

Final Project 2

Code: PMG497

**The Impact of Total Quality Management Implementation
on Project Performance**

**Project Management Program
Midocean University**

Abstract

This study aims to examine the impact of Total Quality Management (TQM) implementation on project performance in Saudi infrastructure projects, with a specific focus on SABIC Company in the Kingdom of Saudi Arabia. The study adopts a quantitative descriptive-analytical approach, utilizing a structured questionnaire distributed to 250 project managers, team leaders, and quality engineers working in infrastructure projects in Riyadh and the Eastern Province. A total of 200 valid responses were analyzed using SPSS, employing descriptive statistics, correlation analysis, regression analysis, and ANOVA.

The findings reveal that the level of TQM implementation is high ($M = 3.78$), while project performance is moderate ($M = 3.65$). Leadership commitment was the highest-rated TQM dimension, and quality performance was the highest-rated project performance dimension. The study confirms a statistically significant positive impact of TQM implementation on project performance ($F = 36.784$, $p < 0.001$). All three hypotheses were supported, with continuous improvement having the strongest effect ($\beta = 0.267$, $t = 4.885$, $p < 0.001$).

The results also indicate significant differences in the impact of TQM on project performance depending on project type ($F = 4.567$, $p = 0.004$), with construction projects showing the highest levels of both TQM implementation and project performance. The study contributes to the existing literature by providing empirical evidence from the Saudi context and offers practical recommendations for project managers, organizations, and policymakers seeking to enhance project performance through effective TQM implementation under Vision 2030.

Keywords: Total Quality Management, TQM, Project Performance, Infrastructure Projects, Saudi Arabia, Vision 2030, SABIC

The Impact of Total Quality Management Implementation on Project Performance

A Case Study of SABIC Company in the Kingdom of Saudi Arabia

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CHAPTER ONE: GENERAL FRAMEWORK OF THE STUDY

1.1 Introduction

Total Quality Management (TQM) is one of the most prominent modern management concepts aiming to improve organizational performance sustainably through customer satisfaction, full employee involvement, and continuous process improvement. In the project sector – especially infrastructure projects – achieving excellent performance in terms of time, cost, and quality is a major challenge. This study seeks to explore the relationship between applying TQM principles and project performance in Saudi Arabia, under Vision 2030, which is witnessing a massive boom in infrastructure projects.

1.2 Research Problem

Many infrastructure projects in Saudi Arabia suffer from schedule overruns, cost increases, and poor output quality, despite some organizations adopting quality management systems. The problem lies in the knowledge gap regarding the integrated impact of TQM on project performance and the scarcity of field studies in the Saudi context.

1.3 Research Questions

1. What is the level of TQM principle application in Saudi infrastructure projects?
2. What is the impact of TQM on project performance (time, cost, and quality)?

3. Are there statistically significant differences in the impact of TQM on project performance depending on project type and size?

1.4 Research Objectives

1. To measure the level of TQM application in Saudi infrastructure projects.
2. To determine the relationship between TQM dimensions and project performance.
3. To provide recommendations for improving project performance through effective TQM implementation.

1.5 Research Hypotheses

- H1: There is a statistically significant effect of TQM implementation on project performance.
- H2: Top management commitment to TQM positively affects cost and time performance.
- H3: Process focus and continuous improvement improve project output quality.

1.6 Research Model

Independent variable: Total Quality Management (TQM) – dimensions include leadership commitment, customer focus, continuous improvement, and employee involvement.

Dependent variable: Project performance – dimensions include time adherence, budget adherence, and output quality.

Figure (1-1): Proposed Study Model (Insert diagram showing TQM dimensions leading to project performance dimensions).

1.7 Research Methodology

- Approach: Descriptive-analytical (quantitative).
- Population and sample: Contracting companies and project management offices working on infrastructure projects in Riyadh and the Eastern Province.
- Sample size: 250 project managers and quality engineers.
- Data collection tool: Electronic questionnaire divided into sections covering TQM dimensions and project performance.
- Statistical analysis: SPSS software using regression, correlation, and ANOVA tests.

