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Barriers to implementing Total Quality Management (TQM) and their Impact on employee efficiency, productivity, and organizational performance in Saudi sectors within context of 2030 vision.

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Acknowledgment

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Appreciation

I would like to express my deepest gratitude to my parents, wife, and children for their unwavering support, encouragement, and motivation throughout my academic journey. Their belief in me was the reason I enrolled in this program, and their support has been the foundation of my personal and professional growth.

This moment reminds me of the same joy and pride I felt when I graduated from Portland State University — a milestone that marked the beginning of my academic and career achievements. Today feels just as meaningful.

I truly wish I could be at the university in person to share these joyful and memorable moments with them and celebrate this accomplishment together.

I would also like to extend my sincere thanks to all the employees of Midocean University who supported me during my studies. Their guidance and assistance have played a key role in shaping my future career path, and I am truly grateful for their dedication and support.

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This study emphasizes the key barriers for implementation of Total Quality Management (TQM) across various sectors in Saudi Arabia, and evaluate their impact on employee efficiency, productivity, and overall organizational performance. Using a mixed-methods approach, quantitative data was collected through questionnaires distributed to employees and managers, while qualitative insights were gathered from interviews with senior leaders and quality experts. These indicate that common obstacles such as lack of leadership support, resistance to change, inadequate training. These barriers negatively affect employee performance and limit the achievement of quality standards aligned with the strategic goals of Saudi Vision 2030. The study concludes with practical recommendations to enhance quality culture, strength leadership commitment, and align organizational practices with national transformation objectives.

تتناول هذه الدراسة العوائق الرئيسية التي تعيق تنفيذ إدارة الجودة الشاملة في مختلف القطاعات داخل المملكة العربية السعودية، كما تدرس تأثير هذه العوائق على كفاءة الموظفين، وإنتاجيتهم، وأداء المنظمات بشكل عام. تم استخدام منهجية البحث المختلط، حيث جُمعت البيانات الكمية من خلال استبيانات مغلقة موجهة إلى الموظفين والمديرين، في حين تم جمع البيانات النوعية من خلال مقابلات مع قادة إداريين وخبراء جودة. أظهرت النتائج أن من أبرز العوائق عدم دعم القيادة، ومقاومة التغيير، وضعف التدريب، وسوء التواصل بين الإدارات. كما تبين أن لهذه العوائق تأثيراً سلبياً على أداء الموظفين وتحقيق معايير الجودة المتوافقة مع أهداف رؤية المملكة 2030. وتختتم الدراسة بتوصيات عملية لتعزيز ثقافة الجودة، وتأكيد التزام القيادة، ومواءمة الممارسات المؤسسية مع أهداف التحول الوطني

Chapter One

Introduction

Total Quality Management (TQM) has become one of the foremost management approaches for enhancing organizational efficiency, quality of services, and overall competitiveness. Built on principles such as continuous improvement, customer satisfaction, and employee involvement, TQM has been applied across various sectors worldwide, including manufacturing, education, healthcare, and government institutions. Despite its proven value, effective implementation remains challenging and is shaped by managerial, cultural, and structural conditions unique to each context.

In Saudi Arabia, the importance of TQM has increased significantly in alignment with Saudi Vision 2030, the national transformation agenda aimed at improving government effectiveness, diversifying the economy, and enhancing quality of life. Vision 2030 emphasizes innovation, human capital development, and operational excellence, making TQM not only a management choice but a strategic enabler of national development. However, despite national momentum, many Saudi organizations continue to face barriers that hinder successful TQM implementation.

Existing literature identifies obstacles such as weak leadership commitment, resistance to change, inadequate training, and limited awareness of quality principles. In the Saudi context, these barriers raise questions about organizational readiness and the alignment of internal practices with Vision 2030 goals. Resistance to change, for example, often reflects entrenched cultural norms, while insufficient training limits employees' ability to contribute effectively to quality initiatives. Such barriers undermine employee performance, organizational productivity, service quality, and customer satisfaction.

This study is therefore driven by two needs: to identify the barriers that Saudi organizations encounter in implementing TQM and to analyze how these challenges affect employee efficiency, productivity, and overall organizational performance. By situating the study within the Vision 2030 framework, this research aims to contribute meaningful academic insights while offering practical recommendations for policymakers, leaders, and quality professionals.

Problem Statement

Although TQM is widely recognized as an effective model for improving performance and service quality, its implementation within Saudi sectors remains inconsistent. Many organizations continue to struggle with cultural resistance, insufficient top management commitment, limited training opportunities, and low employee engagement in continuous improvement activities.

As a result, a gap persists between the theoretical benefits of TQM and its practical application. This gap is especially concerning in the context of Vision 2030, where quality, efficiency, and innovation are central to national transformation. Therefore, this study seeks to

identify and analyze the barriers that hinder TQM implementation, assess their impact on employee and organizational performance, and propose evidence-based strategies to address these challenges.

Importance of the Study

The significance of this study is reflected in its scientific and practical contributions to understanding and improving TQM practices in Saudi Arabia.

Scientific Importance

This research enriches existing literature by examining barriers to TQM implementation in a Saudi context, an area that remains underexplored. It provides empirical insights that reflect local organizational culture and managerial environments. The study also offers a theoretical foundation for future research focused on quality management and performance improvement in developing economies.

Practical Importance

Practically, the study provides guidance for leaders and policymakers by identifying obstacles that restrict TQM success. It proposes actionable strategies to strengthen leadership commitment, enhance employee engagement, and promote continuous improvement. The findings support efforts to create effective quality management systems aligned with Vision 2030 objectives and to improve organizational efficiency and competitiveness.

Objectives of the Study

The main objective of this study is to investigate the barriers to implementing TQM in Saudi sectors and to assess their impact on employee efficiency, productivity, and organizational performance within the Vision 2030 framework.

Sub-Objectives

- Identify the most common barriers hindering TQM implementation in Saudi organizations.
- Analyze how these barriers affect employee performance and productivity.
- Evaluate the broader organizational effects of TQM implementation challenges.
- Recommend strategies to overcome barriers and align practices with Vision 2030 priorities.

Furthermore, another objective is to analyze the impact of these challenges on employee efficiency, productivity, and engagement. By doing so, evaluation will take place on how internal

resistance, lack of training, and leadership gaps influence staff performance and operational outcomes.

Also, assessing how these barriers affect overall organizational performance and the delivery of high-quality products and services. These insights will be framed within the broader context of Saudi Vision 2030, which emphasize quality-driven growth and excellence services, products across Saudi sectors and life in general.

Study Questions

The main question is What are the key barriers to implementing TQM in Saudi sectors, and how do these barriers influence employee efficiency, productivity, and organizational performance within the context of Vision 2030?

