Saudi Journal of Business and Management Studies Abbreviated Key Title: Saudi J Bus Manag Stud ISSN 2415-6663 (Print) |ISSN 2415-6671 (Online) Scholars Middle East Publishers, Dubai, United Arab Emirates Journal homepage: <u>https://saudijournals.com</u>

Original Research Article

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

Naimah Alsalamah¹

¹Alfaisal University, Saudi Arabia

DOI: 10.36348/sjbms.2023.v08i06.005

| Received: 29.04.2023 | Accepted: 03.06.2023 | Published: 19.06.2023

*Corresponding author: Naimah Alsalamah Alfaisal University, Saudi Arabia

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 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.

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

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 operations were undertaken in various TOM investigators in examining the impacts of TQM as far as budgetary 1 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, employee process management, involvement, leadership & good vision, communication, integrated systems, employee satisfaction.

Citation: Naimah Alsalamah (2023). Exploring the Impact of Total Quality Management (TQM) Practices on Employee Satisfaction in the Saudi Health Sector. *Saudi J Bus Manag Stud, 8*(6): 132-144.

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 workrelated 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.

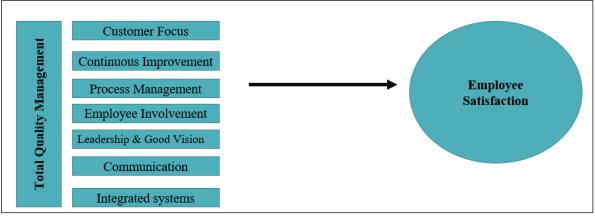


Figure 1: Conceptual Model

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

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

Table 1: Saturate the expressions of the study variables

Leadership & Good Vision 0.735 Good Vision 0.704 Communication needed by employees to take action Visionary of your organisation leadership 0.704 Communication plays arole in efficient service 0.676 Communication plays arole in efficient service 0.600 Organisation scommunication 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. 0.715 Communication scommunication of structures and systems in my organization be adopted by other organisations. 0.733 Customers satisfaction with the scamlessness of your structures and systems in service delivery. 0.782 Employce satisfaction Our optimism about the fauture of this organisation my organization be adopted by other organisation 0.599 Employce satisfaction 0.600 0.784 The Customer Focus axes: Validate 0.000 0.791* Contoming price and employment 0.709 0.799 Customer focus 0.000 0.791* The Customer Focus axes: Validate 0.000 0.782* 1 recommend my organisation's customer focus axes 3.The Process Management axes: Validate 0.000				U
Visionary of your organisation leadership 0.704 Employees encouragement to be leaders 0.676 Communication plays a role in efficient service 0.504 Organisation is communication channels in your 0.600 Organisation are explored to get honest feedback to 0.600 Service delivery 0.715 Communication fastness acted upon to impact better 0.733 service delivery 0.733 Organisation are explored to get honest feedback to 0.733 reganization be adopted by other organisations 0.733 organization be adopted by other organisations 0.732 Customers satisfaction with the scamlessness of your 0.782 State of an employment 0.799 Employee 0.400 0.798 Being happy to be an employee in this organisation 0.599 Study tool P-value Correlation coefficient Phrase The Customer 0.000 0.912** 1 recommer and yorganisation's classes, systems and structures and systems in groganisation are are happy with the way my organisation are explored to the organisation of your arrives? 1 recommend my organisation's classes, systems and structures in mode are explored by other organisation	Leadership &			0.735
Employce' Communication Endotyce Communication plays a role in efficient service delivery by your organisation 0.676 Communication communication channels in your organisation's communication channels in your organisation are explored to get honest feedback to better its services 0.600 Communication factors and systems in my organisation be adopted by other organisations 0.715 Systems smoothness of structures and systems in my organization 0.733 Customers satisfaction with the seamlessness of your structures and system is nervice delivery. 0.782 Employce Our optimism about the future of this organisation tructures and system is nervice delivery. 0.782 Employce Our optimism about the future of this organisation tructures and system is nervice delivery. 0.798 Encouraging friends and others to seek the services of my organisation 0.798 Being happy to be an employee in this organisation 0.798 Being happy to be an encolocus on the system structures and systems in substructure spolicy to other organisations 0.000 Our optimism about the future of this organisation their necks area 0.000 0.912** Study tool P-value Correlation exelficient evalue Processon organisations Customer focus 0.000 0.838** I are stru	Good Vision			
Communication Communication plays a role in efficient service 0.504 delivery by your organisation 0.600 Organisation's communication channels in your organisation's communication channels in your organisation are explored to get honest feedback to hetter its services 0.600 Communication fastness acted upon to impact better service delivery 0.742 Integrated Systems organization 0.733 Customers satisfaction with the seamlessness of your organization be adopted by other organisations 0.782 Employee Our optimism about the future of this organisation 0.599 Employee Our optimism about the future of this organisation 0.599 Study tool Press 0.689 my organization 0.798 0.709 Employee 0.000 0.912** I recommend my organisation's customer focus policy to other organisations Being happy to be an employee in this organisation 0.798 0.709 Ustomer 0.000 0.912** I recommend my organisation's customer focus policy to other organisations Customer focus 0.000 0.912** I am satisfied with the way their needs are attended to. Continuous 0.000			*	
delivery by your organisation 0.600 Organisation is communication channels in your organisation are explored to get honest feedback to better its services 0.600 Communication fastmess 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 suisfaction with the samlessness of your structures and systems in revice delivery 0.782 Employee Que optimism about the future of this organisation 0.599 Employee Our optimism about the future of this organisation 0.798 Being happy to be an employee in this organisation 0.798 0.798 Being happy to be an employee in this organisation 0.798 0.798 Customer Focus ares: 0.000 0.912** 1 recommend my organisation's organisation solves our customer needs organisation solves our customer needs organisation solves our customer needs organisation solves our customer needs organisation solves our customer antended to. 1 am satisfied with the way my organisation is inclined to continuous Customer Validate 0.000 0.838** 1 am satisfied with the way organisation is nolves our customer antended to. <t< td=""><td></td><td></td><td></td><td></td></t<>				
