

Midocean University

College of Administration

Department / Major: Health Administration

Research Title

Implementing Total Quality Management (TQM) at Magrabi Optical Centers and Its Impact on Performance Improvement

Prepared by

Wahag Omer Farag

Supervised by

Dr. Alfaisal Abdelhameed

Dr. Fayez Ali Jrad

Academic Year

2025

Introduction

Total Quality Management (TQM) has become a central strategy in modern healthcare organizations seeking to enhance service quality, minimize errors, and improve overall performance. As a leading provider of optical services in the region, Magrabi Optical Centers aims to maintain superior service standards and operational efficiency. This research explores how applying TQM principles can enhance performance indicators across different departments in Magrabi Optical Centers.

Research Problem

Despite the high reputation of Magrabi Optical Centers, challenges such as variability in service consistency, occasional delays, and workflow congestion may negatively affect patient satisfaction and operational performance. The organization requires a structured improvement model. TQM offers a holistic approach to address these issues, but its current implementation level and real impact on performance remain unclear.

Significance of the Study

- Management: by identifying gaps in quality practices and offering improvement strategies.
- Employees: by enhancing work processes and strengthening engagement.
- Patients: through improved service quality and reduced waiting times.
- The Organization: by boosting competitiveness and operational efficiency.

Research Objectives

1. To assess the current level of TQM implementation at Magrabi Optical Centers.
2. To identify the key performance indicators (KPIs) affected by TQM practices.
3. To measure the relationship between TQM implementation and performance improvement.
4. To provide recommendations for enhancing TQM adoption within the centers.

Research Questions

1. To what extent is TQM currently implemented at Magrabi Optical Centers?
2. Which performance indicators show improvement when TQM principles are applied?
3. What is the relationship between TQM practices and performance outcomes?
4. What steps can be taken to further strengthen TQM implementation?

Research Hypotheses

Main Hypothesis (H1):

H1: There is a statistically significant positive relationship between the implementation of TQM practices and overall performance improvement at Magrabi Optical Centers.

Sub-Hypotheses:

H1a: Leadership commitment to TQM has a positive impact on organizational performance.

H1b: Employee involvement in TQM practices positively influences service quality.

H1c: Process management and standardization under TQM are significantly associated with improved operational efficiency.

H1d: Continuous improvement practices lead to higher patient/customer satisfaction levels.

H1e: Evidence-based decision-making within TQM leads to better performance outcomes.

Previous Studies

Previous research has consistently shown that implementing TQM in healthcare organizations leads to significant improvements in service quality, patient satisfaction, and operational

performance.

1. Al-Damen (2017) found that TQM practices positively influence patient satisfaction.
2. Mosadeghrad (2014) demonstrated that successful TQM implementation enhances organizational efficiency.
3. Aburayya et al. (2020) reported that TQM adoption improves workflow and reduces waiting time.
4. Talib, Rahman & Qureshi (2013) emphasized that process management and evidence-based decisions improve healthcare performance.

Theoretical Framework

This study is based on Deming's theory (continuous improvement), Juran's Quality Trilogy (planning, control, improvement), Ishikawa's theory (employee involvement), and Systems Theory, explaining how improving one process enhances overall performance.

Research Methodology and Methods

- Research Design: Quantitative, cross-sectional.
- Population: Employees and administrators at Magrabi Optical Centers.
- Sample Size: 30–60 employees.
- Data Collection Tools: Structured questionnaire and internal performance indicators.
- Data Analysis: Descriptive statistics and correlation analysis using SPSS/Excel.

Study Limitations

1. Limited access to internal data.
2. Self-reported questionnaire bias.
3. Study limited to one organization.
4. Time constraints of cross-sectional design.
5. Variation across branches.

References

- Al-Damen, R. (2017). The impact of Total Quality Management...
- Aburayya, A., Alshurideh, M., Al Marzouqi, A., & Ahmed, G. (2020)...
- Juran, J. M. (1998). Juran's Quality Handbook...
- Mosadeghrad, A. M. (2014)...
- Talib, F., Rahman, Z., & Qureshi, M. N. (2013)...
- Deming, W. E. (1986). Out of the Crisis...
- Ishikawa, K. (1985). What Is Total Quality Control?