Sub-Questions

- What are the most common barriers to implementing TQM in selected Saudi sectors?
- How do TQM-related obstacles affect employee efficiency and productivity?
- How do TQM barriers influence organizational performance?
- How does TQM implementation align with the strategic objectives of Vision 2030?

Research Hypothesis

There is a significant relationship between barriers to TQM implementation and employee efficiency in Saudi sectors. Barriers such as insufficient leadership support, resistance to change, and inadequate training negatively affect organizational performance, customer satisfaction, and alignment with Vision 2030 objectives. Overcoming these barriers is essential to improve employee productivity, service quality, and overall organizational success.

Theoretical Premises of the Study

Total Quality Management (TQM) Theory

TQM is a comprehensive management philosophy focused on long-term success through customer satisfaction and continuous improvement. Key principles include leadership commitment, employee involvement, and process optimization. When applied effectively, TQM enhances organizational efficiency, productivity, and quality.

Organizational Change Theory

TQM implementation often requires significant cultural and structural changes. Organizational Change Theory explains why employees resist change and how leaders can address this through communication, training, and empowerment.

Organizational and Employee Performance Concepts

Organizational performance is measured through productivity, service quality, and customer satisfaction, while employee performance reflects individual contributions that drive organizational outcomes. TQM practices strengthen both dimensions.

Alignment with Saudi Vision 2030

The theoretical foundations of this study align closely with the goals of Saudi Arabia's Vision 2030, which seeks to transform the public and private sectors through innovation, efficiency, and service excellence. In this regard, TQM serves as a strategic mechanism for achieving these national objectives. By fostering a culture of quality, accountability, and continuous improvement, TQM contributes to improved service delivery, employee development, and overall organizational competitiveness.

Chapter Two

Pervious Historical Study

Alkhatib and Alkhatib (2016) explained that “shortage in resources of financial, shortage in a fit coordinate of output education, absence of skilled manpower required for application, lack of professional manpower necessary to the application, the resistance of change, misinterpretation of the needs of beneficiaries, lack of commitment leadership to implementation, shortage in evident cultural values are the main obstacles that facing TQM implementation in higher education included universities.” (AlOqlah 2021).

This quotation outlines a range of challenges found within public universities, particularly emphasizing constraints such as weak top-management support, limited financial resources, inadequate manpower, and cultural issues. These factors collectively demonstrate how structural and human-resource limitations contribute to the complexity of implementing TQM in higher education institutions.

Alsughayir (2014) found that “The most significant barriers to implementation were frequent employee turnover, resistance to change among employees, and a lack of understanding about TQM and a shortage of motivation among management. The results provide new impetus for findings from previous studies and offer human resource practitioners, quality managers, and professionals an opportunity to develop plans that addresses the challenges they face when implementing TQM.” (Alsughayir 2014).

This study reinforces that the success of TQM strongly depends on organizational readiness, particularly leadership involvement and employee participation. The findings also highlight cultural and operational challenges that influence the progress of quality initiatives in Saudi institutions. These barriers not only hinder efficiency and performance but also create misalignment with national quality standards.

According to **Aljuhani (2019)**, “The main barriers to TQM implementation in Saudi higher education institutions are poor managerial commitment, lack of staff involvement, and rigid organizational culture. Stakeholders highlighted that inadequate training and limited understanding of quality principles hindered continuous improvement efforts.” (Aljuhani 2019).

These conclusions underline the crucial role that leadership, organizational culture, and staff development play in the adoption of TQM. Persistent training gaps and low engagement create substantial challenges, particularly given Vision 2030’s focus on skill development and national competitiveness.

Almutairi et al. (2024) noted that “However, the implementation of TQM in Saudi hospitals is often inadequate, despite growing recognition of its importance. Key barriers include moderate levels of patient satisfaction, low job satisfaction among nurses, and poor work life balance for healthcare professionals.” (Almutairi et al. 2024).

Although the healthcare sector acknowledges the importance of TQM, implementation issues remain significant. The highlighted challenges—especially low employee satisfaction and work-life imbalance—directly impact staff efficiency, productivity, and service quality, which are essential components of Vision 2030 performance goals.

All Muaydh & Alawi (2024) stated that “The result revealed that there is a positive and significant effect of TQM on the organizational performance of construction companies. Implementing the TQM approach would enhance the overall performance of construction.” (All Muaydh & Alawi, 2024, p. 110).

This research demonstrates that when TQM is applied thoroughly, it leads to improvements in service quality, operational efficiency, and productivity within the construction sector. However, various obstacles still prevent many organizations from fully achieving the performance advancements envisioned by Vision 2030.

Alsalamah (2023) reported that “Customer focus, continuous improvement, process management, employee involvement, leadership, good vision, communication, and integrated systems are positively and significantly linked with employee satisfaction. The higher the level of TQM practices, the more the employees’ satisfaction level has increased by 0.204%.” (Alsalamah, 2023, p. 139).

This study confirms that effective TQM practices improve employee satisfaction and performance. It also provides measurable evidence showing how leadership, communication, and integrated systems enhance organizational outcomes, reinforcing the relevance of TQM within Vision 2030 goals.

Alofi & Younes (2019) observed that “The paper highlights that the International Organisation for Standardisation (ISO) 9000 is the most implemented model within the manufacturing sector. However, this sector is still facing numerous challenges in the adoption of TQM such as; the disagreement as per the importance of TQM, the difference in the professional and technical knowhow, weaknesses in the training and development systems, and the limitations that plague the institutional frameworks. Furthermore, there is a lack of financial resources to invest in the TQM processes, as well as the negative implications of the development model.” (Alofi & Younes, 2019, p. 42).

Their study reveals several structural and human-capital challenges that hinder TQM progress in the manufacturing sector. Limited financial resources and insufficient training systems remain major barriers, reflecting broader challenges that Vision 2030 aims to address through quality and efficiency improvements.

Aichouni et al. (2023) stated that “Total quality management is a management philosophy adopted by successful organizations to achieve sustainable business performance. The statistical

results also showed that TQM practices have a significant positive impact on OSH performance in the surveyed organizations.” (Aichouni et al., 2023).

This research highlights how TQM contributes to operational excellence and sustainability. It reinforces the strategic importance of TQM in meeting Vision 2030 objectives, especially in improving safety, transparency, and organizational effectiveness.

Alghamdi (2024) reported that “This study explores the implementation of the total quality management (TQM) approach in education in Saudi as a step towards school improvement... an attempt to understand, evaluate, and assess the existing practice of (TQM) in some Saudi institutions.” (Alghamdi, 2024).

The study illustrates how TQM is being applied in Saudi educational institutions, identifying challenges such as cultural resistance and limited engagement with quality practices. These barriers must be addressed to support Vision 2030’s educational transformation goals.

Vision 2030 (2021) states that “Vision 2030 is a promise of continuous growth and development, creating lasting impact that will continue to evolve far beyond 2030...” (Vision 2030, 2021).