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 0.733 Curstomers satisfaction with the scamessness of your structures and systems in service delivery. 0.782 Employce satisfaction Our optimism about the future of this organisation looking for an employment 0.599 Employce satisfaction Our optimism about the future of this organisation looking for an employment 0.798 Encouraging friends and others to seek the services of my organisation 0.798 Paraset Study tool P-value Correlation coefficient Phraset The Customer 0.000 0.912*** I recommend my organisation customer focus policy to other organisation is inclined to continuous improvement Quoto 0.000 0.940*** My organisation the way my organisation is inclined to continuous improvement Quoto 0.000 0.940*** How organisation that help continuous improvement Quoto 0.000 0.887*** Terestructures in your organisation conduct staff training and take measare to improve its services?	Communication			0.504
organisation are explored to get honest feedback to better its services 0.742 Communication fastness acted upon to impact better service delivery 0.742 Integrated Systems smoothness of structures and systems in my organization be adopted by other organisations 0.733 Recommendation to structures and systems in cry organization be adopted by other organisation 0.782 Employee Our optimism about the future of this organisation 0.799 Satisfaction Recommendation of this organisation 0.799 Been mendation of this organisation 0.798 0.798 Being happy to be an employee in this organisation 0.709 0.709 Being happy to be an orule customers appreciate the quality of our services 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Customer focus 0.000 0.949** I am satisfied with the way my organisations of wy organisation Customer focus 0.000 0.737** I am satisfied with the way my organisation Improvement 0.000 0.737** I am satisfied with the way my organisation Improvement 0.000 0.737** I am satisfied with the way my organistation is inclined to continuous				
better its services 0.742 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 0.733 Recommendation to structures and systems in service delivery. 0.782 Employee Our optimism about the future of fils organisation structures and systems in service delivery. 0.725 Employee Our optimism about the future of fils organisation looking for an employment 0.599 Encouraging friends and others to seek the services of quality of our services 0.709 Study tool P-value Correlation coefficient Phrase The Customer 0.000 0.912** I recommend my organisation's customer focus on customer needs organisation solves our customer needs organisation solves our customer needs organisation sinclined to continuous Improvement 0.000 0.738** Improvement 0.000 0.886*** There are processes, systems and structures in my organisation is inclined to continuous improvement. Improvement 0.000 0.886*** There are processes, systems and structures in your organisation conduct staff training and take measure to improve 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 to structures and systems in service delivery. 0.733 Employee Our optimism about the future of this organisation structures and systems in service delivery. 0.782 Employee Our optimism about the future of this organisation reganisation 0.599 Recommendation of this organisation to prospects looking for an employment 0.798 Encouraging friends and others to seek the services of my organisation 0.798 Being happy to be an cruptoyee in this organisation delive 0.709 Study tool P-value Correlation coefficient Phrase ustomer focus outcomer aced organisations solves our customer aced organisation solves our customer aced organisations solves our customer aced organisation solves our customer aced organisations si inclined to continuous improvement O.000 0.838** Tam satisfied with the way my organisation si inclined to continuous improvement. Improvement axees: Validate 0.000 0.838** There are processes, systems and structures in my organisation tractificate better serv			get honest feedback to	
service delivery Internet for the formation 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 Our optimis about the future of this organisation 0.599 Recommendation of this organisation to prospects looking for an employment 0.725 Being happy to be an employee in this organisation 0.798 Being happy to be an employee in this organisation 0.798 Being happy to be an employee in this organisations 0.709 Quart optimes 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Customer 0.000 0.940** Our outsomer samp with the way my organisation solves our customer needs ontinuous Customer 0.000 0.838** There are processes, systems and structures in my organisation that help structures in your organisation that facilitate better service delivery Anther forces 0.000 0.817** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its service elivery <				
Integrated Systems organization be adopted by other organisations Customer satisfaction with the samessess of your structures and systems in service delivery. Employee astisfaction adopted by other organisation Customer satisfaction to structures and systems in service delivery. Employee astisfaction adopted by other organisation to prospects looking for an employment Encouraging friends and others to seek the services of my organisation Being happy to be an employee in this organisation of this organisation to 0.798 Being happy to be an employee in this organisation Being happy to be an employee in this organisation aution of the organisation on 0.798 Being happy to be an employee of 0.689 my organisation Being happy to be an employee of 0.021*** The Customer Focus axes: Validat Customer focus patient Continuous Improvement 0.000 0.940** Our customers appreciate the organisation solves our customers appreciate the organisation solves our customer needs 0.000 0.940** Our customer are dended to 0.000 0.940** Continuous Improvement 0.000 0.940** Our customers are happy with the way my organisation solves our customer needs 0.000 0.940** Continuous Improvement 0.000 0.886** There are processes, systems and structures in my organisation that help continuous improvement. 0.000 0.873** Presence of processes, systems and structures in your organisation that facilitate better service delivery Management axes: Validate 0.000 0.901** How aften does your organisation that facilitate better service delivery Process 0.000 0.903** Arme facilitate better service delivery Proteess 0.000 0.903** Arme facilitate better service delivery Proteess in your organisation facilitate better service delivery Proteess in your org			ted upon to impact better	0.742
Systems organization 0.733 Recommendation to structures and systems in my organization be adopted by other organisations 0.733 Customers satisfaction with the scamlessness 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 0.689 Encouraging friends and others to seek the services of my organisation 0.798 Being happy to be an employee in this organisation 0.798 Study tool P-value Correlation coefficient The Customer 0.000 0.912** I recommend my organisation's customer focus axes: 0.000 0.940** 0.000 0.940** I recommend and other organisation solves our customer needs outsomer focus axes: 0.000 0.000 0.940** Wy organisation is inclined to continuous Continuous improvement. Improvement 0.000 0.886** There are processes, systems and structures in my organisation that help continuous inprove: needs. Improvement 0.000 0.817** Presence of processes, systems and structures in your organisation conduct staff training and take meas				