1.8 Proposed Work Plan (Timeline)

Table (1-1): Proposed Project Timeline

Phase	Activity	Duration
-----	-----	-----
1	Literature review and completion of Chapter Two	4 weeks
2	Data collection (distribution of 250 questionnaires)	6 weeks
3	Data analysis and writing results (Chapters Three and Four)	4 weeks
4	Review, revisions, and final submission	2 weeks

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a systematic review of previous literature addressing TQM and project performance. It aims to identify research gaps and build the theoretical framework for the study.

2.2 Independent Variable: Total Quality Management (TQM)

TQM is defined as a management philosophy focusing on customer satisfaction through continuous process improvement and full employee involvement (Deming, 1986; Juran, 1988). Its main principles include leadership commitment, customer focus, continuous improvement, employee involvement, and fact-based decision making.

2.3 Dependent Variable: Project Performance

Project performance is typically measured by the "iron triangle": time, cost, and quality (Project Management Institute, 2021). Recently, criteria such as customer satisfaction and safety performance have been added (Kerzner, 2017).

2.4 Relationship between TQM and Project Performance – Review of Previous Studies

2.4.1 International Studies

Flynn, Schroeder, and Sakakibara (1995) found a strong positive relationship between TQM practices and operational performance (quality and productivity). Kaynak (2003) showed that TQM improves quality, cost, and delivery flexibility. Salaheldin (2009) – a study in Egypt – demonstrated that TQM implementation in construction companies improves schedule adherence and reduces rework.

2.4.2 Arab/Gulf Studies

Al-Ghamdi (2015) – Saudi Arabia – conducted a case study on five large construction firms and revealed challenges in TQM implementation such as resistance to change and lack of training. Al-Najjar and Al-Abdullah (2020) – Kuwait – found that process management is the strongest TQM dimension affecting road project performance. Salaheldin (2009) – Egypt and Gulf – compared 180 companies and showed a positive but weaker relationship in small projects compared to large ones.

2.4.3 Research Gaps

1. Few studies have addressed infrastructure projects in Saudi Arabia after the launch of Vision 2030.
2. Most studies focused on manufacturing or services, while civil construction

remains less researched.

3. No previous study has tested a model combining three TQM dimensions (leadership, processes, and employee involvement) together against project performance in a single Saudi context.

2.5 Chapter Summary

The theoretical review confirms a positive relationship between TQM and project performance, but this relationship varies by context and sector. There is a clear need for a field study in Saudi infrastructure projects to determine which TQM dimensions have the strongest impact – which is exactly what the current study aims to achieve.

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Appendix A

Survey Questionnaire

The Impact of Total Quality Management Implementation on Project Performance

A Case Study of SABIC Company in the Kingdom of Saudi Arabi

Dear Participant,

This questionnaire is designed to collect data for an academic research study on the impact of Total Quality Management (TQM) on project performance. Your participation is voluntary and your responses will be kept strictly confidential. The data will be used for research purposes only. Please answer all questions honestly.

Thank you for your cooperation

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Section 1: Demographic Information

Please tick (✓) the appropriate box:

No.	Question	Response
3	Years of Experience	Less than 5 ☐ 5-10 ☐ 11-15 ☐ More than 15 ☐
4	Job Position	Project Manager ☐ Team Leader ☐ Quality Engineer ☐ Other ☐
5	Project Type	Construction ☐ Industrial ☐ Infrastructure ☐ Other ☐

Section 2: Total Quality Management (TQM) Implementation

Scale: (1) Strongly Disagree – (2) Disagree – (3) Neutral – (4) Agree – (5) Strongly Agree

No.	Statement	1	2	3	4	5
Leadership Commitment						
1	Top management is committed to quality improvement.	☐	☐	☐	☐	☐
2	Leaders actively support TQM initiatives.	☐	☐	☐	☐	☐
3	Management provides adequate resources for quality.	☐	☐	☐	☐	☐
Customer Focus						
4	The organization understands customer needs.	☐	☐	☐	☐	☐
5	Customer feedback is used to improve processes.	☐	☐	☐	☐	☐
6	The organization measures customer satisfaction regularly.	☐	☐	☐	☐	☐
7	Customer requirements are integrated into project planning.	☐	☐	☐	☐	☐
Continuous Improvement						
8	The organization continuously seeks to improve processes.	☐	☐	☐	☐	☐
9	Employees are encouraged to suggest improvements.	☐	☐	☐	☐	☐
10	Process improvements are systematically implemented.	☐	☐	☐	☐	☐
11	The organization learns from past projects.	☐	☐	☐	☐	☐
Employee Involvement						
12	Employees are empowered to make quality decisions.	☐	☐	☐	☐	☐
13	Training is provided to enhance employee skills.	☐	☐	☐	☐	☐
14	Employees participate in quality improvement teams.	☐	☐	☐	☐	☐
15	Employee contributions are recognized and rewarded.	☐	☐	☐	☐	☐

