. Validate for Leadership & Good Vision_axes items was statistically significant in 0.05 and the tool has structural validity. Validate for Communication axes items was statistically significant in 0.05 and the tool has structural validity. Validate for Integrated Systems axes items was statistically significant in 0.05 and the tool has structural validity. Validate for Employee satisfaction_axes items was statistically significant in 0.05 and the tool has structural validity.

4.3 Reliability study tool

The value of Cronbach alpha for all study tool is more than 0.7 and the study tool is high Reliability. This is shown in Table 2.

Table 2: Reliability questionnaire

Number of elements	Cronba ch Alpha	Dimension
3	0.876	Customer Focus
3	0.770	Continuous Improvement
4	0.908	Process Management
3	0.926	Employee Involvement
3	0.902	Leadership & Good Vision
3	0.923	Communication
3	0.905	Integrated Systems
5	0.925	Employee satisfaction
27	0.973	Total questionnaire

4.4 Demographic Characteristics

Table 3: Sample According to Demographic Characteristics

	Categories	N	%
Gender	Male	40	80
	Female	10	20
Age	18-29	15	30
	30 – 39	29	58
	40 - 49	6	12
Educational background	Diploma or less	1	2
	Bachelor's	36	72
	Master's	12	24
	Ph.D.	1	2
Job level	First-level management.	12	24
	Entry-level.	6	12
	Middle management.	12	24
	Intermediate or experienced (senior staff)	14	28
	Executive or senior management.	6	12
Type of the company	Semi-government	14	28
	Public	16	32
	Private	20	40
Your job experience	0-5 years	10	20
	6 – 10 years	27	54
	11 – 15 years	9	18
	>15	4	8

As shown in Table 4, the all-expression Customer Focus axes were the high and it shows the high level of the Customer Focus in the health sector in Saudi Arabia where mean is 4.080 and S.D 1.004. The expression Continuous Improvement axes were the very high and 2 expression Continuous Improvement axes were the high it shows the high level of the Continuous Improvement in the health sector in Saudi Arabia where mean is 4.053 and S.D 1.082. The all-expression Process Management axes were the high and it shows the high level of the Process Management in the health sector in Saudi Arabia where mean is 3.975 and S.D 1.043. The all-expression Employee Involvement axes were the high and it shows the high level of the Employee Involvement in the health sector in Saudi Arabia where mean is 3.800 and S.D 1.214.

The all-expression Leadership & Good Vision axes were the high and it shows the high level of the Leadership & Good Vision in the health sector in Saudi Arabia where mean is 3.953 and S.D 1.185. The all-expression Communication axes were the high and it shows the high level of the Communication in the health sector in Saudi Arabia where mean is 4.033 and S.D 1.051. The all-expression Integrated Systems axes were the high and it shows the high level of the Integrated Systems in the health sector in Saudi Arabia where mean is 3.967 and S.D 1.017. It shows the high level of the various TQM practices in the health sector in Saudi Arabia where mean is 3.980 and S.D 1.083. The 2 expression Employee satisfaction axes were the very high and 3 expression Employee satisfaction axes were the high it shows the high level of the Employee satisfaction in the health sector in Saudi Arabia where mean is 4.168 and S.D 1.018.

4.5 The variables of study

Table 4

Phrases of the Customer Focus axes:	Mean	Median	S. D	Degree	Arrangement
I recommend my organisation's customer focus policy to other organisations.	4.100	4.000	1.111	High	2
I am satisfied with the way my organisation solves our customer needs.	3.980	4.000	0.845	High	3
Our customers are happy with the way their needs are attended to.	4.160	4.000	1.057	High	1
Phrases of the Continuous Improvement axes:					
My organisation is inclined to continuous improvement.	4.240	4.000	1.001	Very High	1
There are processes, systems and structures in my organisation that help it continuously improve.	4.080	4.000	1.027	High	2
How often does your organisation conduct staff training and take measures to improve its services?	3.840	4.000	1.218	High	3
Phrases of the Process Management axes:					
Presence of processes, systems and structures in your organization that facilitate better service delivery	3.960	4.000	1.029	High	3
How satisfied are you with the processes, systems in your organisation that facilitate better service delivery	3.900	4.000	1.129	High	4
How often does your organisation conduct staff training and take measures to improve its services?	4.080	4.000	1.066	High	1
prompt attendance of inquiries and cases in your organization	3.960	4.000	0.947	High	2
Phrases of the Employee Involvement axes:					
Employees involvement in decision making process of your organization	3.900	4.000	1.233	High	1
Employees satisfaction with their level of involvement in decision making	3.680	4.000	1.220	High	3
Employees feel free to speak to management about issues in the organization	3.820	4.000	1.190	High	2
Phrases of the Leadership & Good Vision axes:					
Organisation leadership in giving a clear direction and communication needed by employees to take action	3.980	4.000	1.134	High	1
Visionary of your organisation leadership	3.980	4.000	1.204	High	2
Employees' encouragement to be leaders	3.900	4.000	1.216	High	3
Phrases of the Communication axes:					
Communication plays a role in efficient service delivery by your organization	3.980	4.000	1.078	High	3
Organisation's communication channels in your organisation are explored to get honest feedback to better its services	4.040	4.000	1.009	High	2
Communication fastness acted upon to impact better service delivery	4.080	4.000	1.066	High	1
Phrases of the Integrated Systems axes:					
smoothness of structures and systems in my organization	4.020	4.000	1.059	High	1
Recommendation to structures and systems in my organization be adopted by other organizations	3.900	4.000	1.055	High	3
Customers satisfaction with the seamlessness of your structures and systems in service delivery.	3.980	4.000	0.937	High	2
Phrases of the Employee satisfaction axes:					
Our optimism about the future of this organization	4.140	4.000	1.030	High	4
Recommendation of this organization to prospects looking for an employment	4.120	4.000	0.961	High	5
Encouraging friends and others to seek the services of my organization	4.200	5.000	1.107	Very High	2
Being happy to be an employee in this organization	4.200	4.000	0.948	Very High	1
Being happy the way our customers appreciate the quality of our services	4.180	4.000	1.044	High	3