Recommendation to structures and systems in my organization be adopted by other organisations Customers satisfaction with the seamlessness of your structures and systems in service delivery. 0.782 Employee Our optimism about the furure of this organisation looking for an employment 0.599 Recommendation of this organisation to prospects looking for an employment 0.798 Encouraging friends and others to seek the services of my organisation 0.798 Being happy to be an employee in this organisation 0.798 The Customer Focus axes: 0.000 0.912** Variation 0.000 0.912** Customer focus 0.000 0.912** Customer focus 0.000 0.912** Customer focus 0.000 0.912** Customer focus 0.000 0.940** Cur customer are happ with the way my organisation solves our customer needs out suborn focus our customer needs out customer are processes, systems and structures in my organisation continuous improvement. Asset Validate Continuous 0.000 0.828** Management axes: Validate 0.000 0.828** Management axes: Validate 0.000 0.901** Management 0.000 0.901**			d systems in my	0.715
organization be adopted by other organisations 0.782 Customers satisfaction with the seamlessness of your structures and systems in service delivery. 0.782 Employee Our optimism about the future of this organisation 0.599 satisfaction Recommendation of this organisation to prospects 0.725 looking for an employment 0.689 0.798 Encouraging friends and others to seek the services of using for an employee in this organisation 0.798 Being happy to be an employee in this organisation 0.798 Guaity of our services 0.709 The Customer 0.000 0.912** Validate 0.000 0.838** 1 are satisfied with the way my organisation solves our customer needs Customer focus 0.000 0.949** Our customers are happy with the way their needs are attended to. Continuous 0.000 0.799** My organisation is inclined to continuous inprovement. Improvement 0.000 0.838** How often does your organisation that help continuous inprovement. Improvement 0.000 0.828** How often does your organisation to inducut staff training and take measure to improve is services? Jinter Pro	Systems			
Customers satisfaction with the scanlessness of your structures and systems in service delivery. 0.782 Employee satisfaction Our optimism about the future of this organisation looking for an employment 0.599 Encouraging friends and others to seek the services of my organisation 0.725 Being happy to be an employee in this organisation 0.798 Being happy to an employee in this organisation 0.798 Being happy to be an employee in this organisation 0.798 The Customer Focus axes: Validate 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Customer focus 0.000 0.838** I am satisfied with the way my organisation solves our customer mediations. Customer focus 0.000 0.779** My organisation is inclined to continuous Improvement axes: Validate 0.000 0.886** There are processes, systems and structures in my organisation that help continuous limprove. Management axes: Validate 0.000 0.873** There are forcesses, systems and structures in your organisation conduct staff training and take measure to improve its services? Management axes: Validate 0.000 0.901** How satisfied are you with the processes, systems in your organisation conduct staff training and take m				0.733
structures and systems in service delivery.				
Employee satisfaction Our optimism about the future of this organisation 0.599 satisfaction Recommendation of this organisation to prospects looking for an employeent 0.725 Being happy to be an employee in this organisation 0.798 Being happy to be an employee in this organisation 0.798 Being happy to be an employee in this organisation 0.709 guality of our services 0.709 The Customer 0.000 0.912** Focus axes: 0.000 0.838** I recommend my organisation's customer focus policy to other organisation solves our customer needs 0.000 0.940** Our customers are happy with the way their needs are attended to. Customer focus 0.000 0.779** My organisation is inclined to continuous Continuous Improvement axes: Validate 0.000 0.828** There are processes, systems and structures in my organisation to improve. 3.The Process 0.000 0.817** Presence of processes, systems and structures in your organisation to improve. Management axes: Validate 0.000 0.817** Presence of processes, systems in your organisation conduct staff training and take measure to improve its services? Management axes: Validate 0.0				0.782
satisfaction 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 to be an employee in this organisation 0.709 Being happy to be an employee in this organisation 0.709 Being happy to be an employee in this organisation coefficient Phrase The Customer 0.000 0.912** I recommend my organisation's customer focus policy to other organisation solves our customer needs 0.000 0.912** I are satisfied with the way my organisation is solves our customer needs 0.000 0.940** Our customers are happy with the way their needs are attended to. Continuous 0.000 0.779** My organisation is inclined to continuous My organisation is molent thelp continuous Improvement 0.000 0.888** There are processes, systems and structures in my organisation that help continuous improvement. Improvement 0.000 0.873** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.873** Presence of processes, systems and structures in your organisation conduct sta				
Iooking for an employment 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 The Customer 0.000 0.912** Focus axes: 1 recommend my organisation's customer focus policy to other organisation solves our customer needs organisation solves our customer needs organisation solves our customer needs roganisation sinclined to continuous improvement. 2.The Continuous 0.000 0.940** Our customers are happy with the way their needs are attended to. 1mprovement axes: Validate 0.000 0.828** Hoe offen does your organisation conduct staff training and take measure to improve its services? 3.The Process Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its service? Management axes: Validate 0.000 0.901** How offen does your organisation facilitate better service delivery Monagement axes: Validate 0.000 0.901** Fresence of processes, systems and facilitate better service delivery				
Encouraging friends and others to seek the services of my organisation 0.689 Being happy to be an employee in this organisation quality of our services 0.798 Study tool upulity of our services P-value Correlation coefficient Phrase The Customer Focus axes: Validate 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. I am satisfied with the way my organisation solves our customer needs Our customers are happy with the way their needs are attended to. Customer focus 0.000 0.940** Our customers are thappy with the way organisation solves our customer needs Our customers are thappy with the way their needs are attended to. Continuous 0.000 0.79** My organisation is inclined to continuous improvement. Improvement 0.000 0.886** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its service delivery Monogeneent Continuous 0.000 0.873** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its service delivery Monogeneent Management axes: Validate <td< td=""><td>satisfaction</td><td></td><td>ganisation to prospects</td><td>0.725</td></td<>	satisfaction		ganisation to prospects	0.725