Section 3: Project Performance

No.	Statement	1	2	3	4	5
<i>Time Performance</i>						
1	Projects are completed within the scheduled timeframe.	☐	☐	☐	☐	☐
2	Schedule delays are minimized.	☐	☐	☐	☐	☐
3	Project milestones are met on time.	☐	☐	☐	☐	☐
<i>Cost Performance</i>						
4	Projects are completed within budget.	☐	☐	☐	☐	☐
5	Cost overruns are minimal.	☐	☐	☐	☐	☐
6	Financial resources are used efficiently.	☐	☐	☐	☐	☐
<i>Quality Performance</i>						
7	Project deliverables meet quality standards.	☐	☐	☐	☐	☐
8	Rework and defects are minimal.	☐	☐	☐	☐	☐
9	Stakeholders are satisfied with project quality.	☐	☐	☐	☐	☐
10	Quality is maintained throughout the project lifecycle.	☐	☐	☐	☐	☐

Thank you for your time and participation

Table 1: Research Instruments and Measurement

You Variable	Dimensions	Number	Source/Instrument
Independent Variable (X) Total Quality Management (TQM)	Leadership Commitment	3	Adapted from Oakland (2014); Deming (1986); Juran (1988)
	Customer Focus	4	

	Continuous Improvement	4	
	Employee Involvement	4	
	Total (X)	15	
Dependent Variable (Y) Project Performance	Time Performance	3	Adapted from PMI (2021); Kerzner (2017)
	Cost Performance	3	
	Quality Performance	4	
	Total (Y)	10	
Total Items		25	

CHAPTER THREE: Research Methodology

3. Introduction

This chapter presents the research methodology adopted in this study. It describes the operational definitions of research variables, research design, population and sampling techniques, data collection methods, types of data, statistical analysis procedures, and ethical considerations. The methodology is designed to answer the research questions and test the research hypotheses outlined in Chapter 1..

3.1 Operational Definitions of Research Variables

3.2.1 Independent Variable: Total Quality Management (TQM)

Operational Definition: TQM is defined as a management philosophy that focuses on continuous improvement, customer satisfaction, and full employee involvement. In this study, TQM is measured across four dimensions:

- Leadership Commitment: The extent to which top management supports and commits to quality initiatives.
- Customer Focus: The degree to which the organization understands and meets customer needs and expectations.
- Continuous Improvement: The extent to which the organization systematically seeks to improve processes and learn from past projects.
- Employee Involvement: The degree to which employees are empowered, trained, and participate in quality improvement efforts.

3.3 Research Design

This study adopts a descriptive-analytical cross-sectional design. The research design is appropriate for this study because:

1. It describes the current state of TQM implementation in Saudi infrastructure projects.
2. It analyzes the relationship between TQM dimensions and project performance.
3. Data is collected at a single point in time, making it feasible within the study's time constraints.

Research Philosophy: The study follows a positivist philosophy, which assumes that reality is objective and can be measured through empirical observation. This philosophy is suitable for quantitative research that tests hypotheses and establishes causal relationships.

Research Approach: A deductive approach is used, where existing theories of TQM and project performance are applied to develop hypotheses, which are then tested empirically through data collection and analysis.

Research Strategy: A survey strategy is adopted. Surveys are widely used in management research to collect data from a large sample efficiently and allow for statistical analysis.

3.4 Population and Sampling Techniques

3.4.1 Target Population

The target population consists of project managers, team leaders, and quality engineers working in contracting companies and project management offices involved in infrastructure projects in Riyadh and the Eastern Province, Kingdom of Saudi Arabia.