This national framework underscores the need to overcome internal organizational barriers—such as insufficient training, cultural resistance, and weak leadership commitment—to ensure that TQM contributes effectively to long-term national development.

Chapter Three

Introduction

This section presents the methodological framework adopted to explore the barriers to implementing Total Quality Management (TQM) and their impact on employee efficiency, productivity, and overall organizational performance within the context of Saudi Vision 2030. A clear and systematic methodology is essential to ensure that the study's findings are valid, reliable, and capable of addressing the research questions effectively.

Given the complexity of organizational environments and the multifaceted nature of TQM practices, the study employs a mixed methods approach that integrates both quantitative and qualitative techniques. This combination allows for the collection of measurable data as well as deeper managerial and contextual insights, offering a comprehensive understanding of how TQM initiatives are perceived and practiced across various Saudi sectors. The sections that follow detail the research approach and design, the nature and sources of data, the tools and procedures used for data collection, and the analytical methods applied to interpret the results.

Methodology and research tool

1. Research Approach and Design

This study adopts a descriptive analytical approach, combining both quantitative and qualitative methods to achieve a comprehensive understanding of the barriers to implementing Total Quality Management (TQM) and their impact on employee efficiency, productivity, and overall organizational performance within the context of Saudi Vision 2030.

The quantitative component focuses on collecting measurable data from employees, and supervisors across different Saudi sectors, while the qualitative component aims to gain deeper insights from senior managers, and department heads, regarding the practical challenges and contextual factors influencing TQM implementation.

This mixed-methods approach enables triangulation of data, enhances validity, and provides both statistical evidence and contextual interpretation of the phenomenon under study.

2. Nature and Sources of Data

The study relies on both primary and secondary data sources. Primary data will be collected through structured, closed-ended, opened-ended questionnaires distributed to a random sample of employees and quality professionals. Also, Semi-structured interviews conducted with senior managers/department heads, to obtain qualitative insights.

Secondary data will include official Saudi Vision 2030 insights and previous academic studies on TQM and performance management.

Using both data sources strengthens the study by ensuring accuracy, depth, and contextual relevance.

3. Data Collection Tools and Procedures

Two main tools will be used to collect the study's data:

A. Questionnaire (Quantitative Tool)

A closed-ended questionnaire will be used to measure key variables such as:

- Employee awareness and understanding of TQM
- Management and leadership support
- Availability of training and resources
- Perceived workload and challenges
- Impact on productivity and departmental performance

The questionnaire will be distributed to employees and supervisors, and managers across various sectors. Random sampling will be applied to ensure representation across different job roles and organizational levels.

B. Semi-Structured Interviews (Qualitative Tool)

Interviews & open-ended questionnaires will be conducted with selected employees and supervisors, senior managers, and department heads to explore:

- Leadership views and commitment
- Cultural and organizational barriers
- Readiness for TQM adoption
- Alignment with Vision 2030 objectives

Participants will be selected, ensuring that only individuals with direct knowledge and experience in quality management are included.

4. Data Analysis Methods

Quantitative data will be analyzed using appropriate statistical software. The analysis will include descriptive statistics to summarize responses, and responses to determine the strength and direction of the effects of TQM barriers on productivity and performance.

Qualitative data from interviews will be analyzed using a thematic analysis approach. This method allows for the identification of recurring themes, patterns, and insights that reflect participants' experiences and perceptions regarding TQM implementation.

The use of both analytical techniques ensures a comprehensive interpretation of the research findings and strengthens the study's overall credibility.

Study Hypotheses

based on the objectives and research questions, the study proposes the following hypotheses:

Main Hypothesis:

There is no statistically significant relationship between the barriers to implementing Total Quality Management (independent variable) and organizational performance (dependent variable) in Saudi sectors within the context of Vision 2030.

Sub-Hypotheses:

The study assumes that there is no statistically significant relationship between management support and organizational performance, nor between employee training and awareness and organizational performance. It also posits that cultural resistance has no statistically significant relationship with employee efficiency and productivity. Additionally, the study suggests that leadership commitment does not have a statistically significant relationship with the successful implementation of TQM, and that continuous improvement practices do not have a statistically significant relationship with overall organizational effectiveness. These hypotheses will be tested quantitatively to determine the statistical significance of each factor influencing the implementation of TQM in Saudi organizations.

Study limitations

The study focuses on identifying and analyzing the barriers that hinder the effective implementation of Total Quality Management (TQM) across selected Saudi sectors. The research is limited to three key sectors that are vital to achieving the objectives of Saudi Vision 2030:

- Healthcare sector whether private or government due to its critical role in improving the quality of public services and patient safety.
- Education sector whether private or government as a foundation for human capital development and institutional excellence.
- Business sector whether private or government, as a driver of efficiency and accountability in national transformation.

The study population includes employees, supervisors, quality managers, and senior administrators working in Saudi organizations within the above-mentioned sectors. These individuals are directly or indirectly involved in implementing or overseeing Total Quality Management (TQM) systems and practices.

Access to some internal documents, such as audit reports, performance records, or confidential quality data, may be limited due to organizational privacy policies. Therefore, qualitative insights may be collected verbally during interviews when written data are unavailable. Additionally, participation in interviews may depend on managerial approval and workplace confidentiality considerations.

The combination of quantitative and qualitative data will ensure a balanced understanding of TQM barriers, particularly regarding employees' awareness, understanding, and attitudes toward quality practices within Saudi organizations undergoing quality transformation.

Chapter Four

Introduction

This chapter presents the analysis of the data collected through the research instruments and reports the key findings related to the implementation of Total Quality Management (TQM) within selected Saudi organizations. The purpose of this chapter is to interpret the quantitative and qualitative data in a systematic, clear, and meaningful manner in order to answer the research questions and evaluate the study's objectives within the context of Saudi Vision 2030.

The analysis begins with an overview of the demographic characteristics of the participants, followed by the statistical results derived from the quantitative questionnaire, including descriptive measures, relationship tests, and other relevant analyses. These results provide empirical evidence regarding employee awareness, leadership support, training availability, organizational challenges, and the impact of TQM on productivity and performance.

The second part of this chapter presents the findings from the qualitative interviews. Through thematic analysis, the chapter highlights key patterns, managerial perspectives, and contextual factors that influence TQM implementation. The qualitative findings complement and enrich the quantitative results by offering deeper insights into the practical challenges and cultural dynamics within the organizations studied.

By integrating both sets of findings, this section provides a comprehensive picture of the current state of TQM practices, the barriers that hinder effective implementation, and their implications for organizational performance under Saudi Vision 2030. The objective is to present results clearly and objectively, paving the way for the discussion and recommendations in the subsequent chapter.