my organisation organisation Being happy to be an employe in this organisation 0.798 Being happy to be an employe in this organisation 0.709 Study tool P-value Correlation coefficient Phrase The Customer 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Validate 0.000 0.838** I am satisfied with the way my organisation solves our customer needs organisation. Customer focus 0.000 0.949** Our customers are happy with the way my organisation solves our customer needs are attended to. Continuous 0.000 0.779** My organisation is inclined to continuous improvement. Improvement 0.000 0.886** There are processes, systems and structures in my organisation that help continuous improve. Improvement 0.000 0.828** How often does your organisation that help continuous in provement. Improvement 0.000 0.828** How often does your organisation that help continuous in structures in your organisation that facilitate better service delivery. Process 0.000 0.873** Presence of processes, systems and structures in your organisation that facilitate better service delivery. <td></td> <td></td> <td></td> <td></td>				
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 Phrase The Customer Focus axes: 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Customer focus 0.000 0.838** I am satisfied with the way my organisation solves our customer needs Customer focus 0.000 0.940** Our customers are happy with the way their needs are attended to. 2.The 0.000 0.779** My organisation is inclined to continuous continuous Improvement axes: Validate 0.000 0.886** There are processes, systems and structures in my organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.873** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its services? Management 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services? 0.			ners to seek the services of	0.689
Being happy the way our customers appreciate the quality of our services 0.709 Study tool P-value Correlation coefficient Phrase The Customer Focus axes: 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Customer focus 0.000 0.838** I am satisfied with the way my organisation solves our customer needs Our customers are happy with the way their needs are attended to. 2.The Continuous 0.000 0.79** My organisation is inclined to continuous improvement. Improvement Continuous 0.000 0.886** There are processes, systems and structures in my organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.873** Presence of processes, systems and structures in your organisation that facilitate better service delivery Process 0.000 0.901** How often does your organisation that facilitate better service delivery Management axes: Validate 0.000 0.901** How often does your organisation that facilitate better service delivery Monagement axes: Validate 0.000 0.903** How often does your organisation that facilitate better service delivery Management Involvement axes: Validate 0.000				
guality of our services n Study tool P-value Correlation coefficient Phrase The Customer Focus axes: Validate 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Phrase Customer focus 0.000 0.838** I am satisfied with the way my organisation solves our customer needs Customer focus 0.000 0.940** Our customers are happy with the way their needs are attended to. 2.The Continuous 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate Continuous 0.000 0.886** There are processes, systems and structures in my organisation conduct staff training and take measure to improve its services? 3.The Process Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Process Management 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? Management 0.000 0.903** How often does your organisation that facilitate better service delivery 0.000 0.903** How often does your organisation conduct staff training and take				
Study tool P-value Correlation coefficient Phrase The Customer Focus axes: Validate 0.000 0.912** I recommend my organisation's customer focus policy to other organisations. Customer focus 0.000 0.838** I am satisfied with the way my organisation solves our customer needs of Our customers are happy with the way their needs are attended to. 2.The 0.000 0.779** My organisation is inclined to continuous Improvement Continuous 0.000 0.886** There are processes, systems and structures in my organisation that help continuous Improvement 0.000 0.828** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.813** Presence of processes, systems and structures in your organisation conduct staff training and take measure to improve its service delivery Process 0.000 0.901** How often does your organisation that facilitate better service delivery Management 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services? Management 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services?			stomers appreciate the	0.709
The Customer Focus axes: Validate Customer focus0.0000.912** uI recommend my organisation's customer focus policy to other organisations.Customer focus0.0000.838** 0I am satisfied with the way my organisation solves our customer needs 0.000Customer focus0.0000.940**Our customers are happy with the way their needs are attended to.2.The Continuous0.0000.779**My organisation is inclined to continuous improvement.Improvement axes: Validate Continuous0.0000.886**There are processes, systems and structures in my organisation that help continuously improve.Improvement axes: Validate Process0.0000.873**Presence of processes, systems and structures in your organisation that facilitate better service deliveryManagement axes: Validate Process0.0000.901**How satisfied are you with the processe, systems in your organisation that facilitate better service deliveryManagement axes: Validate0.0000.903**How often does your organisation that facilitate better service deliveryManagement axes: Validate0.0000.903**How often does your organisation that facilitate better service deliveryManagement axes: Validate0.0000.903**Fresnece of inquiries and cases in your organisation that facilitate better service deliveryManagement axes: Validate0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?Management axes: Validate0.0000.90		quality of our services		
Focus axes: Validate customer focus policy to other organisations. Customer focus 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 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate 0.000 0.886** There are processes, systems and structures in my organisation conduct staff training and take measure to improve its services? 3.The Process Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Process Management axes: Validate 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.901** How satisfied are you with the processes, systems in your organisation conduct staff training and take measure to improve its services? 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.900** How often does your organisation that facilitate better service delivery How often does your organisation that facilitate better services? Employees invol				
Validate Customer focus 0.000 0.838** I am satisfied with the way my organisation solves our customer needs our customers are happy with the way their needs are attended to. 2.The 0.000 0.794** My organisation is inclined to continuous improvement axes: Validate Improvement Continuous 0.000 0.886** There are processes, systems and structures in my organisation that help continuously improve. Improvement Axes: Validate 0.000 0.886** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process Management 0.000 0.873** Presence of processes, systems and structures in your organisation that facilitate better service delivery Process Management 0.000 0.901** How satisfied are you with the processes, systems in your organisation that facilitate better service delivery Management 0.000 0.903** How satisfied are you with the processes, systems in your organisation that facilitate better services? 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.945** Employees involvement in decision making process of your organisation 4.The Employee 0.000 0.937** Employees satisfaction with their level of in		0.000	0.912**	