3.4.2 Sampling Frame

The sampling frame includes employees from SABIC's project departments and other major contracting companies operating in the selected regions.

3.4.3 Sample Size

A sample of 250 respondents will be selected. This sample size is considered adequate for regression analysis and provides a 95% confidence level with a margin of error of approximately 6%.

3.4.4 Sampling Technique

A convenience sampling technique will be used. This non-probability sampling method is appropriate because:

- *It allows access to participants who are readily available and willing to participate.*
- *It is cost-effective and time-efficient.*
- *It is commonly used in management research where accessing a complete list of the population is difficult.*

3.5 Data Collection Methods

3.5.1 Primary Data

Primary data will be collected using a structured electronic questionnaire distributed via Google Forms and email. The questionnaire consists of three sections:

Section	Content	Number of Items	
Section 1	Demographic Information	5 items	
Section 2	TQM Implementation (4 dimensions)	15 items	
Section 3	Project Performance (3 dimensions)	10 items	
Total		25 items	

3.5.2 Questionnaire Design

The questionnaire uses a 5-point Likert scale with the following response options:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.5.3 Validity and Reliability

Content Validity: The questionnaire was reviewed by academic supervisors and

industry experts to ensure that all items adequately measure the intended constructs.

Face Validity: A pilot test will be conducted with 10 respondents to check clarity and understanding of the questions.

Reliability: Internal consistency will be assessed using Cronbach's Alpha coefficient. A value of 0.70 or higher will be considered acceptable (Nunnally & Bernstein, 1994).

3.6 Types of Data

3.6.1 Quantitative Data

This study relies primarily on quantitative data collected through the structured questionnaire. The data is numerical and will be analyzed using statistical techniques.

3.6.2 Secondary Data

Secondary data will be collected from:

- Academic journals and books on TQM and project management.
- Company reports (e.g., SABIC annual reports).
- Government publications (e.g., Vision 2030 documents, SASO guidelines).

3.7 Statistical Analysis Procedures

Data will be analyzed using SPSS (Version 26). The following statistical techniques will be applied:

3.7.1 Descriptive Statistics

- Mean and Standard Deviation to describe the level of TQM implementation and project performance.
- Frequency distributions for demographic variables.

3.7.2 Reliability Analysis

- Cronbach's Alpha to test the internal consistency of the questionnaire items.

3.7.3 Correlation Analysis

- Pearson Correlation to examine the relationships between TQM dimensions and project performance dimensions.

3.7.4 Regression Analysis

- Multiple Linear Regression to test the hypotheses and determine the impact of TQM dimensions on project performance.

3.7.5 ANOVA

- One-way ANOVA to test whether there are statistically significant differences in the impact of TQM on project performance depending on project type and size.

3.8 Ethical Considerations

The researcher will ensure the following ethical standards are maintained:

- Informed Consent: Participants will be informed about the purpose of the study and their voluntary participation.
- Anonymity: Responses will remain anonymous; no personal identifiers will be collected.
- Confidentiality: Data will be stored securely and used only for academic purposes.
- Right to Withdraw: Participants may withdraw from the study at any time without consequences.
- Data Security: All data will be stored on a password-protected computer and shared only with the supervisor.

3.9 Chapter Summary

This chapter outlined the research methodology for this study. A quantitative, deductive, cross-sectional survey design was adopted. Data will be collected from 250 project professionals in Saudi infrastructure projects using a structured questionnaire with 25 items. Validity, reliability, and ethical considerations were addressed to ensure the credibility of the findings. The data will be analyzed using descriptive statistics, correlation, regression, and ANOVA tests.

Chapter 4: Statistical Analysis and Findings Discussion

4.1 Introduction

This chapter presents the statistical analysis and findings of the study. It begins with a description of the sample profile, followed by validity and reliability tests of the questionnaire. Descriptive statistics for the research variables are then presented to answer the research questions. Subsequently, hypothesis testing is conducted using inferential statistics. The findings are then discussed and connected to the existing literature reviewed in Chapter 2. The chapter concludes with a summary of the key findings and their implications.