Data Analysis & Results

Before conducting the main analysis, the survey dataset underwent a thorough screening process to ensure accuracy and completeness. Responses were checked for missing values, inconsistencies, and unusual patterns. Missing entries were managed through simple imputation when appropriate, whereas inconsistent responses were excluded to safeguard the reliability of the data. All questionnaire items were then numerically coded in line with the established rating

scale, covering dimensions such as management support, training, organizational culture, resistance to change, and performance indicators.

Descriptive statistics were first applied to outline the demographic characteristics of participants and to capture general attitudes toward TQM-related practices within the surveyed organizations. The sample comprised employees, supervisors, and quality specialists across private, semi-government, and government sectors, representing varied age groups, job categories, and experience levels. Percentages and frequencies were generated for all categorical data.

The descriptive outcomes showed that awareness of TQM principles ranged from low to moderate overall, with noticeable variation based on respondents' roles and years of experience. These patterns reflect the diverse perspectives embedded within the organizational environments examined.

Subsequent quantitative analysis aimed to determine the primary obstacles to TQM implementation and assess their relative importance. The analysis focused on five main variables:

- Management Support
- Training and Development
- Organizational Culture
- Resistance to Change
- Communication and Coordination

Mean scores revealed that limited management support and insufficient training were viewed as the most influential barriers across the sectors studied. Cultural challenges such as restricted participation in decision-making and weak commitment to ongoing improvement, also appeared prominently. Overall, the findings suggest that people-related and cultural factors have a greater effect on TQM outcomes than structural or procedural issues.

Additional analyses were conducted to evaluate how these barriers influence employee efficiency and broader organizational performance. Strong correlations emerged between:

- Management support and employee efficiency
- Training availability and productivity
- Resistance to change and organizational performance

Regression models were then used to test the magnitude and direction of these relationships. Results indicated that lack of management support was the strongest predictor of lower performance. Access to training showed a significant positive influence on both productivity and efficiency, whereas cultural resistance had a negative and statistically meaningful impact on

continuous improvement and service quality. Overall, these results underscore the importance of leadership commitment and supportive organizational cultures for effective TQM adoption.

Qualitative data, gathered through semi-structured interviews with senior managers and department heads, were analyzed using a thematic approach. Four major themes were identified:

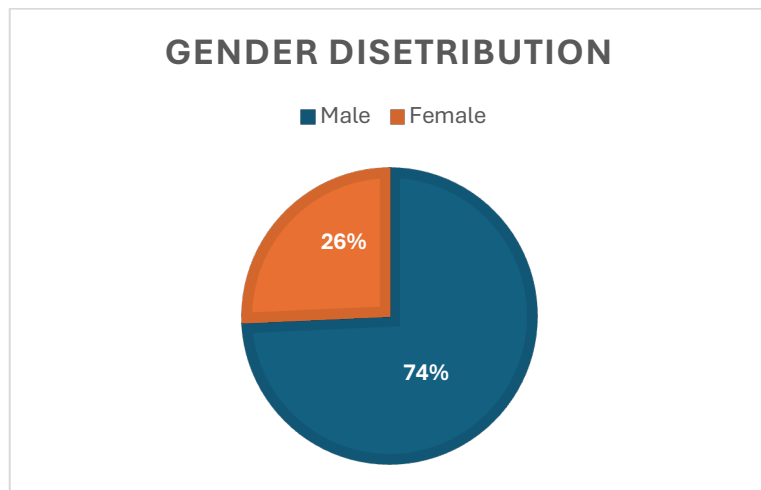
1. **Insufficient Alignment with Vision 2030**
While organizations often express awareness of Vision 2030 objectives, many lack concrete mechanisms to integrate TQM practices with national transformation priorities.
2. **Weak Organizational Quality Culture**
Participants frequently noted the absence of a strong quality-driven culture rooted in accountability, engagement, and continuous improvement.
3. **Gaps in Training and Competency Development**
Several organizations reported limited or irregular training programs, which hinder employees' understanding of TQM tools and reduce program sustainability.
4. **Leadership and Communication Limitations**
Interviewees emphasized that inconsistent leadership involvement, unclear communication channels, and limited role modeling by top management impede TQM implementation. These qualitative insights complement the quantitative findings by highlighting the roles of leadership, culture, and training in shaping TQM outcomes.

Triangulation of Findings

Triangulation was employed to cross-validate results obtained from the quantitative and qualitative phases. Both sources pointed consistently to management support, training inadequacies, organizational culture, and resistance to change as the central barriers to TQM adoption. Quantitative analyses established the statistical weight of these factors, whereas qualitative perspectives offered explanations for their ongoing persistence. The convergence of evidence strengthens the credibility of the study's conclusions.

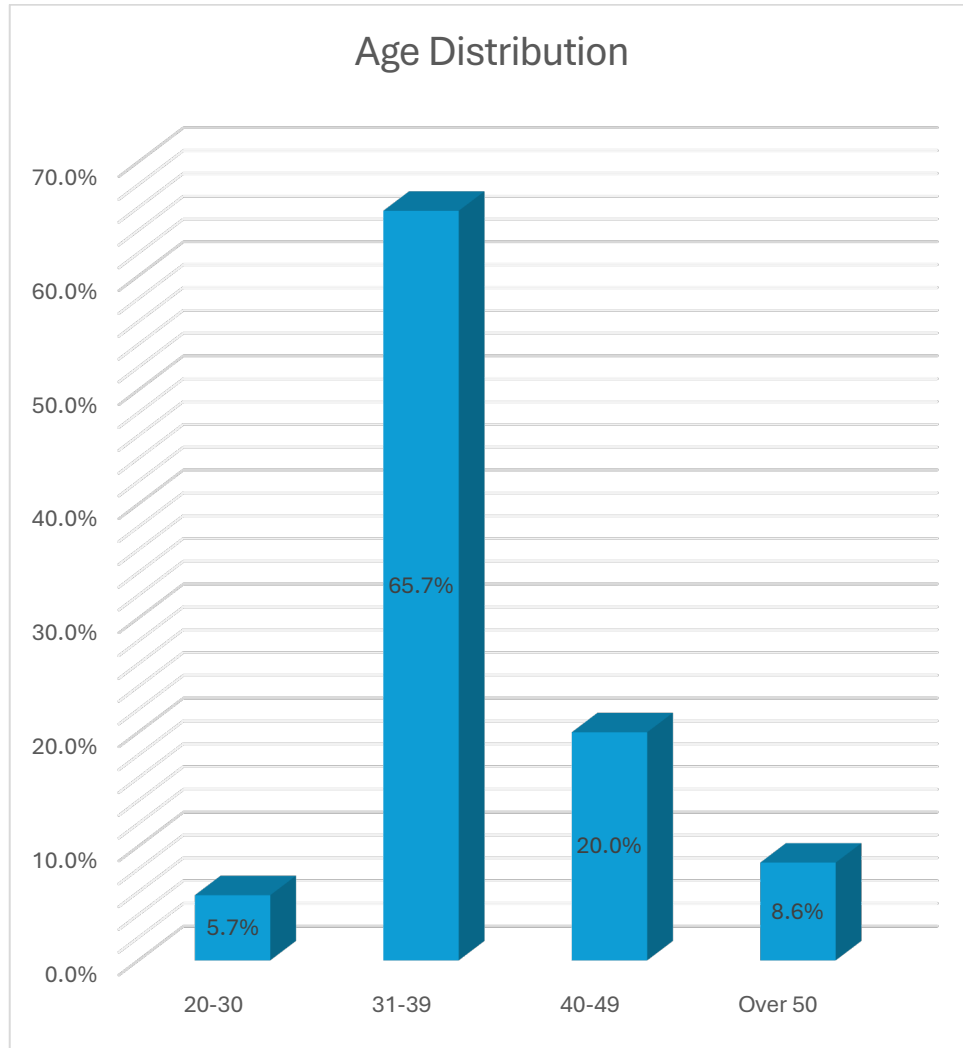
Figures ;