Customer focus 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 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate 0.000 0.886** There are processes, systems and structures in my organisation that help continuously improve. Improvement axes: Validate 0.000 0.828** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Management axes: Validate 0.000 0.901** How satisfied are you with the processes, systems in your organisation that facilitate better service delivery Monol 0.901** How satisfied are you with the processes, systems in your organisation that facilitate better service delivery 0.000 0.903** How satisfied are you with the processes, systems and structures in your organisation conduct staff training and take measure to improve its services? 0.000 0.903** How satisfied are you with the processes, systems and structures in your organisation that facilitate				1 1
And and any organisation solves our customer needs 0.000 0.940** Our customers are happy with the way their needs are attended to. 2.The 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate Continuous 0.000 0.886** There are processes, systems and structures in my organisation that help continuously improve. Improvement 0.000 0.828** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.873** Presence of processes, systems and structures in your organisation that help processes. Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organisation that facilitate better service delivery Process 0.000 0.901** How satisfied are you with the processes, systems in your organisation conduct staff training and take measure to improve its services? 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.867** pronpt attendance of inquiries and cases in your organisation 4.The Employee 0.000 0.945** Employees satifaction with their level of involvement in decision making process of your				
0.000 0.940** Our customers are happy with the way their needs are attended to. 2.The Continuous 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate Continuous 0.000 0.886** There are processes, systems and structures in my organisation that help continuously improve. Improvement 0.000 0.828** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Process 0.000 0.901** How satisfied are you with the processes, systems in your organisation conduct staff training and take measure to improve its service? Management 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its service? 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its service? 0.000 0.867** prompt attendance of inquiries and cases in your organisation 0.000 0.867** prompt attendance of inquiries and cases in your organisation 4.The Employee Involvement 0.000 0.945** Employees satis	Customer focus	0.000	0.838**	
2.The Continuous 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate Continuous 0.000 0.886** There are processes, systems and structures in my organisation that help continuously improve. Improvement 0.000 0.886** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process Management axes: Validate 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Process Management 0.000 0.901** How satisfied are you with the processes, systems in your organisation that facilitate better service delivery Management 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? Management 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its service? Management 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its service? Management 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its service? Management 0.000 0.945** Employees inv				
2.The Continuous 0.000 0.779** My organisation is inclined to continuous improvement. Improvement axes: Validate Continuous 0.000 0.886** There are processes, systems and structures in my organisation that help continuously improve. Improvement 0.000 0.828** How often does your organisation conduct staff training and take measure to improve its services? 3.The Process 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Management axes: Validate 0.000 0.901** How often does your organisation that facilitate better service delivery 0.000 0.901** How often does your organisation that facilitate better service delivery 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its service? 0.000 0.903** Employees involvement in decision making process of your organisation 1nvolvement 0.000 0.945** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management ab		0.000	0.940**	
Continuous Improvement axes: Validate Continuous0.0000.886** Structures in my organisation that help continuously improve.Improvement0.0000.828**How often does your organisation conduct staff training and take measure to improve its services?3.The Process Management axes: Validate Process0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service delivery How satisfied are you with the processes, systems in your organisation conduct staff training and take measure to improve its services?Management awas: Validate Process0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.9000.945**Employees involvement in decision making process of your organisation cases in your organisation4.The Employee Involvement0.0000.937**Employees satisfaction with the level of involvement in decision making making process fol your organisationInvolvement0.0000.937**Employees feel free to speak to management about issues in the				
Improvement axes: Validate Continuous Improvement0.0000.886** No00There are processes, systems and structures in my organisation that help continuously improve.Improvement0.0000.828**How often does your organisation conduct staff training and take measure to improve its services?3.The Process Management axes: Validate Process0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service deliveryManagement axes: Validate Process0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service delivery0.0000.900**How often does your organisation conduct staff training and take measure to improve its services?0.0000.9000.945**prompt attendance of inquiries and cases in your organisation axes: Validate1nvolvement0.0000.937**Employees involvement in decision making process of your organisation making process of your organisation making process of your organisation involvement in decision making of involvement in decision making magement about issues in the		0.000	0.779**	
axes: Validate Continuous Improvementstructures in my organisation that help continuously improve.Improvement0.0000.828**How often does your organisation conduct staff training and take measure to improve its services?3.The Process0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service deliveryManagement axes: Validate0.0000.901**Presence of processes, systems and structures in your organization that facilitate better service deliveryManagement0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.901**How often does your organisation conduct staff training and take measure to improve its services?0.0000.9000.903**How often does your organisation conduct staff training and take measure to improve its services?4.The Employee0.0000.945**Employees involvement in decision making process of your organisation taking process of your organisation making process of your organisation making process of your organisation making process feel free to speak to management about issues in the				*