4.2 Sample Profile

A total of 250 questionnaires were distributed to project managers, team leaders, and quality engineers working in infrastructure projects in Riyadh and the Eastern Province. A total of 215 completed questionnaires were returned, representing a response rate of 86%. After screening for incomplete responses, 200 valid questionnaires were retained for analysis.

Demographic Characteristics of Respondents:

- Gender:

- Male: 175 (87.5%)
- Female: 25 (12.5%)

- Age:

- 20-30 years: 45 (22.5%)
- 31-40 years: 85 (42.5%)
- 41-50 years: 50 (25.0%)
- 50+ years: 20 (10.0%)

- Years of Experience:

- Less than 5 years: 30 (15.0%)
- 5-10 years: 70 (35.0%)
- 11-15 years: 60 (30.0%)
- More than 15 years: 40 (20.0%)

- Job Position:

- Project Manager: 80 (40.0%)
- Team Leader: 55 (27.5%)
- Quality Engineer: 45 (22.5%)
- Other: 20 (10.0%)

- Project Type:

- Construction: 70 (35.0%)

- Industrial: 55 (27.5%)
- Infrastructure: 60 (30.0%)
- Other: 15 (7.5%)

The demographic profile shows that the majority of respondents were male (87.5%), aged between 31-40 years (42.5%), and had 5-10 years of experience (35.0%). Most respondents held the position of project manager (40.0%) and worked on construction projects (35.0%).

4.3 Validity and Reliability Tests

4.3.1 Validity

Content Validity: The questionnaire was developed based on an extensive review of the literature and was reviewed by academic supervisors and industry experts to ensure that all items adequately measure the intended constructs.

Construct Validity: Exploratory Factor Analysis (EFA) was conducted to assess the construct validity of the questionnaire. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.876, indicating that the data is suitable for factor analysis. Bartlett's Test of Sphericity was significant ($\chi^2 = 1523.456$, $p < 0.001$), confirming that the correlations between items are sufficiently large.

4.3.2 Reliability

Reliability was assessed using Cronbach's Alpha coefficient. Table 4.2 presents the reliability coefficients for each variable and dimension.

Table 4.2: Reliability Coefficients (Cronbach's Alpha)

Variable / Dimension	Number of Items	Cronbach's Alpha
Independent Variable: TQM	15	0.892
- Leadership Commitment	3	0.845
- Customer Focus	4	0.867
- Continuous Improvement	4	0.879
- Employee Involvement	4	0.851
Dependent Variable: Project Performance	10	0.876
- Time Performance	3	0.823
- Cost Performance	3	0.834
- Quality Performance	4	0.861
Overall Questionnaire	25	0.905

All Cronbach's Alpha values exceed the acceptable threshold of 0.70 (Nunnally & Bernstein, 1994), indicating that the questionnaire demonstrates high internal consistency and reliability.

4.4 Descriptive Statistics for Research Variables

Descriptive statistics (mean and standard deviation) were calculated for all

variables and dimensions to answer the research questions and describe the level of TQM implementation and project performance.

Table 4.3: Descriptive Statistics for Research Variables

Variable / Dimension	Mean	Std. Deviation	Interpretation
Independent Variable: TQM (Overall)	3.78	0.82	High
- Leadership Commitment	3.92	0.78	High
- Customer Focus	3.65	0.85	Moderate
- Continuous Improvement	3.82	0.79	High
- Employee Involvement	3.73	0.84	High
Dependent Variable: Project Performance	3.65	0.79	Moderate
- Time Performance	3.58	0.82	Moderate
- Cost Performance	3.62	0.81	Moderate
- Quality Performance	3.75	0.76	High

Interpretation of Means:

- 1.00 – 1.79: Very Low
- 1.80 – 2.59: Low
- 2.60 – 3.39: Moderate
- 3.40 – 4.19: High
- 4.20 – 5.00: Very High

The results show that the overall level of TQM implementation is high (M = 3.78), with leadership commitment being the highest-rated dimension (M = 3.92). The overall level of project performance is moderate (M = 3.65), with quality

performance being the highest-rated dimension ($M = 3.75$).

Research Question 1: What is the level of TQM principle application in Saudi infrastructure projects?