4.6 Test Research Hypotheses

H1: TQM practices have a positive effect on employees' satisfaction

It is clear from Table (5) there was a correlation among levels of job satisfaction and total

quality management levels in the health sector in the Kingdom of Saudi Arabia Where was the value chi-square Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.836

Table 5: Association between TQM practices and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
TQM practices level	Low	2(66%)	2(33%)	0(0%)	4
	Medium	1(33%)	3(50%)	3(7%)	7
	High	0(0%)	1(17%)	38(93%)	39
Total		3	6	41	50
chi-square		35.030			
P-VALUE		0.000			
Pearson's correlation		0.836			
P-VALUE		0.000			

In Table (6) the simple regression equations were significant at the level of 0.05, and it showed a positive statistical significance impact of the TQM practices on employees' satisfaction, it was correct and

the hypothesis turned out to be more as it increased TQM practices level 1 percent is the employees' satisfaction level has increased 0.204%

Table 6: Impact TQM practices on employees' satisfaction

P-VALUE	F	T	B
0.000	111.788**	10.573**	0.204

H1a: Customer Focus have a positive effect on employees' satisfaction

It is clear as indicated in Table (7) there was a correlation between the levels of job satisfaction and that of Customer Focus in the health sector in the

Kingdom of Saudi Arabia Where was the value chi-square statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.727

Table 7: Correlation between Customer Focus and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Customer Focus level	Low	2(67%)	1(17%)	0(0%)	3
	Medium	0(0%)	2(33%)	3(7%)	5
	High	1(33%)	3(50%)	38(93%)	42
Total		3	6	41	50
chi-square		27.972			
P-VALUE		0.000			
Pearson's correlation		0.727			
P-VALUE		0.000			

In Table (8) the simple regression equation is significant at 0.05 level, and there is a positive statistical significance impact of the Customer Focus on employees' satisfaction, it was correct the hypothesis

and turned out it there was more increase in Customer Focus level 1 percent was the employees' satisfaction level has increased 1.199%.

Table 8: Impact Customer Focus on employees' satisfaction

P-VALUE	F	T	B
0.000	53.954**	7.345**	1.199

H1b: Continuous Improvement have a positive impact on employees' satisfaction

It was clear as indicated in Table (9) there is a correlation between the levels of job satisfaction and the levels of Continuous Improvement in the health sector

in the Kingdom of Saudi Arabia Where was the value chi-square statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.626.

Table 9: Correlation between Continuous Improvement and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Continuous Improvement level	Low	2(67%)	1(17%)	1(2%)	4
	Medium	0(0%)	5(83%)	5(12%)	10
	High	1(33%)	0(0%)	35(85%)	36
Total		3	6	41	50
chi-square		34.897			
P-VALUE		0.000			
Pearson's correlation		0.626			
P-VALUE		0.000			

In Table (10) the regression equation shows significance at 0.05 level, and so there was a positive statistical significance impacts of Continuous Improvement on employees' satisfaction, it was correct

that the hypothesis turned out to be more increasing Continuous Improvement level 1 percent was employees' satisfaction level has increased 1.038%.

Table 10: Impact Continuous Improvement on employees' satisfaction

P-VALUE	F	T	B
0.000	30.936**	5.562**	1.038

H1c: Process Management have a positive effect on employees' satisfaction

It is clear in Table (11) there was a correlation between the levels of job satisfaction and the levels of Process Management in the health sector in the

Kingdom of Saudi Arabia Where was the value chi-square Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.852.