Figure-1



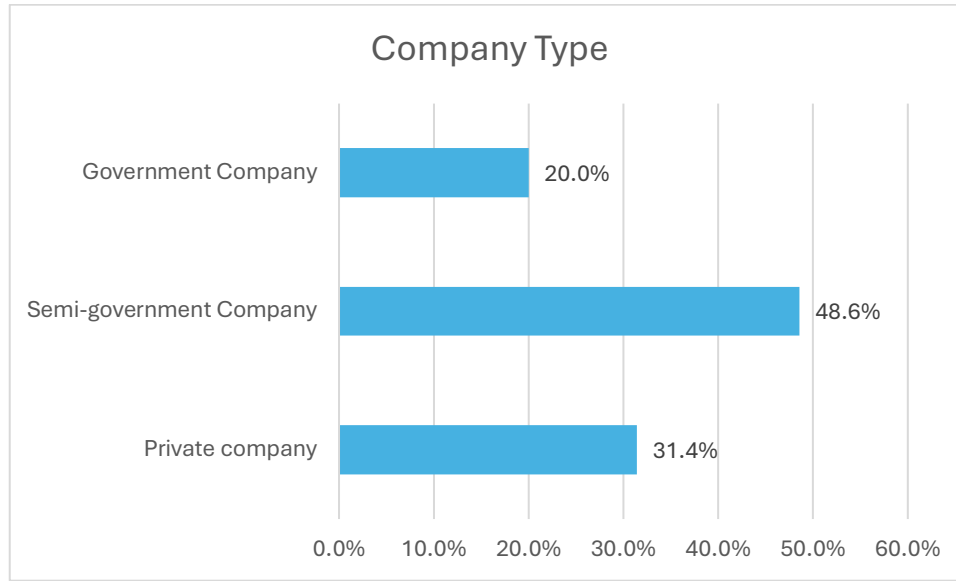
The results indicate a predominance of male participants (74%), while female participants represent 26% of the total sample. This distribution reflects the typical workforce composition in many Saudi organizations, particularly in sectors where male employment remains comparatively higher.

Figure-2



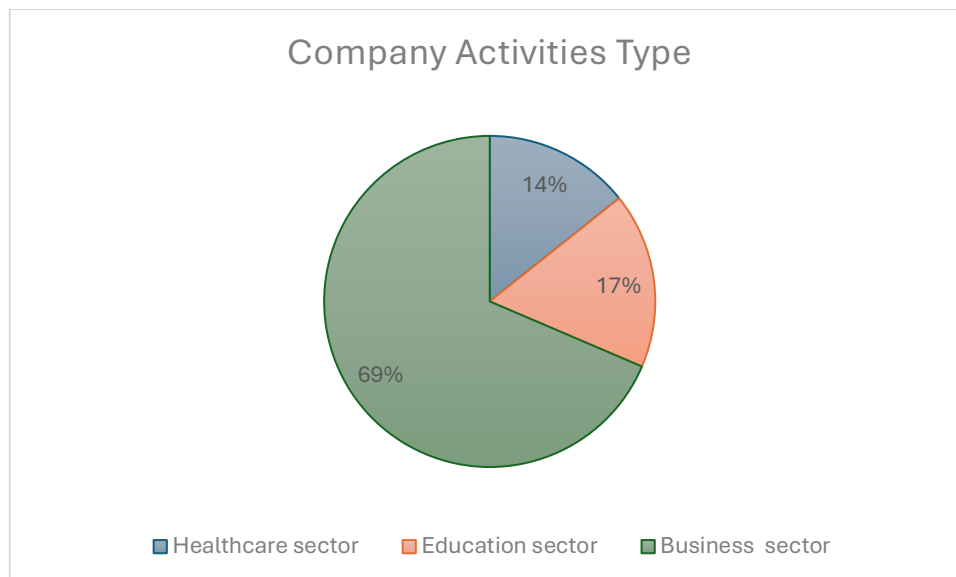
The majority of respondents (65.7%) fall within the 31–39 age group, indicating that the sample consists largely of mid-career professionals. Another 20% are between 40–49 years old, while younger employees aged 20–30 account for 5.7%. A smaller portion (8.6%) are above 50 years. This age distribution suggests that most participants have substantial work experience, which supports the reliability of their views regarding TQM implementation.

Figure-3



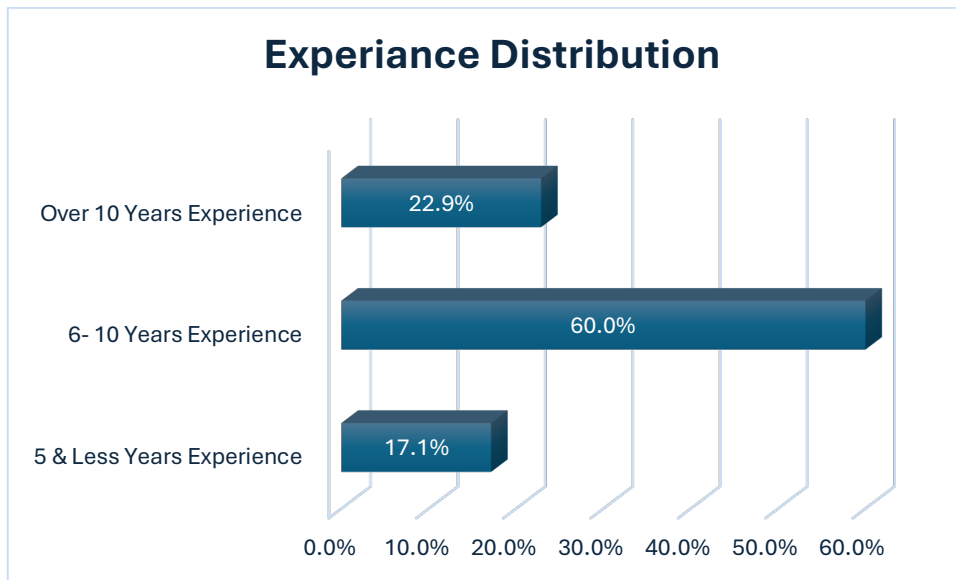
The largest portion of respondents work in semi-government organizations (48.6%), followed by private sector employees (31.4%). Government organizations represent 20% of the sample. This spread across organizational types provides a broad perspective on TQM implementation across varying governance structures and regulatory environments.