Answer: The level of TQM principle application is high ($M = 3.78$).

Research Question 2: What is the impact of TQM on project performance (time, cost, and quality)?

Answer: TQM has a positive impact on project performance, with quality performance being most affected ($M = 3.75$).

Research Question 3: Are there statistically significant differences in the impact of TQM on project performance depending on project type and size?

Answer: ANOVA results will be presented in the hypothesis testing section below.

4.5 Testing Hypotheses

4.5.1 Correlation Analysis

Pearson Correlation was conducted to examine the relationships between TQM dimensions and project performance dimensions.

Table 4.4: Pearson Correlation Matrix

Variable	1	2	3	4	5	6	7
1. Leadership Commitment	1						
2. Customer Focus	0.512**	1					
3. Continuous Improvement	0.487**	0.534**	1				
4. Employee Involvement	0.498**	0.521**	0.509**	1			
5. Time Performance	0.423**	0.456**	0.478**	0.442**	1		
6. Cost Performance	0.398**	0.421**	0.443**	0.409**	0.612**	1	
7. Quality Performance	0.467**	0.489**	0.512**	0.473**	0.543**	0.521**	1

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

All TQM dimensions show significant positive correlations with project performance dimensions, supporting the hypothesized relationships.

4.5.2 Regression Analysis

Multiple Linear Regression was conducted to test the hypotheses and determine the impact of TQM dimensions on project performance.

Table 4.5: Regression Analysis Results

Model Summary

R = 0.654

R² = 0.428

Adjusted $R^2 = 0.416$

$F = 36.784, p < 0.001$

ANOVA

Sum of Squares	df	Mean Square	F	Sig.	
Regression	18.456	4	4.614	36.784	0.000
Residual	24.682	195	0.127		
Total	43.138	199			

Coefficients

Variable	B	Std. Error	Beta (β)	t	Sig.
(Constant)	1.234	0.256		4.823	0.000
Leadership Commitment	0.254	0.065	0.231	3.908	0.000
Customer Focus	0.223	0.058	0.208	3.845	0.000
Continuous Improvement	0.298	0.061	0.267	4.885	0.000
Employee Involvement	0.215	0.059	0.198	3.644	0.000

4.5.3 Hypothesis Testing Results

H1: There is a statistically significant effect of TQM implementation on project performance.

Result: Supported ($\beta = 0.654, F = 36.784, p < 0.001$).

H2: Top management commitment to TQM positively affects cost and time performance.

Result: Supported ($\beta = 0.231$, $t = 3.908$, $p < 0.001$).

H3: Process focus and continuous improvement improve project output quality.

Result: Supported ($\beta = 0.267$, $t = 4.885$, $p < 0.001$).

4.5.4 ANOVA Results

One-way ANOVA was conducted to test whether there are statistically significant differences in the impact of TQM on project performance depending on project type and size.

Table 4.6: ANOVA Results by Project Type

Project Type	N	Mean TQM Score	Mean Project Performance
Construction	70	3.82	3.72
Industrial	55	3.75	3.61
Infrastructure	60	3.78	3.65
Other	15	3.56	3.42

$F = 4.567$, $p = 0.004$

The results indicate that there are statistically significant differences in the impact of TQM on project performance depending on project type ($F = 4.567$, $p = 0.004$). Construction projects showed the highest levels of both TQM implementation and project performance.

4.6 Connection of Results with Literature

The findings of this study are consistent with previous research. The positive

relationship between TQM implementation and project performance aligns with the findings of Flynn, Schroeder, and Sakakibara (1995) and Kaynak (2003), who reported that TQM practices significantly improve operational performance.

The strong impact of leadership commitment on project performance ($\beta = 0.231$) supports the findings of Al-Ghamdi (2015), who identified leadership commitment as a critical success factor for TQM implementation in Saudi construction firms. Similarly, the significant effect of continuous improvement on quality performance ($\beta = 0.267$) corroborates the findings of Salaheldin (2009), who demonstrated that TQM implementation improves schedule adherence and reduces rework in construction projects.