Continuous Improvementcontinuously improve.Improvement0.0000.828**How often does your organisation conduct staff training and take measure to improve its services?3.The Process0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service deliveryProcess0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.901**How satisfied are you with the processes, systems in your organisation conduct staff training and take measure to improve its service?0.0000.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.900**How often does your organisation conduct staff training and take measure to improve its services?0.0000.945**Employee of involvementInvolvement0.0000.937**Employees satisfaction with their level of involvement in decision making process feel free to speak to management about issues in the		0.000	0.886**	
Improvement0.0000.828**How often does your organisation conduct staff training and take measure to improve its services?3.The Process0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service deliveryProcess0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee0.0000.945**Employees satisfaction with their level of involvement in decision making process of your organisationInvolvement0.0000.937**Employees satisfaction with their level of involvement in decision makingInvolvement0.0000.916**Employees feel free to speak to management about issues in the				
3.The Process 0.000 0.873** Presence of processes, systems and structures in your organization that facilitate better service delivery Process 0.000 0.901** How satisfied are you with the processes, systems in your organisation that facilitate better service delivery Management 0.000 0.901** How satisfied are you with the processes, systems in your organisation that facilitate better service delivery Management 0.000 0.901** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.867** prompt attendance of inquiries and cases in your organisation 4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation Involvement 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.937** Employees feel free to speak to management about issues in the				
3.The Process Management axes: Validate0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service deliveryProcess Management0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee Involvement0.0000.937**Employees involvement in decision making process of your organisationInvolvement0.0000.937**Employees satisfaction with their level of involvement in decision makingInvolvement0.0000.916**Employees feel free to speak to management about issues in the	Improvement	0.000	0.828**	
3.The Process Management axes: Validate0.0000.873**Presence of processes, systems and structures in your organization that facilitate better service deliveryProcess Management0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee Involvement0.0000.945**Employees involvement in decision making process of your organisation to involvement in decision makingInvolvement0.0000.916**Employees feel free to speak to management about issues in the				
Management axes: Validatestructures in your organization that facilitate better service deliveryProcess Management0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service deliveryManagement0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee0.0000.945**Employees involvement in decision making process of your organisationaxes: Validate Employee0.0000.937**Employees satisfaction with their level of involvement in decision makingInvolvement0.0000.916**Employees feel free to speak to management about issues in the				
axes: Validate Process Management0.0000.901**facilitate better service deliveryManagement0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service delivery0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee Involvement0.0000.945**Employees involvement in decision making process of your organisation to involvement in decision making of involvement in decision making Employee0.0000.916**Involvement0.0000.916**Employees feel free to speak to management about issues in the		0.000	0.873**	
Process Management0.0000.901**How satisfied are you with the processes, systems in your organisation that facilitate better service delivery0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee Involvement Employee0.0000.945**1nvolvement Employee0.0000.937**1nvolvement0.0000.937**0.0000.937**Employees satisfaction with their level of involvement in decision making management about issues in the	U			
Managementprocesses, systems in your organisation that facilitate better service delivery0.0000.903**How often does your organisation conduct staff training and take measure to improve its services?0.0000.867**prompt attendance of inquiries and cases in your organisation4.The Employee Involvement0.0000.945**10.0000.945**Employees involvement in decision making process of your organisationaxes: Validate Employee Involvement0.0000.937**Employees satisfaction with their level of involvement in decision making10.0000.916**Employees feel free to speak to management about issues in the				*
4.The Employee 0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services? 4.The Employee 0.000 0.867** prompt attendance of inquiries and cases in your organisation 4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation Involvement 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the		0.000	0.901**	
0.000 0.903** How often does your organisation conduct staff training and take measure to improve its services? 0.000 0.867** prompt attendance of inquiries and cases in your organisation 4.The Employee 0.000 0.945** Involvement making process of your organisation employee 0.000 0.937** Employee 0.000 0.937** Involvement 0.000 0.937** Employee 0.000 0.916**	Management			
4.The Employee 0.000 0.867** conduct staff training and take measure to improve its services? 4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation axes: Validate 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the				
Image: constraint of the improvement of the improvemen		0.000	0.903**	How often does your organisation
0.000 0.867** prompt attendance of inquiries and cases in your organisation 4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation axes: Validate 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the				
4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation axes: Validate 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the				
4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation axes: Validate 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the		0.000	0.867**	prompt attendance of inquiries and
4.The Employee 0.000 0.945** Employees involvement in decision making process of your organisation axes: Validate 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the				
Involvementmaking process of your organisationaxes: Validate0.0000.937**Employees satisfaction with their level of involvement in decision makingInvolvement0.0000.916**Employees feel free to speak to management about issues in the	4.The Employee	0.000	0.945**	
axes: Validate 0.000 0.937** Employees satisfaction with their level of involvement in decision making Involvement 0.000 0.916** Employees feel free to speak to management about issues in the				
Employeeof involvement in decision makingInvolvement0.0000.916**Employees feel free to speak to management about issues in the		0.000	0.937**	
Involvement 0.000 0.916** Employees feel free to speak to management about issues in the				
management about issues in the		0.000	0.916**	