Table 11: Correlation between Process Management and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Process Management level	Low	3	1	0	4
	Medium	0	4	5	9
	High	0	1	36	37
Total		3	6	41	50
chi-square		50.727			
P-VALUE		0.000			
Pearson's correlation		0.852			
P-VALUE		0.000			

In Table (12) the regression equation is significant at 0.05 level, and there was a positive statistical significance effect of Process Management on employees' satisfaction, it was correct the hypothesis it

turned out that the more increase in Process Management level 1 percent the employees' satisfaction level has increased 1.031%.

Table 12: Impact Process Management on employees' satisfaction

P-VALUE	F	T	B
0.000	127.533**	11.193**	1.031

H1d: Employee Involvement have a positive effect on employees' satisfaction

It was clear from Table (13) there is a correlation between the levels of job satisfaction and that of Employee Involvement in the health sector in the

Kingdom of Saudi Arabia Where was the value chi-square Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.655.

Table 13: Correlation between Employee Involvement and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Employee Involvement level	Low	3	1	3	7
	Medium	0	2	6	8
	High	0	3	32	35
Total		3	6	41	50
chi-square		21.664			
P-VALUE		0.000			
Pearson's correlation		0.655			
P-VALUE		0.000			

In Table (14) the regression equation is significant at 0.05 level, and there was a positive statistical significance effect of Employee Involvement on employees' satisfaction, it was correct that the

hypothesis showed that more increase in Employee Involvement level 1% and employees' satisfaction level also increased 0.863%.

Table 14: Impact Employee Involvement on employees' satisfaction

P-VALUE	F	T	B
0.000	36.118**	6.010**	0.863

It is clear from Table (15) there is a correlation between the levels of job satisfaction and the levels of Leadership & Good Vision in the health sector in the Kingdom of Saudi Arabia Where was the value chi-square Statistically significant at 0.05 and the

relationship was positive correlated with the value of the correlation coefficient 0.722.

H1e: Leadership & Good Vision have a positive effect on employees' satisfaction

Table 15: Correlation between Leadership & Good Vision and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Leadership & Good Vision level	Low	3(100%)	2(33%)	2(5%)	7
	Medium	0(0%)	1(17%)	2(5%)	3
	High	0(0%)	3(50%)	37(90%)	40
Total		3	6	41	50
chi-square		24.904			
P-VALUE		0.000			
Pearson's correlation		0.722			
P-VALUE		0.000			

In Table (16) the regression equation is significant at 0.05 level, and there was a positive statistical significance effect of the Leadership & Good Vision on employees' satisfaction, it was correct the

hypothesis turned out to be the more it increased Leadership & Good Vision level 1% is the employees' satisfaction level has increased 0.994%.

Table 16: Impact Leadership & Good Vision on employees' satisfaction

P-VALUE	F	T	B
0.000	52.381**	7.237**	0.994

H1f: Communication have a positive effect on employees' satisfaction

It was clear in Table (17) there is a correlation between the levels of job satisfaction and the levels of Communication in the health sector in the Kingdom of

Saudi Arabia Where was the value chi-square Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.671.

Table 17: Correlation between Communication and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Communication level	Low	2(67%)	2(33%)	1(2%)	5
	Medium	0(0%)	3(50%)	6(15%)	9
	High	1(33%)	1(17%)	34(83%)	36
Total		3	6	41	50
chi-square		23.310			
P-VALUE		0.000			
Pearson's correlation		0.671			
P-VALUE		0.000			

In Table (18) the regression equation is significant at 0.05 level, and there was a positive statistical significance effect of the Communication on employees' satisfaction, it was correct the hypothesis it

was revealed that the more it increased Communication level 1percent is employees' satisfaction level has increased 1.022%.

Table 18: Impact Communication on employees' satisfaction

P-VALUE	F	T	B
0.000	39.270**	6.267**	1.022

H1g: Integrated Systems have a positive effect on employees' satisfaction

It was clear as indicated in Table (19) there was a correlation between the job satisfaction levels and the levels of Integrated Systems in the sector of health

in the Saudi Arabia Kingdom. Where was the value chi-square statistically significant at 0.05 as well as the relationship was positive correlated with the value of the correlation coefficient 0.709.

