

Midocean University

College of Management

Master of Business Administration (MBA)



**The Impact of Applying Total Quality Management on Institutional
Performance in Jordanian Pharmaceutical Companies**

Prepared by:

Student / Abdulrahman Abu Hanieh

Academic Number / 20222005730

Supervised by:

Dr. Alfaisal Hasan

Year: 2025

ABSTRACT

This study aimed to examine the impact of applying Total Quality Management (TQM) on institutional performance in Jordanian pharmaceutical companies. The study focused on five key components of TQM: leadership, employee participation, customer focus, continuous improvement, and strategic planning.

A descriptive analytical approach was adopted, utilizing a random sampling method. A structured questionnaire was used as the primary data collection tool, targeting employees in Jordanian pharmaceutical companies. A total of 407 responses were collected and analyzed to test the research hypotheses using statistical techniques.

The findings indicated a significant impact of all independent variables (TQM components) on the dependent variable (institutional performance). Leadership, employee participation, customer focus, continuous improvement, and strategic planning were all found to play a crucial role in enhancing institutional performance.

The study offers several recommendations for improving the implementation of TQM practices to enhance organizational efficiency and effectiveness within the pharmaceutical sector.

Keywords: Total Quality Management, Institutional Performance, Leadership, Continuous Improvement, Jordanian Pharmaceutical Companies.

.

ACKNOWLEDGMENTS

First and foremost, I would like to express my deepest gratitude to my academic supervisor, Dr. Alfaisal Hasan, for their unwavering support, insightful guidance, and invaluable feedback throughout the research process. Their expertise and encouragement have played a crucial role in shaping this study.

I would also like to extend my sincere appreciation to the faculty members of **Midocean University, College of Management**, for their knowledge, constructive discussions, and valuable advice, which have greatly contributed to my academic journey.

My gratitude goes to the management and employees of Jordanian pharmaceutical companies who participated in this study. Their cooperation and willingness to share insights provided essential data that enriched this research.

Special thanks to my colleagues and fellow researchers for their support, constructive discussions, and motivation during this journey. Their encouragement and exchange of ideas have been instrumental in refining my research.

Finally, I am deeply grateful to my family and friends for their continuous encouragement, patience, and unwavering belief in me. Their support has been my greatest source of strength throughout this academic endeavor.

Thank you all for being an integral part of this achievement.

DEDICATION

This work is dedicated to those who have been my pillars of strength and inspiration throughout this academic journey.

To my beloved family, whose unwavering support, encouragement, and belief in me have been the foundation of my success. Your patience, sacrifices, and unconditional love have made this achievement possible.

To my esteemed mentors and professors, whose guidance and wisdom have shaped my academic and professional growth. Your dedication to knowledge and excellence has been a constant source of motivation.

To my friends and colleagues, who have stood by me through challenges and triumphs, offering their support, insightful discussions, and words of encouragement.

And finally, to all those who strive for knowledge and excellence—may this work serve as a testament to perseverance and determination.

With deepest gratitude and respect,

Abdulrahman Abu Hanieh

Table of Content

ACKNOWLEDGMENTS	ii
DEDICATION	iii
Table of Content	iv
Table of Tables	vii
ABSTRACT	viii
CHAPTER ONE: GENERAL FRAME OF STUDY	1
1.1 Introduction	1
1.2 Problem of Study	2
1.3 Importance of Study	3
1.4 Study Objectives	4
1.5 Study Questions	5
1.6 Study Hypotheses.....	6
1.7 Study Variables.....	6
1.8 Previous Study	8
1.9 Operational Definitions	11
CHAPTER TWO: LITERATURE REVIEW	13
2.1 Definition of Quality	13
2.2 The importance of quality	13
2.3 Definition of Total Quality Management.....	14
2.4 Total Quality Management Philosophy.....	16
2.5 Total Quality is an Administrative process (a distinctive administrative method)	17
2.6 The Cooperative Aspect of Total Quality Management	18
2.7 Requirements for Implementing Total Quality Management.....	19
2.8 Stages of Implementing Total Quality Management	20
2.9 Components of Total Quality Management	23
2.9.1 Leadership.....	23
2.9.2 Employee Participation.....	24

2.9.3 Customer Focus	26
2.9.4 Continuous improvement	27
2.9.5 Strategic Planning	28
2.10 Institutional Performance	30
2.11 The Relationship between Total Quality Management and Institutional Performance.....	31
CHAPTER THREE: METHODOLOGY	33
3.1 Introduction	33
3.2 Study Methodology.....	33
3.3 Study Community and Sample	33
3.4 Data Collection Methods.....	34
3.5 Reliability of the Study Tool	35
3.6 Normal distribution of data	36
3.7 Suitability of the Study Model to the Statistical Methods Used (Multicollinearity)	37
CHAPTER FOUR: RESULTS AND HYPOTHESIS TESTING	40
4.1 Description of the demographic characteristics	40
4.2 Descriptive Statistics	43
4.2.1 Descriptive Statistics for First Sub Independent Variable (Leadership)	43
4.2.2 Descriptive Statistics for Second Sub Independent Variable (Employee Participation).....	45
4.2.3 Descriptive Statistics for Third Sub Independent Variable (Customer Focus)	46
4.2.4 Descriptive Statistics for Fourth Sub Independent Variable (Continuous improvement).....	48
4.2.5 Descriptive Statistics for Fifth Sub Independent Variable (Strategic planning)	50
4.2.6 Descriptive statistics for the Dependent Variable (Institutional Performance) .	51
4.3 Testing the Study Hypotheses	53
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	57
5.1 Conclusions	57
5.2 Recommendations	58

5.3 Limitations of the Study	59
REFERENCES	60
Appendixes.....	67

Table of Tables

Table 1 Cronbach Alpha for Variables.....	35
Table 2 Normal distribution of data (K-S)	37
Table 3 Person Matrix	38
Table 4 VIF and Tolerance	39
Table 5 Description of the Gender Variable	40
Table 6 Description of the Qualification Variable	41
Table 7 Description of the Experience Variable	42
Table 8 Descriptive Statistics for (Leadership).....	43
Table 9 Descriptive Statistics for (Employee Participation)	45
Table 10 Descriptive Statistics for (Customer Focus).....	46
Table 11 Descriptive Statistics for (Continuous improvement).....	48
Table 12 Descriptive Statistics for (Strategic Planning)	50
Table 13 Descriptive Statistics for (Institutional Performance).....	51
Table 14 Multi Regressions	53

ABSTRACT

The study aimed to demonstrate the impact of applying Total Quality Management on institutional performance in Jordanian pharmaceutical companies. The study included five components of Total Quality, namely (leadership, employee participation, customer focus, continuous improvement, and strategic planning). The study used the descriptive analytical approach, using a random sample method. The study used the questionnaire method to collect data on the study sample, which numbered 407 employees from pharmaceutical companies in Jordan. The study concluded that there is an impact of all independent variables on the dependent variable (institutional performance).

CHAPTER ONE: GENERAL FRAME OF STUDY

1.1 Introduction

The concept of Total Quality Management is one of the most pioneering intellectual concepts that has captured the wide attention of specialists and researchers interested in developing and improving production and service performance in various organizations, as the application of the principles of Total Quality Management and its applications requires efforts to refocus on the desires and ambitions of business and trade organizations and other organizations in society in addition to the continuous development of input systems and working in a group spirit and deepening the team spirit instead of following the individual structure (Alshourah, 2021).

To achieve excellence in the quality process and the success of the organization, we find that quality is achieved through increasing the improvement and development of administrative processes aimed at achieving high quality in the product or service, and improving it to the greatest extent possible (Yahya & Alabdullah, 2022). Quality can also be achieved in creating superiority and distinction through creativity and development by focusing on the product or service provided to customers by providing a service or product that is not provided by another competitor and includes taking measures to maintain this advantage (Al Shraah et al., 2022).