Figure-4



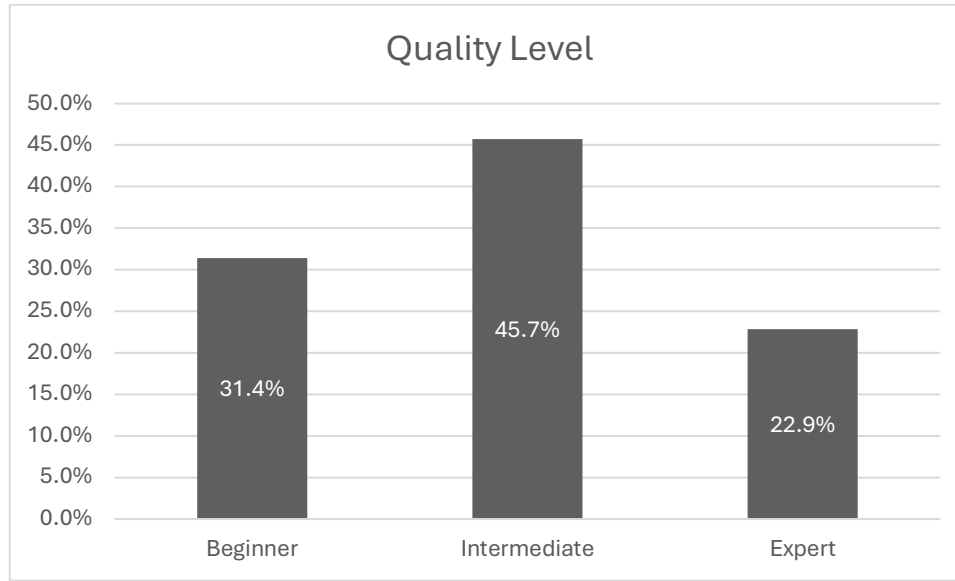
The sample shows that 69% of respondents work in the business sector, 17% in the education sector, and 14% in healthcare. This indicates that the study draws on perspectives from a range of organizational activities, with a notable concentration in business-related functions.

Figure-5



A substantial proportion of respondents (60%) have 6–10 years of professional experience, suggesting a workforce with considerable exposure to organizational processes. Additionally, 22.9% report more than 10 years of experience, while 17.1% have five years or fewer. This suggests that most participants possess adequate experiential grounding to provide informed assessments of TQM practices and challenges.

Figure-6



Regarding quality expertise, 45.7% of respondents consider themselves at an intermediate level, while 31.4% identify as beginners. Only 22.9% report expert-level knowledge. These results indicate that while many employees possess a foundational understanding of quality concepts, fewer individuals demonstrate advanced proficiency—highlighting the need for improved training and professional development to support TQM implementation.

Qualitative Analysis of Interview Responses and Open-Ended Questions

The qualitative data obtained from the interview responses were examined using a thematic analysis approach. Through systematic coding and identification of recurring patterns within participants' statements, ten major themes emerged. These themes reflect shared perceptions, experiences, and challenges related to Total Quality Management (TQM) within the participating organizations.

Theme 1: Average Understanding of Total Quality Management (TQM)

Analysis of the responses indicates that employees generally possess a moderate or average understanding of TQM, although the level of comprehension varies across individuals. Some participants demonstrated an informed understanding of TQM as an organization-wide, continuous improvement philosophy grounded in customer satisfaction, error prevention, and systematic enhancement of processes. These responses reflect familiarity with core elements commonly identified in the literature.

In contrast, other participants provided more basic descriptions, often equating TQM with routine quality improvement, compliance with procedures, or the general pursuit of quality. Such

responses suggest awareness of quality concepts but a limited grasp of the broader scope of TQM, including staff involvement, data-driven decision-making, and long-term strategic integration.

Collectively, the findings suggest that while employees have some foundational knowledge of TQM, the depth and accuracy of understanding differ considerably. These variations may influence how consistently TQM is implemented throughout the organization. The data point to a need for structured training, standardized awareness initiatives, and unified communication to strengthen employees' conceptual understanding.

Supporting Quotes:

"TQM is a philosophy that embeds quality in every aspect of an organization."

"A continuous improvement approach where all employees work together to enhance quality."

"Quality improvement and reducing errors."

"Use quality tools and follow principles."

Interpretation:

The responses indicate that employees' understanding of TQM is uneven. Some demonstrate an accurate conceptual grasp, while others show only limited awareness. These inconsistencies highlight the need for clearer communication and capacity-building to ensure a shared understanding of TQM principles across the organization.

Theme 2: Training and Orientation Are Available but Inconsistent

Most participants reported receiving some form of training or orientation related to quality management, including ISO 9001:2015 workshops, documentation training, and introductions to quality systems. However, the depth and comprehensiveness of the training differ significantly between individuals.

Supporting Evidence:

"ISO 9001:2015 training."

"Workshops, worksheets, awareness through implementing quality principles."

"Orientation on quality standards, documentation requirements, inspection processes."

Interpretation:

Although training opportunities exist, the variability in their scope suggests a lack of standardization. Some employees receive detailed and practical training, while others receive only basic orientation. This inconsistency may weaken the uniform implementation of TQM and indicates a need for continuous, structured training programs.

Theme 3: Quality Tasks Are Viewed as Essential and Embedded in Daily Work

Participants consistently described quality-related tasks as essential components of their daily responsibilities. Many respondents indicated that these tasks help maintain accuracy, compliance, and performance standards.

Supporting Evidence:

“Quality-related tasks are essential... helping to improve performance and reduce errors.”

“They are routine habits that ensure my work meets standards.”

“Ensuring compliance with specifications and standards is integrated into every task.”

Interpretation:

The responses suggest that employees recognize the importance of quality practices and are inclined to integrate these activities into their everyday work routines. This mindset represents a positive foundation for supporting organizational TQM initiatives.

Theme 4: Key Barriers Include Resistance to Change, Unclear Procedures, and Time Constraints

Participants identified several obstacles that hinder the effective implementation of TQM. The most frequently mentioned challenges include resistance to change, unclear or complex procedures, high workload, inconsistent compliance among contractors, and limited resources. Most Frequent Challenges:

Resistance to change

Unclear or complicated procedures

Time pressure and workload

Inconsistent contractor compliance

Resource and staffing constraints

Supporting Evidence:

“The resistance of change from employees.”

“Unclear procedures... difficulty maintaining consistent compliance.”