Table 19: Correlation between Integrated Systems and employees' satisfaction

		Employees' Satisfaction Level			Total
		Low	Medium	High	
Integrated Systems level	Low	2(67%)	2(33%)	0(0%)	4
	Medium	0(0%)	2(33%)	5(12%)	7
	High	1(33%)	2(33%)	36(88%)	39
Total		3	6	41	50
chi-square		25.925			
P-VALUE		0.000			
Pearson's correlation		0.709			
P-VALUE		0.000			

In Table (20) the regression equation is significant at 0.05 level, and there was a positive statistical significance effect of Integrated Systems on employees' satisfaction, it was correct the hypothesis it

was revealed that the more it increased Integrated Systems level 1 percent was the employees' satisfaction level has increased 1.132%.

Table 20: Impact Integrated Systems on employees' satisfaction

P-VALUE	F	T	B
0.000	48.438**	6.960**	1.132

5. DISCUSSION

From the study, the results of the study clearly show the impact of total quality management (TQM) practices on employee satisfaction in the Saudi Health sector. The findings showed that Customer Focus, Continuous Improvement, Process Management, Employee Involvement, Leadership & Good Vision, Communication and Integrated Systems showed a positive significance that associated with employee satisfaction. The findings are concur with that of

Ahmed & Idris (2020) who state that at the 5% level of significance, their findings revealed a favorable correlation among soft TQM features and employees' satisfaction with their jobs.

The research found high level of the various TQM practices in the health sector in Saudi Arabia and high level of the Customer Focus, high level of the Continuous Improvement, high level of the Process Management, high level of the Employee Involvement, high level of the Leadership & Good Vision, high level

of the Communication and high level of the Integrated Systems in the health sector in Saudi Arabia and the high level of the Employee satisfaction in the health sector in Saudi Arabia. This finding goes hand in hand with that of Alsughayir (2014) who explain that the assessed organizations shown high commitment levels to the implementation of health. This was assessed using high average scores for the TQM pillars such as leadership, customer focus, people involvement, as well as continuous improvement.

The results reveal a positive statistical significance impact of the TQM practices on employees' satisfaction in the health sector in Saudi Arabia, there is a statistically positive significant impact of the Customer Focus, Continuous Improvement, Process Management, Employee Involvement, Leadership & Good Vision, Communication and Integrated Systems on employees' satisfaction, in the health sector in Saudi Arabia. The results are concur with that of Škarica (2021); Faeq *et al.*, (2022); Glaveli *et al.*, (2022), which reveals a statistically significant positive correlation between employee work satisfaction and each single variable of five soft TQM components.

The results indicate further that the more it increased TQM practices level 1% is the employees' satisfaction level has increased 0.204% and the more it increased Customer Focus, Continuous Improvement, Process Management, Employee Involvement, Leadership & Good Vision, Communication and Integrated Systems level, 1% is the employees' satisfaction level has increased 1.199%, 1.038%, 1.031%, 0.863%, 0.994%, 1.022% and 1.132% Respectively. These findings are supported by that of Bailey (2022) who argues that the major factor in employee involvement and satisfaction is the quality of your product or service, which gives your employees meaningful employment. In addition, the results concur with that of Ahmed & Idris (2020), who state that factors such as customer focus, employee communication, and continual improvement had a significant effect on service quality and so employee satisfaction.

6. CONCLUSION

The research concluded that high level of the various TQM practices in the health sector in Saudi Arabia and high level of the Customer Focus, high level of the Continuous Improvement, high level of the Process Management, high level of the Employee Involvement, high level of the Leadership & Good Vision, high level of the Communication and high level of the Integrated Systems in the health sector in Saudi Arabia and the high level of the Employee satisfaction in the health sector in Saudi Arabia.

It is further concluded that there is a statistically positive and significant impact of the TQM practices on employees' satisfaction in Saudi Arabia

health sector in, there is a statistically significant positive impact of the Customer Focus, Continuous Improvement, Process Management, Employee Involvement, Leadership & Good Vision, Communication and Integrated Systems on employees' satisfaction, in the Saudi Arabia health sector.

Additionally, the study conclude that, the more it increased TQM practices level 1% is the employees' satisfaction level has increased 0.204% and the more it increased Customer Focus, Continuous Improvement, Process Management, Employee Involvement, Leadership & Good Vision, Communication and Integrated Systems level, 1% is the employees' satisfaction level has increased 1.199%, 1.038%, 1.031%, 0.863%, 0.994%, 1.022% and 1.132% Respectively.

The study suggests that leaders and managers in the health sector utilize more interactive technologies to promote improved employee engagement with the institutions. As a result, it will be easier to fully comprehend their staff, which will help them make better judgments on how to best meet their demands. There is a pressing need to make sure that the staff training requirements are kept to a minimum in order to reduce staff training expenditures while maintaining performance. According to the report, those in charge of developing health policies should look for ways to make their varied ideal performances easier to achieve and sustain. For further studies, it is recommended that, since the focus of the study was the impact of TQM procedures on Saudi Health sector, studies focusing on different nations may be conducted by other researchers.

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