The relationship between total quality and institutional performance lies in the ability of organizations to link the desired organizational goals and institutional performance with all its components and axes of productivity, profitability, organizational loyalty, job satisfaction, etc., and thus stand on all technical and

operational aspects of the organization and identify areas of weakness and shortcomings and try to reach sound and appropriate solutions with the least possible time, effort and cost (Ababneh et al., 2024).

1.2 Problem of Study

The need for organizations to apply quality has become an urgent and important requirement, which has produced a degree of competition between many organizations and international companies in their attempts to actually apply total quality management with the aim of optimal exploitation in their operations and activities (Al-Zoubi et al., 2023). However, at the local level, many Jordanian organizations suffer from the problem of not realizing the vital importance of applying total quality management and its effects on performance, as a result of the weak awareness by these organizations of the importance of total quality management in the life of organizations, as it affects the success of the organization and its ability to continue and develop, especially in light of the acceleration of contemporary changes that affect the future of administrative organizations (Maswadeh & Al Zumot, 2021).

It has imposed on them new, additional challenges, which are evident in their persistent efforts to catch up, absorb and introduce modern, advanced systems that are compatible with modern ideas and trends, which give organizations the characteristic of modernity and development, and pharmaceutical companies, like other administrative organizations that suffer from this changes, which are represented in the extent of the feasibility of applying quality development programs in the Jordanian pharmaceutical company from an economic point of view and the relationship between the benefits that

can be gained from applying the quality development program, and in not realizing the vital importance of applying total quality management and its effects on performance (Al Khasabah et al., 2022). Thus, the problem of the study crystallizes in the following question: What is the impact of applying the principles of total quality management on institutional performance in Jordanian pharmaceutical companies?

1.3 Importance of Study

Theoretical significance:

The theoretical significance of this study stems from its contribution to enriching the literature related to Total Quality Management (TQM) and its impact on institutional performance, especially in the pharmaceutical industry in Jordan. The study highlights the extent to which TQM practices, such as leadership, employee engagement, customer focus, continuous improvement, and strategic planning, impact institutional performance. It also contributes to bridging the knowledge gap by providing a theoretical framework that helps researchers and practitioners understand the relationship between TQM implementation and institutional success in a competitive business environment.

Practical significance:

The practical significance of this study lies in providing results and recommendations that can help Jordanian pharmaceutical companies adopt and develop effective TQM strategies, which enhance their institutional performance and competitiveness. The study also provides decision-makers and executives with a deeper understanding of how to improve operational processes, enhance customer satisfaction,

and achieve institutional sustainability by applying TQM principles. In addition, the results obtained can serve as a practical guide to support administrative policies and practices that contribute to achieving institutional excellence in the pharmaceutical sector.

1.4 Study Objectives

This study aims to analyze the impact of applying Total Quality Management on institutional performance in Jordanian pharmaceutical companies, by focusing on a set of basic factors such as leadership, employee participation, customer focus, continuous improvement, and strategic planning. The study seeks to provide a scientific framework that can contribute to improving institutional performance by adopting best quality practices. It also aims to provide decision makers in pharmaceutical companies with practical recommendations to help them enhance quality and operational efficiency. The following detailed objectives emerge from it:

1. Analyzing the impact of leadership in applying Total Quality Management on institutional performance in Jordanian pharmaceutical companies.
2. Studying the role of employee participation in enhancing institutional performance through adopting Total Quality Management practices.
3. Measuring the extent of the impact of customer focus on improving institutional performance through applying Total Quality Standards.
4. Examining the impact of continuous improvement on institutional performance in Jordanian pharmaceutical companies.

5. Studying the relationship between strategic planning and Total Quality Management and its impact on institutional performance.
6. Providing practical recommendations to improve the application of Total Quality Management and enhance institutional performance in pharmaceutical companies.

1.5 Study Questions

The study problem is represented in answering the following main question:

What is the impact of applying total quality management on institutional performance in Jordanian pharmaceutical companies?

And the sub-questions branch out from it:

1. What is the impact of leadership in applying total quality management on institutional performance in Jordanian pharmaceutical companies?
2. What is the impact of employee participation in applying total quality management on institutional performance in Jordanian pharmaceutical companies?
3. What is the impact of focusing on customers on enhancing institutional performance through applying total quality management in Jordanian pharmaceutical companies?
4. What is the impact of continuous improvement on institutional performance in the context of applying total quality management in Jordanian pharmaceutical companies?
5. What is the impact of strategic planning on institutional performance in Jordanian pharmaceutical companies?

1.6 Study Hypotheses

To achieve the objectives of the study, the following main hypothesis was formulated:

H0₁: There is no statistically significant effect at the 0.05 significance level of Total Quality Management (TQM) implementation on institutional performance in Jordanian pharmaceutical companies.

From which the following null hypotheses branch out:

1. H0_{1.1}: There is no statistically significant effect at the 0.05 significance level of leadership in TQM implementation on institutional performance in Jordanian pharmaceutical companies.
2. H0_{1.2}: There is no statistically significant effect at the 0.05 significance level of employee participation in TQM implementation on institutional performance in Jordanian pharmaceutical companies.
3. H0_{1.3}: There is no statistically significant effect at the 0.05 significance level of customer focus in TQM implementation on institutional performance in Jordanian pharmaceutical companies.
4. H0_{1.4}: There is no statistically significant effect at the 0.05 significance level of continuous improvement in TQM implementation on institutional performance in Jordanian pharmaceutical companies.
5. H0_{1.5}: There is no statistically significant effect at the 0.05 significance level of strategic planning in TQM implementation on institutional performance in Jordanian pharmaceutical companies.

1.7 Study Variables

The study consists of the following variables:

Independent Variable: Total Quality Management (TQM), which consists of the following sub-variables: (Leadership, Employee Participation, Customer Focus, Continuous Improvement, Strategic Planning)

Dependent Variable: Institutional Performance.

The study variables are as follows:

