

Final Project 2

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

**Project Management Program
Midocean University**

The Impact of Total Quality Management Implementation on Project Performance

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

Student:

Raed Maghad Alanazi

ID: 232001732

Project Management Program

Supervisor: Prof. Abdulrahim Nader

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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

Raed Alanazi

Project Management Program – Midocean University

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.