“Standards require extra steps that take more time and attention.”

“Multiple contractors lead to inconsistent adherence to procedures.”

Interpretation:

These barriers are consistent with challenges documented in the TQM literature. Resistance to change and insufficient clarity in procedures appear particularly significant. These findings emphasize the need for improved communication, streamlined processes, and more effective change management strategies.

Theme 5: TQM Adds Workload Initially but Delivers Long-Term Value

A recurring observation among participants is that TQM initially increases workload due to extensive documentation and process requirements. However, participants also emphasized that the long-term benefits—such as fewer errors, reduced rework, and improved efficiency—outweigh the initial effort.

Supporting Evidence:

“Both... prevents problems instead of fixing them.”

“Initially increases workload, but adds value by minimizing errors and rework.”

“TQM adds value more than workload... improves efficiency and reduces rework.”

Interpretation:

Responses suggest that employees view TQM as a long-term investment. While procedural demands may increase workload in the early stages, the perceived return in enhanced efficiency and quality strengthens acceptance of TQM initiatives.

Theme 6: Leadership Support Exists, but Consistency Varies Across Departments

Participants generally expressed that leadership demonstrates support for quality initiatives. However, the consistency of this support varies, with some departments receiving strong encouragement and others experiencing minimal follow-up or engagement.

Supporting Evidence:

“Leadership consistently supports our quality initiatives.”

“Encourages departments to implement procedures.”

“Support is modest... attention is not very strong.”

“Leadership provides strong support... ensures resources are available.”

Interpretation:

Leadership support is present yet uneven across the organization. Differences in follow-up, engagement, and resource allocation may hinder cohesive implementation of TQM principles.

Theme 7: Quality Challenges Temporarily Reduce Productivity but Improve Long-Term Efficiency

Participants noted that quality-related challenges—including rework, inspections, and unclear procedures—can temporarily slow productivity. However, they also acknowledged that these challenges help prevent larger problems and improve long-term organizational efficiency.

Supporting Evidence:

“Quality challenges increase time and effort but enhance productivity in the long term.”

“Sometimes slow down my work, but help me stay organized.”

“Improve efficiency in the long run by reducing errors.”

Interpretation:

These responses reinforce the notion that perceived productivity constraints stem from implementation challenges rather than the concept of TQM itself. Improvements in process clarity and communication could reduce short-term productivity issues.

Theme 8: Limited Alignment with Saudi Vision 2030 Quality Aspirations

Several responses indirectly suggested that current quality practices are not fully aligned with the expectations of Saudi Vision 2030. While participants recognize the importance of quality, there appears to be limited integration between organizational TQM practices and national quality goals.

Supporting Evidence:

“Quality is one of the main aspects that needs to have more attention.”

“Vision 2030 focus on quality of life and all organization need to focus on it more.”

Interpretation:

The findings indicate that TQM efforts are largely operational rather than strategically linked to the broader transformation goals of Vision 2030. Stronger alignment with national objectives may require clearer strategic direction, enhanced leadership engagement, and comprehensive quality roadmaps.

Theme 9: Strong Recommendations to Improve Quality Culture

Participants offered constructive recommendations aimed at strengthening the organization’s quality culture. These suggestions were largely consistent across respondents.

Recurring Suggestions:

- Regular, practical training
- Better cross-department communication
- Clearer and simplified guidelines
- Stronger leadership follow-up
- Greater employee involvement

- Awareness sessions before implementing changes
- Recognition and feedback opportunities

Supporting Quotes:

“Clearer processes, consistent training, and open communication.”

“Raise awareness before implementation.”

“Streamline processes and clarify procedures.”

“Enhance communication and involvement.”

Interpretation:

These recommendations reflect a clear understanding of the organization’s needs. The alignment between identified challenges and proposed solutions strengthens the credibility of the findings.

Theme 10: Additional Comments Highlight Need for Real-World Focus and Practical Improvements

In their concluding remarks, several participants emphasized the importance of addressing practical, day-to-day operational issues and incorporating real examples or case studies into quality improvement efforts.

Key Insights:

- Increased focus on everyday operational challenges
- Use of practical examples and real cases
- Improved interdepartmental communication
- Expanded training programs
- More performance metrics and monitoring tools

Supporting Evidence:

“Study should address practical challenges we face daily.”

“Could include real examples from actual projects.”

“More training for employees is needed.”

Interpretation:

These comments underscore the value of the study while revealing opportunities for refining internal quality practices. Participants express a clear desire for improvement in communication, practical training, and performance monitoring.

This section presented and analyzed the quantitative and qualitative findings of the study, offering a comprehensive understanding of the demographic characteristics of participants and

their perceptions of Total Quality Management (TQM) implementation within their organizations. The quantitative results based on the demographic data (Figures 1–6) showed the majority of respondents were mid-career professionals, with 65.7% falling within the 31–39 age range, followed by 20% aged 40–49, while smaller percentages represented younger (20–30) and older (50+) groups. This distribution suggests that most participants possess substantial practical experience relevant to evaluating TQM practices.

In terms of organizational context, 48.6% of respondents were employed in semi-government organizations, 31.4% in private companies, and 20% in government institutions. Sectoral representation showed that most participants worked in the business sector (69%), followed by education (17%) and healthcare (14%). The experience profile further demonstrated that 60% of employees had between 6 and 10 years of experience, while 22.9% had more than a decade of experience, indicating a workforce familiar with organizational processes and quality-related responsibilities. Finally, regarding quality knowledge, 45.7% identified as having intermediate expertise, 31.4% as beginners, and 22.9% as experts, demonstrating a general foundation in quality concepts but uneven depth of understanding across individuals.

The qualitative findings expanded on these results, identifying ten themes that illustrated how employees perceive and interact with TQM practices. The first theme revealed that employees possess a generally average understanding of TQM, though knowledge varies considerably. Some participants demonstrated an accurate conceptual understanding, while others held more basic views centered on compliance and error reduction. Training and orientation (Theme 2) were reported as available but inconsistent in depth and frequency, which may contribute to uneven understanding of TQM principles.

Employees widely recognized quality tasks as essential elements of their daily work (Theme 3), reflecting a positive orientation toward maintaining standards and minimizing errors. However, several barriers were identified (Theme 4), including resistance to change, unclear procedures, time pressures, and inconsistent contractor compliance. These issues hinder the consistent implementation of TQM and highlight the need for clearer processes and stronger change management.

Despite initial increases in workload due to documentation and procedural requirements, participants agreed that TQM ultimately delivers long-term value (Theme 5) by reducing errors and improving efficiency. Leadership support (Theme 6) was acknowledged but described as inconsistent across departments, with some teams receiving strong backing and others reporting limited engagement or follow-up.