Independent variables

Dependent variables

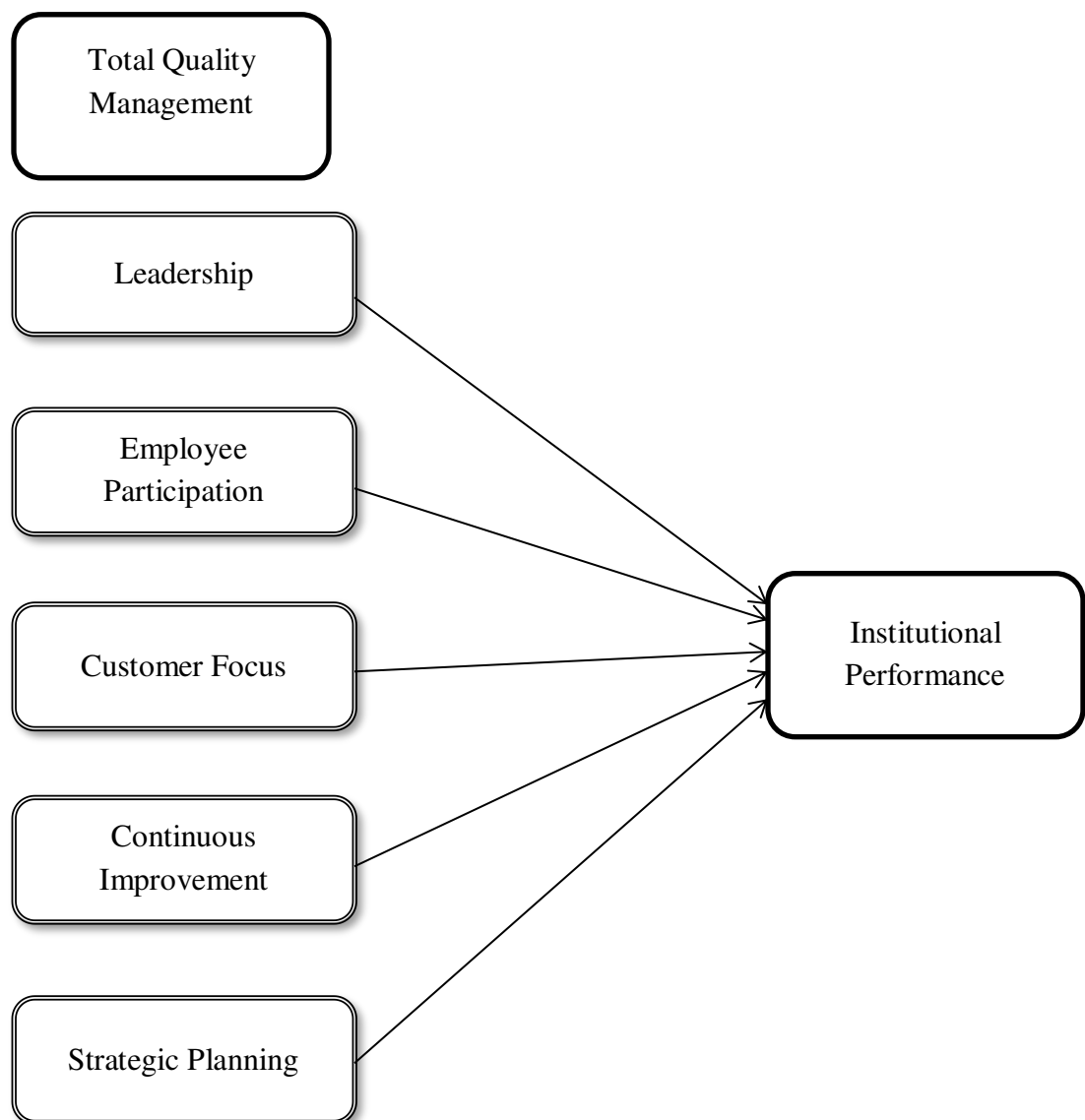


Figure 1: model of study (Source: Author)

1.8 Previous Study

Study (Al-Fayyad, 2020) entitled: The impact of applying total quality management on the efficiency of institutional performance in service companies (case study of the Technical Insurance Services Company).

This thesis aims to study the impact of applying the principles of total quality on the efficiency of institutional performance in an insurance brokerage company in the United Arab Emirates. This thesis also seeks to identify the reality of applying the principles of total quality in service institutions, and to identify the performance measures followed by these institutions.

To achieve the objectives of this study, two separate questionnaires were designed to test the hypotheses proposed, one at the customer level and the other at the company's employees. The questionnaire was distributed to a random sample of 86 customers, and 82 employees answered the employee questionnaire. After reviewing, most of the answers were accepted.

The study found that there is great interest by the Technical Insurance Services Company - the study location - in the principles of total quality, and the application of these variables with varying degrees and levels of costiveness. The highest level of application was for focusing on the customer, while the variable of continuous improvement was considered the least in terms of application.

The study also found that there is great interest by this institution the study also showed that there is a statistically significant relationship between all the variables of the comprehensive quality principles adopted by the researcher in the study and the institutional performance followed.

Study (Abdul Rahman, 2021) entitled: The role of organizational culture in modifying the relationship between total quality management and institutional performance in the industrial sector in Khartoum State.

This study aimed to identify the role of organizational culture in modifying the relationship between total quality management and institutional performance in the industrial sector in Khartoum State.

The study adopted the descriptive analytical approach, and the questionnaire as a main tool in collecting primary data from the respondents, whose number reached (208) respondents.

The study concluded that there is a positive relationship between directed total quality management and institutional performance, and that there is a partial impact of organizational culture on the relationship between total quality management and institutional performance.

Study (Darwish, 2022) entitled: The role of applying comprehensive quality standards in improving performance in social institutions in Sulaymaniyah Governorate.

The study aimed to highlight the role of applying comprehensive quality standards in improving performance in social institutions in Sulaymaniyah Governorate.

To achieve the objectives of the study, the researcher followed the descriptive analytical approach and case study, and relied on the questionnaire as a study tool. The study concluded that the institutions subject to the study apply comprehensive quality

standards in an average manner, and there is some interest in improving performance in social institutions in Sulaymaniyah Governorate.

Study (Ben Awda and Ayoub, 2023) entitled: The nature of the relationship between comprehensive quality management and job performance in the two production institutions in Oran Governorate.

Study aimed to identify the nature of the relationship between Total Quality Management and job performance in the two productive institutions in the state of Oran. The two institutions were chosen using a simple random method.

The results of the study showed a relationship, as the sample was 80 workers from each, with a positive correlation with statistical significance between all dimensions of Total Quality Management and job performance.

The results of the study also showed that there is great interest on the part of the two institutions under study in applying the dimensions of Total Quality Management and keenness to raise the level of job performance.

Study (Badr and Al-Madhoun, 2024) entitled: The impact of applying the principles of total quality on the performance of institutions in foreign civil society organizations operating in the Gaza Strip.

This study aimed to study the impact of applying the principles of total quality on the performance of institutions in foreign civil society organizations operating in the Gaza Strip. To achieve the objectives of this study, a questionnaire was designed.

The research community consisted of employees in senior management (director of the institution, deputy director, head of department) in foreign non-governmental (civil society) institutions and organizations operating in the Gaza Strip.

A total of 6 questionnaires were distributed to the study sample, and 22 questionnaires were retrieved, i.e. 2%. The results showed a statistically significant relationship between all variables of the principles of total quality adopted by the researcher in the study and the institutional performance followed in these civil society organizations.

Study (Gezew Megersa, 2024) entitled: The Impact of Total Quality Management on Organizational Performance: A Case Study on the National Cement Company.

This study aimed to know the impact of Total Quality Management on the organizational performance of the National Cement Joint Stock Company, and also aimed to bridge the gap in the literature and knowledge of Total Quality Management. The study used an illustrative and descriptive research design and used the mixed method.

The questionnaire was conducted using structured and self-administered questionnaires and distributed to employees of the National Cement Joint Stock Company who work in different units of the company. Descriptive statistics and statistical tools for correlation were used to examine the relationship between the Total Quality Management component and organizational performance.

1.9 Operational Definitions

A. Independent variable:

Principles of Total Quality Management: This refers to the process that aims to add the quality of total service performance in Jordanian pharmaceutical companies in terms of employee participation, education, training and best use in decision-making, in addition to focusing on the public

receiving the service.

B. Dependent variable:

Institutional performance: A set of joint efforts between management and employees aimed at achieving a set of desired organizational goals, whether profitable, organizational or training, in a way that serves the public interest of the organization as a whole.

1.10 Study Limits

A- Spatial Limits: This study was conducted on Jordanian pharmaceutical companies.

B- Human Limits: The study sample will consist of employees working in Jordanian pharmaceutical companies.

C- Temporal Limits: This study began in 2024 and will continue until the completion of collecting and analyzing the data of this study in 2025.

CHAPTER TWO: LITERATURE REVIEW

2.1 Definition of Quality

The definitions provided by writers and those interested in the subject of quality have varied and varied in setting a specific definition for the meaning of quality and its various dimensions, it is difficult to find a simple definition that defines it comprehensively due to its multiple aspects and multiple perspectives (Souza et al., 2022). This will be clearly demonstrated through the set of definitions, as quality experts agree that it is a fundamental factor among other factors that affect the competitiveness of the institution, they also agree to underline the need to give quality strategic importance, "as some see that the term quality refers to the ability of management to produce a product or provide a service that is capable of meeting the needs of the consumer" (Yu et al., 2020).