© 2023 | Published by Scholars Middle East Publishers, Dubai, United Arab Emirates

Naimah Alsalamah., Saudi J Bus Manag Stud, Jun, 2023; 8(6): 132-144

5.The	0.000	0.951**	Organisation leadership in giving a
Leadership &			clear direction and communication
Good Vision			needed by employees to take action
axes: Validate	0.000	0.896**	Visionary of your organisation
Leadership &			leadership
Good Vision	0.000	0.899**	Employees' encouragement to be
			leaders
6. The	0.000	0.942**	Communication plays a role in efficient
Communication			service delivery by your organization
axes: Validate	0.000	0.914**	Organisation's communication channels
Communication			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	0.000	0.936**	smoothness of structures and systems in
Integrated			my organization
Systems axes:	0.000	0.915**	Recommendation to structures and
Validate			systems in my organization be adopted
Integrated			by other organisations
Systems	0.000	0.902**	Customer's satisfaction with the
			seamlessness of your structures and
			systems in service delivery.
8. The	0.000	0.890**	Our optimism about the future of this
Employee			organization
satisfaction	0.000	0.887**	Recommendation of this organisation to
axes: Validate			prospects looking for an employment
Employee	0.000	0.831**	Encouraging friends and others to seek
satisfaction			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
	I		

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			

Table 2. Reliability 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	

Table 3: Sample According to Demographic Characteristics

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 allexpression 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:				8	
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:				U	•
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 chisquare Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.836

		Employees' Satisfaction Level			
		Low	Medium	High	Total
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			

Table 5: Association between TQM practices and employees' satisfaction
--

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	Т	В
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 chisquare 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			
		Low	Medium	High	Total
Customer Focus	Low	2(67%)	1(17%)	0(0%)	3
level	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 correlat	tion	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	Т	В
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.