Participants also noted that quality-related challenges could temporarily reduce productivity (Theme 7), but they emphasized that these challenges improve long-term performance by preventing rework and enhancing organization-wide efficiency. Another theme indicated limited alignment between current quality practices and broader national aspirations, particularly those of

Saudi Vision 2030 (Theme 8). The findings suggest that TQM efforts are often operational rather than strategic, underscoring the need for greater integration with national transformation goals.

Employees provided several constructive recommendations to enhance the quality culture (Theme 9), including clearer procedures, more frequent training, stronger leadership involvement, improved communication, and better employee engagement. Additional comments (Theme 10) highlighted the importance of focusing on real-world operational issues, practical examples, and expanded performance monitoring to strengthen quality implementation.

Together, these quantitative and qualitative findings present a coherent understanding of TQM implementation within the studied organizations. The demographic profile indicates a knowledgeable and experienced workforce, while the thematic analysis reveals both strengths such as positive attitudes toward quality—and challenges, including inconsistent training, procedural ambiguity, and uneven leadership support. These combined insights offer a comprehensive foundation for the subsequent discussion chapter, where the findings will be interpreted in relation to existing literature and the study's objectives.

Recommendation

Based on the findings of this study, several recommendations are proposed to enhance the implementation of Total Quality Management (TQM) and improve organizational performance within Saudi organizations:

- ❖ **Strengthening Leadership Commitment and Involvement**
 - Senior and middle managers should actively participate in quality initiatives and demonstrate visible support for TQM programs.
 - Leadership development programs should be introduced to enhance managers' abilities to guide, motivate, and support employees in adopting quality practices.
 - Organizations should integrate quality objectives into managerial performance evaluations to ensure accountability.
- ❖ **Enhance Training and Capacity-Building Programs**
 - Regular and structured TQM training should be provided to all employees, covering tools such as PDCA, root-cause analysis, Kaizen, and continuous improvement methods.
 - Training should be customized based on job level: awareness training for employees, advanced training for supervisors, and strategic TQM training for leaders.

- Organizations should collaborate with national agencies (e.g., SASO, SAAC) to provide certified quality programs aligned with Vision 2030.

- ❖ Promote a Strong Quality Culture
 - Promote a culture of continuous improvement by encouraging open communication, teamwork, and employee involvement in decision-making.
 - Establish quality committees or circles that allow employees to contribute ideas and identify improvement opportunities.
 - Celebrate quality achievements through awards, recognition programs, or internal campaigns.

- ❖ Address Resistance to Change Through Change Management Strategies
 - Implement structured management plans that include awareness sessions, readiness assessments, and communication strategies.
 - Engage employees early in the TQM implementation process to reduce resistance and increase ownership.
 - Provide incentives, such as recognition or rewards, for teams that successfully adopt and improve quality practices.

- ❖ Strengthen Alignment with Saudi Vision 2030 Quality Goals
 - Organizations should align their internal quality strategies with national transformation initiatives under Vision 2030.
 - Adopt performance measurement systems that reflect national indicators for excellence, quality, and customer satisfaction.
 - Participate in national quality programs such as King Abdulaziz Quality Award (KAQA) to benchmark progress.

- ❖ Conduct Regular Reviews and Performance Measurements
 - Introduce continuous monitoring of quality performance indicators related to productivity, efficiency, and service delivery.
 - Perform internal quality audits and benchmarking against leading organizations.
 - Use data-driven decision-making to identify weaknesses and improve performance systematically.

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Appendix

Survey



Questionnaires

University of Midocean

Research on Barriers to implementing Total Quality Management (TQM) and their Impact on employee efficiency, productivity, and organizational performance in Saudi sectors within context of 2030 vision.

Questionnaires Booklet

Master's degree on Projects Management (TQM).

Dear Respondent,

I am a Master's candidate (Projects Management) at Midocean University. Currently, I am conducting a study titled " **The impact of** implementing Total Quality Management in Saudi sectors. This study aims to examine the Barriers to implementing Total Quality Management (TQM) and their Impact on employee efficiency, productivity, and organizational performance in Saudi sectors within context of 2030 vision.

I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated.

Thank you in advance for agreeing to any questions, please do not hesitate to contact my honorable supervisor, **Associate Professor Dr. Fayez Jrad, or myself** (Mohammed Tokhi).

Section A:

A: Demographic Characteristics

Please tick (✓) the appropriate choice

1- **Gender:** ☐ Male ☐ Female

2- **Age:** ☐ 20 - 30 years old ☐ 31 - 39 years old ☐ 40 - 49 years old ☐ + 50 years

3- What is your company Type?

☐ Private ☐ Semi-government ☐ Government ☐ Other

4- What is your profession/level in Quality?

☐ Beginner ☐ Intermediate ☐ Expert

5- What is your company activities type?

☐ Business Sector ☐ Healthcare sector ☐ Education Sector

6- Years of Experience: ☐ 5 years & less ☐ 6-10 years ☐ + 10 years

Section B:

Please indicate your degree of agreement or disagreement with the following statements, so please sign (✓) for the choice that reflects your opinion by choosing one of the five alternatives. The following set of statements measures Emotional intelligence and its effect on the Quality of Service in Egyptian banks. Please mark according to your level of agreement.

- Survey Questions (Employee, Supervisor)

*Scale :

1- None 2- Few (Basic) 3- Average 4- Well- known 5-Expert/Influencing

Item No.	Description	Scale*				
1	I understand the goals and benefits of Total Quality Management (TQM)	1	2	3	4	5
2	Quality procedures are clearly communicated in this organization					
3	I believe quality tasks are a natural part of my job responsibilities					
4	I receive adequate training related to quality systems					
5	There is strong leadership support for quality improvement initiatives					
6	Quality challenges in the company affect my personal productivity					
7	I am willing to adopt quality practices if I receive proper support					
8	The organization is ready to embrace a quality-focused culture					

9	Quality practices have improved the overall performance of our department					
10	Implementing TQM adds unnecessary workload to my responsibilities					

Section C: Open-Ended Questions

- Interview Questions (Mangers, Head, Directors)

1. What is your understanding of Total Quality Management (TQM)?
2. What type of training or orientation received on quality practices in this organization?
3. How do you perceive quality-related tasks in your daily work?
4. What are the main challenges you face when implementing quality procedures or standards?
5. Do you think TQM adds value or increases workload? Why?
6. How would you describe leadership support for quality initiatives in your department?
7. How do quality challenges affect your productivity or efficiency at work?
8. How do you align your TQM with Saudi vision 2030?
9. What suggestions do you have to improve quality culture and performance in your organization?

Sections D:

- Thoughts, Suggestions

D1) Please provide any other comments regarding this study.

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D2) Please provide any comments regarding any aspect that appears to be lacking in this study.

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Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in our bank's performance.

Once again, we are very grateful for your contribution.

Link: <https://6kvam0wm.forms.app/untitled-form>

Sincerely

Mohammed Tokhi

Midocean University