This is consistent with what JOHNSON presented, saying, "Quality is the ability to fulfill the desires of the consumer in a manner that matches his expectations and achieves his complete satisfaction," What Nespoulous Theory stated in his definition of quality largely agrees with him in this definition, "as a set of characteristics and specifications of the product or service that has the ability to meet needs and works to respect and understand the desires of the customer, it starts from studying the needs and ends with after-sales services (Toke & Kalpande, 2020).

2.2 The importance of quality

Most of the major institutions that have achieved significant successes are those that have realized the relationship between quality, profitability and market share, the

business community has realized that quality has effects on the life of the institution, represented by improving profitability and competitiveness, this is because improving quality makes purchasing at a higher price acceptable to the consumer, and it also increases sales volume, so that the product becomes marketed itself, which in turn is reflected in marketing costs and competitiveness, it is because the quality management notice is to do the work correctly the first time, and thus if applied, it will lead to achieving the cost and increasing profitability (Kulenović et al., 2021).

On the other hand, quality works to strengthen the competitive position of the company, by providing a high-quality product or service according to the consumer's request at a good price, and at a time that suits the consumer (Yasin, 2021). It also works to maintain the vitality of the institution, through renewal, continuous improvement, education and training, and adapting to environmental variables to ensure survival and continuity. While the rate of turnover and improving performance and productivity are achieved through material and moral motivation, teamwork, solving work problems, and improving quality collectively and team spirit (Canbay & Akman, 2023).

2.3 Definition of Total Quality Management

There are many definitions of Total Quality Management. Some define it as an organizational strategy and administrative methods that lead to the delivery of high-quality products or services to the consumer or client, Total Quality Management is also defined as the process of continuous improvement in each activity of the organization through management that cares and focuses on continuous improvement,

this is done through the use of skilled individuals, work teams, and improved and successful practical methods (Jumady et al., 2021).

Total Quality Management is also defined as a cooperative form of work performance that relies on the joint capabilities of both senior management and employees with the aim of continuously improving and increasing productivity through work teams. Total Quality Management is the combination of all efforts within the production or service facility with the aim of continuously improving performance that leads to consumer satisfaction (Jami & Muharam, 2022).

Total Quality Management is a strategic concept that aims to achieve continuous improvement in all elements and functions of the organization; this concept focuses on achieving customer satisfaction by improving quality in all aspects of operations, from design and development, to production, services, and support, employees are an essential part of this process, as they are encouraged to participate in improving quality and developing processes (Shwedeh et al., 2023).

The issue of implementing TQM programs in institutions and companies has become a necessity, and a method that helps institutions survive and continue under market conditions and financial and economic conditions. The TQM approach is considered one of the modern trends in management sciences, which has gained popularity due to its ability to develop the performance of institutions, by building a culture of quality in its comprehensive sense to improve the management systems of institutions (Nasim et al., 2020).

Therefore, adopting the TQM approach as an approach to improving management performance may be the real step towards positive change in changing the philosophy of business management, and achieving customer satisfaction.

2.4 Total Quality Management Philosophy

The first attempt to define the concept of Total Quality Management was by the British Quality Organization, which defined TQM as the administrative philosophy of the organization through which it realizes the achievement of both the customer's needs and the achievement of the organization's goals (Liu et al., 2023).

ODGERS defines it as more than just management processes; it is a culture, a way of life through which and by which organizations aim to bring about fundamental changes in the way all individuals and managers perform and behave properly and continuously. In another definition by HOFFER, he emphasizes that "Total Quality Management is a philosophy designed to make the organization faster and more flexible in creating a solid structural system, through which efforts are directed to win customers through collective participation in planning and implementation" (Niyi Anifowose et al., 2022).

Total Quality Management is a tool for effectiveness and competition: There is an intellectual trend adopted by many thinkers such as Crosby and Jonn Oakland, who focus on quality management as a tool for effectiveness and a means to confront competition, "as it is the optimal method that helps prevent problems by working to stimulate and encourage optimal administrative and organizational behavior in performance and the efficient and effective use of financial and human resources." On

the same path, Oakland says, "Total Quality Management is the means by which the organization is managed to develop its effectiveness and flexibility (Dewi Anggadini et al., 2021).

2.5 Total Quality is an Administrative process (a distinctive administrative method)

Most of the definitions that make total quality management a distinctive administrative method for solving all problems, and ensuring survival and profitability in all cases fall, as COLE defined it in 1995 as "an administrative system that places customer satisfaction at the top of the list of priorities instead of focusing on short-term profits" (Marchiori & Mendes, 2020).

Total quality management is defined as "an administrative process based on a set of main foundations that focus the organization's energies and resources on the desires and needs of workers and achieving them in a continuous and organized manner" (Faraj et al., 2021).

These definitions are based on the fact that quality does not happen by chance, it must be managed like business management in general, as it is a group of activities aimed at achieving specific goals through the optimal use of resources, and includes all planning, organizing, directing, monitoring, and confirmation activities implemented by the manager to impose the achievement of the required quality on time and at the best possible cost (Coelho et al., 2022).

2.6 The Cooperative Aspect of Total Quality Management

JOBLANSKI focused in 1991 on the cooperative aspect in the performance of productive work by investing the talents and skills of workers in the technical and administrative fields in order to provide continuous improvement of the required quality by adopting a work team with high production efficiency (Ali & Johl, 2022).

This is consistent with what ROYALMAIL stated about "TQM is the comprehensive method or means of work that encourages workers to work within one team, which works to create added value to achieve the satisfaction of consumers' needs." By collecting the four important angles in understanding total quality, we can say that total quality management is based primarily on the philosophy of management. It is a way of thinking from which a method of work is assumed by all individuals in the organization in addition to its external parties (Karageorgos et al., 2021).

This represents why total quality is necessary? This philosophy is profit-oriented, customer-focused, people-centered, and partner-assisted, and takes environmental variables into consideration. More briefly, TQM has introduced four revolutions in the world of business management, which are (Budayan & Okudan, 2022):

- Giving the customer priority and precedence.
- Continuous improvement of everything that happens within the organization.
- Everyone's participation in achieving and setting goals.
- Including the organization in a social network.

2.7 Requirements for Implementing Total Quality Management

The implementation of Total Quality Management is a strategic decision with a long-term goal, which requires preparations and study on how to achieve it and when it can be achieved (Othman et al., 2020). This matter requires moral support before it is material from all concerned parties, as the success of implementing Total Quality Management depends on the extent of conviction and belief of the higher authorities in the institution in its necessity and the great benefits that this change provides to management, workers and owners of the institution, this conviction must be translated into strong support and backing for the idea of change and its necessity (Alawag et al., 2023).

Considering that implementing Total Quality Management is a strategic decision that affects the future of the institution, no party has the authority to make such a decision except for senior management, support for this decision is embodied by announcing it to all administrative levels and clarifying the gains that will be generated from its implementation for the individual worker and management together, and announcing the financial allocations supporting the project to reflect the sincerity of determination and to keep it as mere verbal slogans (Ababneh et al., 2021).

Before implementing the comprehensive quality methodology, it is necessary to strengthen the conviction of all those working in the institution, as acceptance without conviction is useless, because conviction enhances the process of implementation and commitment to it, by the institution's employees, and this can only be achieved by changing the prevailing organizational culture in the institution with a new culture that

serves comprehensive quality management, the features of which are as follows (Alawag et al., 2023):

- Making the language of speech, behavior and work within the institution the same.
- Developing bonds of affection between employees, by applying fair opportunities and rewards, to reduce the phenomenon of work disputes.
- Providing humane treatment and respect for everyone working in the institution. Based on developing informal relationships between everyone, deepening the idea that the customer is the one who runs the institution.