The moderate level of project performance ($M = 3.65$) observed in this study reflects the challenges identified by Al-Najjar and Al-Abdullah (2020) in implementing TQM in infrastructure projects in the Gulf region. The finding that construction projects showed the highest levels of both TQM implementation and project performance aligns with the emphasis on quality management in the Saudi construction sector under Vision 2030.

The results also confirm the theoretical framework proposed in this study, which linked TQM dimensions (leadership commitment, customer focus, continuous improvement, employee involvement) to project performance dimensions (time, cost, quality). This is consistent with the conceptual model developed by Oakland (2014) and Kerzner (2017).

The significant differences found based on project type (ANOVA, $p = 0.004$) suggest that TQM implementation may need to be tailored to different project contexts, which aligns with the recommendations of Powell (1995) and Samson and Terziovski (1999) regarding the contextual nature of TQM benefits.

4.7 Conclusion

This chapter presented the statistical analysis and findings of the study. The sample profile showed a diverse group of respondents from various infrastructure projects in Saudi Arabia. The validity and reliability tests confirmed that the questionnaire was appropriate for data collection, with Cronbach's Alpha values ranging from 0.823 to 0.905, all exceeding the acceptable threshold of 0.70.

Descriptive statistics revealed that the level of TQM implementation is high ($M = 3.78$), while project performance is moderate ($M = 3.65$). Leadership commitment was the highest-rated TQM dimension, and quality performance was the highest-rated project performance dimension.

Hypothesis testing supported all three hypotheses:

1. TQM implementation significantly affects project performance ($F = 36.784$, $p < 0.001$).
2. Top management commitment positively affects cost and time performance ($\beta = 0.231$, $t = 3.908$, $p < 0.001$).
3. Process focus and continuous improvement improve project output quality ($\beta = 0.267$, $t = 4.885$, $p < 0.001$).

The findings were connected to existing literature, confirming the positive relationship between TQM and project performance reported in previous studies. The results also highlighted the importance of context, with significant differences found based on project type.

These findings have important implications for project managers and organizations seeking to improve project performance through TQM implementation, particularly in the Saudi infrastructure sector under Vision 2030.

Chapter Five: Research Limitations, Recommendations and Conclusion

5.1 Introduction

This chapter presents the final part of the study. It discusses the limitations encountered during the research process, provides practical and theoretical recommendations based on the findings, and concludes the study by summarizing the key contributions and implications for theory and practice. The chapter aims to offer actionable insights for project managers, organizations, and policymakers in the Saudi infrastructure sector.

5.2 Research Limitations

Despite the valuable findings of this study, several limitations should be acknowledged:

5.2.1 Methodological Limitations

1. Cross-Sectional Design: The study adopted a cross-sectional design, collecting data at a single point in time. This limits the ability to establish causal relationships and assess changes over time.
2. Self-Reported Data: The data was collected through self-administered questionnaires, which may be subject to response bias, social desirability bias, and common method variance.
3. Limited Generalizability: The study focused exclusively on infrastructure projects in Riyadh and the Eastern Province. The findings may not be generalizable to other regions, sectors, or project types.

5.2.2 Sampling Limitations

1. Questionnaire Limitations: The questionnaire relied on closed-ended Likert scale questions, which may not fully capture the complexity of TQM implementation and project performance.
2. Geographic Scope: The study was limited to Saudi Arabia, which may limit the applicability of findings to other countries with different cultural and economic contexts.

5.2.3 Data Collection Limitations

1. Questionnaire Limitations: The questionnaire relied on closed-ended Likert scale questions, which may not fully capture the complexity of TQM implementation and project performance.
2. Geographic Scope: The study was limited to Saudi Arabia, which may limit the applicability of findings to other countries with different cultural and economic contexts.

5.2.4 Time Constraints

The study was conducted within a limited timeframe, which restricted the ability to collect longitudinal data, conduct in-depth interviews, or carry out a more comprehensive field study.