Naimah Alsalamah., Saudi J	Bus Manag Stud, Jun,	2023; 8(6): 132-144
----------------------------	----------------------	---------------------

		Employe	ees' Satisfac	tion Level	
		Low	Medium	High	Total
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			

Table 0. Correlation between	Continuous Im	provomont and	omployoos,	satisfaction
Table 9: Correlation between	Commuous Im	provement and	employees	satisfaction

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: Impa	et Continuous I	mnrovement or	employees'	satisfaction
Table IV: Impa	ci Commuous i	improvement of	i employees	satisfaction

P-VALUE	F	Т	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 chisquare Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.852.

		Employ	ees' Satisfacti	on Level	
		Low	Medium	High	Total
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	Т	В
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 chisquare Statistically significant at 0.05 and the relationship was positive correlated with the value of the correlation coefficient 0.655.

		Employ	vees' Satisfacti	ion Level	
		Low	Medium	High	Total
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			

Table 12. Commole them hoters on	E	Increal manage and and		a a tia fa atia m
I ADIE I 3' COFFEIALION DELWEED	E MINIOVEE	invoivement and	emniovees	Satistaction
Table 13: Correlation between	Limployee	m, or chiene and	cmproyees	Sausiacuon

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 Emple	ovee Involvement on	employees'	satisfaction
Table 14. Impact Emplo	Syce myorvement on	cmpioyees	satisfaction

P-VALUE	F	Т	В
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 chisquare 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 Lead	lership & Good Vision :	and employees' satisfaction
Tuble let correlation between Lead		and employees substaction

		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	Т	В	
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.

		Employees' Satisfaction Level			
		Low	Medium	High	Total
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			

Table 17: Correlation between	Communication and	employees' satisfaction

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%.

P-VALUE	F	Т	В
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 chisquare statistically significant at 0.05 as well as the relationship was positive correlated with the value of the correlation coefficient 0.709.

Table 19: Co	orrelation between	Integrated Syste	ems and employees	' satisfaction
--------------	--------------------	-------------------------	-------------------	----------------

		Employees' Satisfaction Level			
		Low	Medium	High	Total
Integrated Systems	Low	2(67%)	2(33%)	0(0%)	4
level	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	Т	В
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 focus, employee such as customer 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.

ACKNOWLEDGEMENT

The authors are grateful to Alfaisal University and the supervisors, as well as the participants who participated in giving out useful information that was used in the study. A special thanks goes to the staff of the department at Alfaisal University. The author also thanks the anonymous reviewers for their insightful comments and suggestions for improving this paper.

REFERENCES

- Abbas, J. (2020). Impact of total quality management on corporate sustainability through the mediating effect of knowledge management. *Journal of Cleaner Production, 244*, 118806.
- Ahmed, A. O., & Idris, A. A. (2020). Examining the relationship between soft total quality management (TQM) aspects and employees' job satisfaction in "ISO 9001" Sudanese oil companies. *The TQM Journal*, *33*(1), 95-124.
- Alsughayir, A. (2014). Does practicing total quality management affect employee job satisfaction in Saudi Arabian organizations. *European Journal of Business and Management*, 6(3), 169-175.

- Bailey, C. (2022). Employee engagement: Do practitioners care what academics have to say-and should they?. *Human Resource Management Review*, *32*(1), 100589.
- Baldwin, C. (2022). A Multifaceted Approach: Information Literacy Instruction for Emerging Young Adults. *International Journal of Library and Information Studies*, 12(3), 1-14.
- Berman, E. M., & Hijal-Moghrabi, I. (2022). Performance and Innovation in the Public Sector: Managing for Results. Taylor & Francis.
- Faeq, D. K., Ali, B. J., & Akoi, S. (2022). The Impact of People Related TQM and CSR on Employees Job Satisfaction. *UKH Journal of Social Sciences*, 6(1), 1-9.
- Glaveli, N., Vouzas, F., & Roumeliotou, M. (2022). The soft side of TQM and teachers job satisfaction: an empirical investigation in primary and secondary education. *The TQM Journal*, *34*(5), 922-938.
- Oakland, J. S., Oakland, R. J., & Turner, M. A. (2020). *Total quality management and operational excellence: text with cases*. Routledge.
- Singh, V., Kumar, A., & Singh, T. (2018). Impact of TQM on organisational performance: The case of Indian manufacturing and service industry. *Operations Research Perspectives*, *5*, 199-217.
- Škarica, I., & Vrtodušić Hrgović, A. M. (2021). Employee attitudes on TQM implementation and job satisfaction in public health sector. *Zbornik Veleučilišta u Rijeci*, 9(1), 187-209.