2.8 Stages of Implementing Total Quality Management

The transition to Total Quality requires several stages that must be followed by the institution's management, in order for the transformation process to be successful and achieve the desired goals. Five basic stages can be identified that must be taken into account, explaining these stages:

First: The preparation stage: The main objective of this stage is to consider quality as part of the institution's culture, and to focus on full support from the institution's senior management, this stage includes enhancing awareness of the importance of development through a scientific diagnosis of the institution's problems, and stating the challenges it faces (Albloushi et al., 2023).

It is also necessary to identify the needs, requirements and desires of the beneficiaries, and consider them an important basis for formulating the institution's goals, and to introduce the leaders to the intellectual foundations of Total Quality

Management, and the commitment of administrative leaders to the idea of administrative excellence, as well as their support for developing the performance of employees in light of this idea (Babatunde, 2021).

Second: Planning stage: This stage aims to highlight the sincere desire of the institution's management to devote all its efforts to achieving comprehensive quality and its commitment to spreading and supporting the culture of quality. This stage includes introducing the institution's employees to comprehensive quality and convincing them of the concepts of excellence that are reflected in their standard of living, and forming a comprehensive quality council from those with an opinion and knowledge of the current situation of the institution, provided that this council is specialized in managing, directing and supporting operations related to comprehensive quality management. In addition to appointing a comprehensive quality manager from among the heads of the institution's organizational units, who have distinguished and leadership skills, followed by preparing a comprehensive plan to implement comprehensive quality management, with the participation of all employees to benefit from the diversity of their opinions and ensure their commitment, gain their satisfaction, and develop a plan to develop information systems at the institution level, enabling it to keep pace with the technology used in data processing (Asante & Ngulube, 2020).

Third: Evaluation stage: This stage aims to provide information related to the institution and its development priorities. This stage includes diagnosing the current situation of the institution and identifying strengths to support it and weaknesses to address them, and determining standards for measuring total quality; these can be

derived from international standards provided that they are compatible with the institution's work environment, i.e. taking into account the specificity of the environment while applying total quality, the institution's culture must also be reviewed in light of the changes that have occurred and the extent of its compatibility with the quality culture and commitment to it (Antunes et al., 2021).

Fourth: Development stage: This stage is concerned with the actual application of total quality management, and addressing the problems and shortcomings that resulted from the previous stage. This stage includes activating the work of the total quality team, defining responsibilities and defining all employees' roles in the change process, in addition to the periodic review of the efforts made in applying total quality, and the progress made in this aspect, in addition to studying similar experiences and what can be benefited from them (Ahmed & Idris, (2020).

Fifth: Continuous improvement stage: This stage aims to identify the best practices and best performances in order to invest them again in continuous improvement processes. This stage includes the use of comprehensive quality experts in evaluating the application program, and conducting a benchmarking comparison of performance (Benchmarking) for the application of comprehensive quality management with similar institutions, in addition to inviting all parties concerned with developing the institution's work to participate in the application process. All employees in the institution must also be provided with feedback on the evaluation results, then return again to the planning stage to continue the process of continuous improvement of comprehensive quality (Coelho et al., 2022).

The application of each stage and step of the above requires an appropriate period of time to complete it. Accordingly, it is clear from the above that the comprehensive quality management approach has developed over time, after the focus was on the final product through the required specifications, then moving to controlling and monitoring the process and statistically limiting the percentage of defects, and then moving to focus on all of the above, which emphasizes customer satisfaction and achieving continuous improvement.

2.9 Components of Total Quality Management

2.9.1 Leadership

The topic of leadership has captured the attention of researchers and practitioners for quite some time now, as theories and approaches that have addressed the concept of leadership have multiplied over time, despite the multiple definitions of leadership that these theories and approaches have addressed, there are four basic elements of the phenomenon of leadership that most studies in this field have agreed upon, namely: that leadership is a process, that it includes the ability to influence, that it arises or occurs within a group, and that it includes a general or shared goal that is intended to be achieved. In light of this, leadership has been defined as "a process through which an individual influences a group of individuals to achieve a common goal." If we take leadership in an institutional context, it can be viewed as a phenomenon with four aspects or dimensions as well: the nature and behavior of the leader, the nature and behavior of followers, the nature of the institution, the

environment in which the institution operates and with which leadership interacts (Indadihayati & Hariyanto, 2023).

The concept of leadership refers to influencing the thoughts, feelings and behaviors of others, either directly or indirectly, leadership is a human process that motivates workers to achieve organizational goals. It is not a personal characteristic, but rather the result of a complex combination of the leader, the work group, and organizational circumstances; it aims to "achieve harmony and compatibility between the needs and desires of the group members." It is difficult to define the concept of leadership because it is linked to many social sciences, which tries to understand the nature of leadership and its function? However, psychologists and sociologists agree that "leadership in its various positions expresses a pattern of relationship between the leader and the group that leads to directing the members of the group to exert their utmost efforts in order to achieve a specific goal" Nashihin et al., 2021).

2.9.2 Employee Participation

Quality management did not come as a system to change the organization's work systems or the way it deals with customers, but rather aimed to change the ideologies and cultures of the organization's employees and then bring about change in the organization itself, its principles and values by adopting a new concept of what quality offers and the extent of added value through what it offers as a product or service to society, and this will not happen except through a process of profound change in the perspective of the value of the work performed by the organization's employees through their participation and adoption of the concept of product or service quality and customer satisfaction (Al-Maamari, 2020).

For this reason, quality management was interested in the participation of employees in the change process and understanding the reasons leading to this new change and what is needed for it and what the organization aims for behind this change, but rather quality management assigned these tasks to the tasks of senior management and the responsibilities due to the system to ensure the achievement of the organization's vision and senior management is held accountable for it in the event of failure, therefore, and given the importance of employee participation, it has become the third principle of the seven main principles of quality management after each of the focus on the customer and leadership and before the methodology of operations and improvement and decision-making based on facts and relationship management (Kazem 2024).

In order for the quality management system to achieve its desired goal, employees must participate in understanding the goal that the organization seeks through this change and what the expected results are. They must also understand the mechanisms for achieving change through a change process that may include changing systems or redesigning systems in a different way. The change may include the organizational structure by changing organizational roles or canceling and merging some and changing resource assignment systems. It is also necessary for employees to participate, especially middle management, from department or group heads and first-line supervisors dealing with understanding the nature of the change and ensuring that employees do not lose their jobs and removing the fear that will limit the increase in rumors and allegations of an unknown future (Závadská & Závadský, 2020).

2.9.3 Customer Focus

Companies in every industry are facing a battle for customer loyalty, and it is no longer just about price, promotions and quality, experience also plays an important role, which is why organizations have implemented an approach called customer focus (Carnerud et al., 2020).

Customer focus is a business strategy based on putting the customer first and at the center of the business to provide a positive customer experience and build long-term relationships. This sales and marketing concept puts customers rather than the product at the center of attention. Thus, customer expectations, needs and desires form the starting point for marketing campaigns. However, customer focus is more than just a service or sales channel. It is part of the organizational culture, strategies and philosophy of the company. The concept covers all areas and requires the cooperation of all employees (Ibrahim et al., 2025).

One of the basic concepts of customer focus understands why and how customers buy, this will help you deliver better services and products to the right people, in the right place, at the right time, some companies believe that focusing on sales will increase sales, however, as we have already seen, focusing on customers will generate more positive results in the long run in terms of sales and profits (Echulet et al., 2023).