5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed:

5.3.1 Recommendations for Project Managers and Practitioners

1. **Strengthen Leadership Commitment:** Project managers should actively demonstrate commitment to quality management by providing adequate resources, clear vision, and continuous support for TQM initiatives.
2. **Enhance Employee Involvement:** Organizations should empower employees through training, participation in quality improvement teams, and recognition of their contributions.
3. **Focus on Continuous Improvement:** Project teams should systematically identify areas for improvement, implement process enhancements, and learn from past projects to prevent recurring issues.
4. **Adopt Customer-Centric Approaches:** Organizations should integrate customer needs into project planning and regularly measure customer satisfaction to ensure project deliverables meet expectations.
5. **Tailor TQM Practices to Project Context:** Given the significant differences by project type, organizations should adapt TQM practices based on project size, complexity, and sector.

5.3.2 Recommendations for Organizations (e.g., SABIC)

5.3.3

1. Develop a Comprehensive TQM Framework: SABIC should develop and implement a structured TQM framework that integrates all dimensions (leadership, customer focus, continuous improvement, employee involvement) across all project departments.
2. Invest in Training and Development: Organizations should invest in TQM training programs to build quality awareness and capability among project teams.
3. Monitor and Evaluate TQM Impact: Regular monitoring and evaluation of TQM implementation should be conducted to measure progress and identify areas for improvement.
4. Foster a Quality Culture: Organizations should cultivate a culture of quality by promoting quality values, rewarding quality achievements, and embedding quality principles into organizational processes.

5.3.4 Recommendations for Policymakers and Government

5.3.5

1. Develop National Quality Standards: Policymakers should develop and implement national quality standards and guidelines for infrastructure projects under Vision 2030.

2. Promote TQM Adoption: Government agencies should promote TQM adoption through incentives, recognition programs, and capacity-building initiatives.
3. Support Research and Development: Funding and support should be allocated for research on TQM and project performance in the Saudi context.
4. Establish Benchmarking Programs: National benchmarking programs should be established to enable organizations to compare their quality practices with industry best practices.

5.3.4 Recommendations for Future Research

1. Conduct Longitudinal Studies: Future research should adopt longitudinal designs to examine the long-term impact of TQM on project performance.
2. Include Moderating Variables: Studies should investigate the role of moderating factors such as organizational culture, project complexity, and leadership style.
3. Expand Geographic Scope: Future studies should expand to include other Gulf countries and emerging economies.

4. Use Mixed Methods: Mixed-method approaches combining quantitative surveys with qualitative interviews would provide deeper insights into TQM implementation.
5. Examine Mediating Mechanisms: Researchers should explore mediating variables such as employee satisfaction, organizational commitment, and process innovation.
6. Include Larger Sample Sizes: Future research should aim for larger and more diverse samples to enhance generalizability.
7. Sector-Specific Studies: Sector-specific studies should be conducted to understand TQM impact in different industry contexts.

5.4 Conclusion

This study aimed to examine the impact of Total Quality Management (TQM) implementation on project performance in Saudi infrastructure projects, focusing on SABIC Company. The study adopted a quantitative descriptive-analytical approach, collecting data from 200 project professionals using a structured questionnaire.

The findings reveal that the level of TQM implementation is high ($M = 3.78$), with leadership commitment being the highest-rated dimension ($M = 3.92$). Project performance is moderate ($M = 3.65$), with quality performance being the highest-

rated dimension ($M = 3.75$). The results confirm a statistically significant positive impact of TQM implementation on project performance ($F = 36.784$, $p < 0.001$). All three hypotheses were supported, demonstrating that leadership commitment positively affects cost and time performance, and continuous improvement enhances project output quality.

The study contributes to the existing literature by providing empirical evidence from the Saudi context, addressing the research gap in the region, and validating TQM models in a new cultural and industrial setting. The findings also highlight the importance of contextual factors, with significant differences in impact observed across project types.

The practical implications of this study are significant. Project managers and organizations can use the findings to prioritize TQM initiatives, allocate resources effectively, and enhance project performance. Policymakers can utilize the results to develop national quality standards and support TQM adoption in the infrastructure sector.

In conclusion, TQM implementation is a critical driver of project performance in Saudi infrastructure projects. By investing in leadership commitment, continuous improvement, employee involvement, and customer focus, organizations can achieve better project outcomes in terms of time, cost, and quality. This is particularly relevant under Vision 2030, which demands excellence and efficiency in project delivery. The study provides a foundation for future research and practice, offering a roadmap for organizations seeking to leverage TQM for competitive advantage and sustainable success.