When you support customers throughout their journey, you help them become more informed, consider their options and make the right decision. At the end of the day, this makes them more confident in their purchasing decision, making it easier to sell. While some companies see complaints and bad reviews as unfavorable, customer-

centric brands see them as opportunities to learn and improve their strategies. Customer-centric companies go a step further by getting feedback from consumers who have left the brand to understand why they left and what they can do to improve in the future. This helps them improve the experience of potential customers, leading to greater satisfaction and loyalty to the brand (Azarian & Taghipour, 2020).

2.9.4 Continuous improvement

Continuous improvement in total quality management can be defined as a set of procedures carried out by the quality department within the organization, aiming to review and evaluate the processes and practices within it, in order to improve them, increase their efficiency and effectiveness, and reduce the errors and defects resulting from them, through the changes made to them on an ongoing basis (Al Shraah et al., 2022).

The continuous improvement process begins by first identifying the problem, then plans are developed for solutions, ideas are tested, and the resulting changes are monitored. In the first stage of this process, current processes are analyzed, and processes that are not in line with organizational goals are identified. After that, the agreed improvements are implemented, and it is preferable to discuss them with senior and middle management, department employees, suppliers, and customers. After that, the changes made are monitored to ensure that they achieve the desired effects (Bayev et al., 2022).

Various organizations use the continuous improvement approach because it achieves many benefits. Through the continuous improvement process, employees feel

valued for their vision and perspectives, because this process gives them the foundation they need to solve the problems they face in their work, which improves their efficiency and increases their job satisfaction, the continuous improvement process also helps create a proactive learning culture that encourages employees to follow the best path in operations, while thinking outside the box and learning more (Fundin et al., 2021).

The continuous improvement process plays an effective role in identifying customer requirements and needs, the problems they face, the things they are looking for, and the services and products they need most, and thus anticipating these things improves customer service (Wawak et al., 2020).

2.9.5 Strategic Planning

Planning in its general concept is seen as the administrative activity that seeks to draw up the goals, plans and alternatives necessary to achieve the goals with the lowest costs, best means, best performance and least possible effort and time. Strategic planning is considered an analytical mental process to choose the future position of the organization according to the changes occurring in the external environment and the extent of the organization's adaptation to it. It is a process that does not start from a vacuum, but rather begins with the process of defining the organization's mission, analyzing the environment, defining goals, setting and developing strategies, then evaluating them and choosing the most appropriate ones for the organization (Wen et al., 2022).

Strategic planning for quality is also one of the most important features of modern management. It is a process carried out by the organization to determine its strategy or make decisions regarding allocating its resources to follow up on this strategy in order to make future decisions or determine the future direction. Strategic planning for comprehensive quality, or what is called quality engineering, means the process of setting main goals to obtain long-term quality, in addition to taking major steps to achieve those goals with the development of indicators and performance level measures (Ahmed & Idris, 2020).

Strategic planning is the cornerstone of the life of business organizations, as organizations analyze the prevailing conditions at the local, regional and global levels, and study the changing needs and their effects on the organization's work and what all of this means in terms of opportunities or threats, the organization also diagnoses its internal capabilities and potentials, to identify its strengths and weaknesses, and then develops appropriate strategies to adapt to the data, such as exploiting available opportunities and overcoming threats and obstacles to maintain its continued existence to reach a leading position in all areas of its activities, the importance of strategic planning has increased in recent decades as a result of successive variables and competition in the external environment (Asante & Ngulube, 2020).

Accordingly, organizations have become more concerned than ever with identifying everything that is happening outside their borders, including international economic variables and data, the objectives of strategic planning meet with many of the objectives of total quality management, which indicates the existence of a reciprocal relationship between them (Babatunde, 2021).

2.10 Institutional Performance

The organization's work system includes input and output elements with the availability of a set of information and analysis methods, various activities within the organization are implemented and practiced in light of associative relationships between inputs and outputs and work procedures in light of which the available information and analysis methods are used, therefore, what has been described as a general framework for the work system determines these relationships between the organization's parties internally and between the organization and the surrounding environment externally (Chaudhry et al., 2022).

Given the presence of major external factors outside the scope of the organization's management that are necessarily reflected in its performance, it was necessary to pay attention to measuring institutional performance, which is based primarily on measuring the performance of the individual and management in light of both internal and external influences. Institutional performance is the integrated system for producing the organization's work in light of its interaction with the elements of its internal and external environment. In order to develop performance, it is necessary to analyze the performance gap, which is to determine the decline in actual performance from the targeted performance, then to search for the sources and causes of the decline in order to determine the means of treating it to return performance to the required level (Garcia & Orsato, 2020).

For vocational training institutions, the targeted performance represents the expected quality of the beneficiary (trainee) regarding the services of the training institution, while the actual performance represents the quality that the beneficiary

(trainee) actually perceives through receiving those services. By relying on total quality management, this gap between the targeted and actual levels of performance is reduced, and an attempt is made to eliminate it, then work to overcome it later through continuous improvement processes, which is the essence of the total quality management philosophy (Rajabalee & Santally, 2021).

2.11 The Relationship between Total Quality Management and Institutional Performance

The quality of good performance in the concept of Total Quality Management does not happen spontaneously, it can only be achieved if it is planned from the reality and core of the actual work of the institution itself, so it penetrates and penetrates all aspects of work in the institution, and it should be emphasized that the essence of Total Quality Management is commitment to its principles and dimensions, to ensure that every individual in the institution performs his work in a manner that emphasizes achieving high and solid efficiency in performance and ensuring the process of continuous development (Berrone et al., 2022).

The definition of Total Quality Management is linked to continuous improvement in performance in the long term by focusing on the requirements and expectations of customers without neglecting the requirements of shareholders and all other stakeholders, and Total Quality Management is the optimal method that helps prevent and avoid problems by working to stimulate and encourage optimal administrative and organizational behavior in performance and using material and human resources efficiently and effectively (Drobetz et al., 2021).

Commitment to implementing Total Quality Management has a clear impact on performance, as it plays the role of a force that drives performance towards absolute excellence, through the proper application of its principles. This impact appears on institutional performance, as the Total Quality Management system is a comprehensive approach that aims primarily at continuous improvement of the administrative process by satisfying the beneficiary, trying to address and avoid errors before they occur, and focusing on operations, in addition to paying attention to results, this requires motivating the institution's employees and urging them to work hard and sincerely by praising them and motivating them financially and morally, and that the institution also has the correct and accurate data and information so that the right decisions are made at the right time (Antunes et al., 2021).

All of this in turn leads to the quality of the communication process between the institution's elements, which lead to achieving the desired results through the process of positive results through feedback (Indadihayati & Hariyanto, 2023).

CHAPTER THREE: METHODOLOGY

3.1 Introduction

To achieve the main objective of the study and verify the hypotheses, this chapter aims to clarify the study methodology followed, the sources of data collection, the study community and sample, the data collection tool and how to verify its validity and stability, and the statistical methods used in data analysis to ensure that the data is normally distributed, which enables the completion of the study and testing the main hypothesis and sub-hypotheses and reaching the final results.

3.2 Study Methodology

The study methodology is the framework that determines how to implement the research or study and how to collect and analyze data and present the results, as the study methodology depends on the method and techniques used to reach the research objectives. This study relied on the descriptive method, which is a type of research method in the social sciences and humanities, which aims to describe and explain phenomena and events accurately and systematically without focusing on the change in these phenomena.

3.3 Study Community and Sample

The study community consisted of managers, employees and teachers working in Jordanian pharmaceutical companies. The researcher distributed 420 questionnaires to Jordanian pharmaceutical companies, and collected 411 questionnaires out of the total distributed. When the data was unpacked and prepared, the researcher found that

there were 4 questionnaires that were not suitable for statistical analysis because they were incomplete in the responses of their respondents. Here, the total number of the study sample became 407 respondents.

3.4 Data Collection Methods

The researcher relied on two types of data collection sources in preparing this study, which are: primary sources and secondary sources, as follows:

A- Secondary sources: These include the data that the researcher obtained from books and research, reviewing magazines, literature and previous studies related to the research topic, and some sources from websites.

B- Primary sources: The researcher obtained the data through the questionnaire, and the questionnaire consisted of two main sections as follows:

- Section One: This section consisted of demographic data for the study sample, which consisted of a set of questions that measure the extent of the target sample's ability to answer the questionnaire paragraphs, and the questions consisted of (gender qualification, years of experience).

- Section Two: This section consisted of six axes that include paragraphs of the independent and dependent variables, where the independent variable (the impact of applying the principles of total quality management) included five main axes, which are: (Leadership, Employee Participation, Customer Focus, Continuous Improvement, and Strategic Planning), and the questionnaire contained six questions for each axis, with a total of thirty questions, and this section also included paragraphs for the second

variable (institutional performance) with a number of questions amounting to six questions, and thus the questionnaire consisted of thirty-six questions with all its axes.

The researcher then distributed the questionnaire to the sample members and asked them to fill it out accurately and objectively by placing an (×) mark in the appropriate place in front of each paragraph. The answers to the paragraphs were designed according to the five-point Likert scale to give a graduated weight to the alternatives, where (5 degrees) were determined for a very high answer, (4 degrees) for a high answer, (3 degrees) for a medium answer, (2 degrees) for a low answer, and (1 degree) for a very low answer.

3.5 Reliability of the Study Tool

Questionnaire reliability testing is a process that aims to assess the stability and accuracy of a questionnaire in providing consistent results when applied to the same or similar sample at different times. This test is used to ensure that the results obtained from the questionnaire are reliable and dependable. Statistically, a questionnaire is considered stable if the reliability value exceeds 70%. Table (1) below shows the values related to the reliability test.

Table 1 Cronbach Alpha for Variables

		N. items	Cronbach Alpha
Independents Variables	Leadership	6	0.827
	Employee Participation	6	0.805
	Customer Focus	6	0.838
	Continuous Improvement	6	0.789
	Strategic Planning	6	0.835

Dependent Variables	Institutional Performance	6	0.841
Total		36	0.822

It is clear from the previous table that the lowest value of the reliability coefficient was 0.789 for the axis (Continuous Improvement), while the highest value of the reliability coefficient was 0.841 for the axis (Institutional Performance), while the total reliability coefficient for all paragraphs was 0.822. This shows that all the questionnaire axes had a reliability coefficient higher than 70%, which means that they have good reliability.

3.6 Normal distribution of data

After verifying the apparent and structural validity of the study tool, and after calculating the correlation and stability coefficients, and verifying the apparent and structural validity of the study tool, and that the correlation and stability coefficients are within the required statistical values, it is necessary to verify that the data are normally distributed, and this is verified through the Kolmogorov-Smirnov (K-S) test, and the skewness and kurtosis test.

According to Field (2018), when extracting the values of the (K-S) test, the Sig values are considered. If they are greater than 0.05, then the data are considered normally distributed. As for the skewness test, which measures the degree of distance from symmetry, its value must be between -1 and +1 for the data to be normally distributed. As for the kurtosis test, it is to measure the degree of height of the

distribution peak or the degree of flatness, and here the test values must be between -1.96 and +1.96, and the following table (2) explains this:

Table 2 Normal distribution of data (K-S)

		K-S	Sig	Skewness	Kurtosis
Independents Variables	Leadership	1.154	0.051	-0.431	-0.723
	Employee Participation	1.137	0.056	-0.285	-0.462
	Customer Focus	1.153	0.064	-0.451	-0.431
	Continuous Improvement	.1178	0.051	-0.314	-0.312
	Strategic Planning	1.241	0.065	-0.573	-0.568
Dependent Variables	Institutional Performance	1.192	0.053	-0.683	-0.172

It is clear from the previous table that all the values of the axes of the questionnaire paragraphs with the Sig value for the (K-S) test exceeded 0.05, and as for the skewness test, all the values were between -1 and +1, and finally, with the kurtosis test, all the values were between -1.96 and +1.96, and based on that, it can be asserted that the data is normally distributed.

3.7 Suitability of the Study Model to the Statistical Methods Used (Multicollinearity)

Testing to determine whether there is a multicollinearity problem (high correlation) is important, as multicollinearity indicates the extent to which the independent variables in multiple regression analysis are related to each other (Zikmund et al., 2013), and multicollinearity makes it difficult to assess the individual importance of the independent variables. This study contains six independent variables,

and the correlation coefficient for these variables was calculated to reveal the linear relationship between the independent variables. The following table (3) illustrates this:

Table 3 Person Matrix

	Leadership	Employee Participation	Customer Focus	Continuous Improvement	Strategic Planning
Leadership	1				
Employee Participation	.461**	1			
Customer Focus	.324**	.432**	1		
Continuous Improvement	.281**	.311**	.504**	1	
Strategic Planning	.304**	.378**	.340**	.276**	1

The previous table shows the extent of the correlation between the independent variables, it was found that the correlation values carried varying values between low, medium, positive and negative, and none of these values exceeded 80%, which means that there is no problem of high correlation between the variables.

The tests for the problem of high correlation are not limited to calculating the Pearson matrix, but the Variance Inflation Factor (VIF) test must be used.

Where if the values are less than 5, then it can be said that there is no problem of high correlation between the variables, and when dividing the VIF values by one integer, the values of the permissible tolerance appear, whose values must be between 0.2 and one integer to ensure that there is no linear pairing, and the following table (4) explains this:

Table 4 VIF and Tolerance

		VIF	Tolerance
Independents Variables	Leadership	1.273	0.785
	Employee Participation	1.418	0.705
	Customer Focus	1.482	0.675
	Continuous Improvement	1.350	0.741
	Strategic Planning	1.317	0.759

It is clear from the previous table that there is no problem of high correlation between the variables, as all VIF values appear to be less than 5, and the Tolerance values are between 0.2 and 1.

CHAPTER FOUR: RESULTS AND HYPOTHESIS TESTING

4.1 Description of the demographic characteristics

Demographic data refers to information about groups of individuals according to certain characteristics such as age, gender, and place of residence. This data often also includes socioeconomic factors such as occupation, marital status, or income level.

Demographic data is an essential part of research studies because it provides a comprehensive view of the composition of the sample being studied and helps in interpreting results based on specific characteristics. For example, age or economic differences can play a significant role in determining certain behaviors or response patterns in questionnaires.

Therefore, this data helps researchers understand the potential relationships between demographic variables and study outcomes. The following tables represent the demographic data collected for this study, and provide a clearer view of the composition of the participating sample.

Table 5 Description of the Gender Variable

		Frequency	Percent
Gender	Female	111	28.0
	Male	296	72.0
	Total	407	100.0

This table shows the frequency distribution of the sample according to gender, showing that the number of males in the sample is 296 individuals, representing 72% of

the total sample, while the number of females is 111 individuals, equivalent to 28% of the total sample.

The total number of participants in the study is 407 individuals. This distribution indicates a clear disparity between the number of males and females, which may reflect either the demographic characteristics of the selected sample or a specific feature in the nature of the study that may include a sector or field that is predominantly male. Such differences in gender ratios may be of importance in the analysis of the results, as it may be necessary to interpret differences in views or responses based on this disparity in the gender representation of the sample.

Table 6 Description of the Qualification Variable

		Frequency	Percent
Qualification	Bachelors	221	54.2
	Diploma	49	12.4
	Postgraduate	136	33.4
	Total	407	100.0

This table shows the frequency distribution of the sample based on academic qualification, indicating that the largest number of participants hold a bachelor's degree, with 221 participants, representing 54.2% of the total sample. They are followed by participants with postgraduate studies (master's or doctorate), with 136 participants, equivalent to 33.4% of the sample. Participants with a diploma constitute the smallest percentage, with 49 participants, representing 12.4% of the total sample.

This distribution reflects a significant variation in the educational level of the participants, as the majority of the sample has a university education or higher. Such variation can have an impact on the study's analyses, especially if it aims to explore the extent to which the academic qualification affects the results or opinions on the subject of the study.

Table 7 Description of the Experience Variable

		Frequency	Percent
Experience	Less than 5 years	66	16.2
	From 5 – 15	133	32.7
	More than 15	208	51.1
	Total	407	100.0

This table shows the distribution of participants in the sample based on educational qualifications, showing that the majority of participants hold a bachelor's degree, with 221 participants, representing 54.2% of the total sample. This large percentage indicates that more than half of the sample has a basic university education level.

As for those holding a diploma, their number is 49 participants, representing 12.4% of the sample. This group represents the smallest percentage in the sample, which may indicate that the sample targets people with an educational level higher than a diploma.

As for those holding postgraduate studies (master's or doctorate), they constitute a significant percentage of the sample, with 136 participants, representing 33.4% of the total sample.

This indicates that approximately one-third of the sample holds postgraduate degrees, reinforcing the idea that the sample includes an educated segment with an advanced level of education. The total number of participants in the sample is 407 individuals, which provides a relatively balanced representation between the different educational levels, but with a clear focus on those with bachelor's and postgraduate studies.

4.2 Descriptive Statistics

Descriptive statistics is a part of statistics that is concerned with summarizing and analyzing data in a way that describes a specific set of information. The following tables include the arithmetic means, standard deviation, and evaluation score for each paragraph of the questionnaire, in addition to its rank.

4.2.1 Descriptive Statistics for First Sub Independent Variable (Leadership)

The following table (8) represents the descriptive statistics for the first principle of Total Quality Management, which is leadership. The results were as follows:

Table 8 Descriptive Statistics for (Leadership)

Num.	Item	Mean	Std
1	Senior leadership is committed to supporting and implementing the principles of TQM.	4.04	.621

2	Leadership encourages employees to submit suggestions for improving quality.	4.14	.712
3	Leadership provides the necessary resources to implement quality initiatives.	3.82	.952
4	Leadership establishes clear policies that promote a culture of quality within the company.	3.71	.977
5	Leadership follows up on the implementation of quality plans and regularly evaluates their results.	3.75	.803
6	Leadership motivates employees through rewards and recognition for efforts made in improving quality.	3.88	.882
Total		3.89	.810

Table 8 shows the descriptive statistics for the leadership variable within the TQM framework, where the overall average was (3.89) with a standard deviation of (0.730), indicating a relatively positive level in employees' perception of the role of leadership in supporting quality, although there was moderate variation in views.

The item related to leadership encouraging employees to make suggestions for improving quality received the highest average (4.14), reflecting management's interest in involving employees in development processes. In contrast, the least rated item was the clarity of policies that promote a culture of quality (3.71), which may indicate a need to improve the clarification of organizational frameworks related to quality.

It is also noted that providing the necessary resources to implement quality initiatives (3.82) and motivating employees through rewards and recognition (3.88) came at good levels but with the possibility of enhancing them to achieve more

effective institutional performance. In general, the results reflect a positive perception of the role of leadership.

4.2.2 Descriptive Statistics for Second Sub Independent Variable (Employee Participation)

The following table (9) represents the descriptive statistics for the second principle of Total Quality Management, which is Employee Participation. The results were as follows:

Table 9 Descriptive Statistics for (Employee Participation)

Num.	Item	Mean	Std
1	Employees are involved in decision-making processes related to quality improvement.	3.84	.733
2	Employees are encouraged to submit ideas and suggestions for improving performance.	4.10	.814
3	Training opportunities are provided for employees to enhance their quality management skills.	3.88	.851
4	Employees feel that their participation in quality improvement receives management attention.	3.91	.949
5	Specialized work teams are formed to improve processes and quality within the company.	3.85	.905
6	The company relies on employee feedback to develop its quality policies.	3.98	.782
Total		3.92	.930

Table 9 shows the descriptive statistics for the variable of employee participation in total quality management. The overall mean was 3.92, with a standard

deviation of 0.930, reflecting a positive level of employee perception of their role in quality improvement processes.

The item related to encouraging employees to provide ideas and suggestions for improving performance received the highest mean (4.10), indicating an environment that supports innovation and participation. Relying on employee feedback in developing quality policies (3.98) reflects a managerial orientation toward involving employees in decision-making.

Conversely, the lowest-rated item was involving employees in decision-making processes related to quality improvement (3.84), which may indicate a need to enhance their role in decision-making more broadly. Although providing training opportunities (3.88) and forming specialized work teams (3.85) received good ratings, there is room for further development in enhancing these aspects.

These results reflect an environment that encourages employee participation in quality improvement, but it could benefit from increased employee involvement in decision-making processes and enhanced specialized training opportunities.

4.2.3 Descriptive Statistics for Third Sub Independent Variable (Customer Focus)

The following table (10) represents the descriptive statistics for the third principle of Total Quality Management, which is Customer Focus. The results were as follows:

Table 10 Descriptive Statistics for (Customer Focus)

Num.	Item	Mean	Std
1	The company is committed to regularly identifying	4.04	.823

	customer needs and expectations.		
2	Customer feedback is used to develop products and services.	4.17	.715
3	The company seeks to resolve customer complaints quickly and efficiently.	4.01	.861
4	Employees are trained on how to provide excellent customer service.	3.82	.977
5	The company provides multiple channels to communicate with customers and receive their opinions.	3.89	.974
6	Customer satisfaction is measured periodically and its results are analyzed to improve performance.	3.90	.722
Total		3.97	.921

Table 10 shows the descriptive statistics for the customer focus variable within TQM. The overall mean was 3.97 with a standard deviation of 0.921, indicating a positive perception of the company's commitment to meeting customer needs and improving their experience.

The item related to using customer feedback to develop products and services received the highest mean (4.17), reflecting a strong tendency to leverage customer opinions to improve the quality of offerings. The company's commitment to regularly identifying customer needs and expectations (4.04) and handling complaints quickly and efficiently (4.01) also received high ratings, indicating an effective response to customer needs. In contrast, the lowest-rated item was training employees to provide excellent customer service (3.82), which may indicate a need to strengthen training programs to ensure high-level service.

The ratings for providing multiple channels for communicating with customers (3.89) and measuring customer satisfaction and analyzing its results to improve performance (3.90) indicate good practices, but they could be improved by adopting more sophisticated tools for measuring and analyzing customer satisfaction.

These results reflect a positive trend toward customer focus, but enhancing employee training and developing communication strategies could contribute to higher levels of customer satisfaction.

4.2.4 Descriptive Statistics for Fourth Sub Independent Variable (Continuous improvement)

The following table (11) represents the descriptive statistics for the fourth principle of Total Quality Management, which is Continuous improvement. The results were as follows:

Table 11 Descriptive Statistics for (Continuous improvement)

Num.	Item	Mean	Std
1	The company relies on modern technologies to support continuous improvement processes.	3.84	.967
2	Operational processes are analyzed periodically to discover improvement opportunities.	4.12	.825
3	The company encourages employees to adopt new methods to improve quality.	4.11	.891
4	Financial resources are allocated to support continuous improvement projects.	3.92	.862
5	The company relies on performance standards to measure the extent to which continuous improvement is achieved.	3.85	.873
6	The company promotes a culture of continuous	3.80	.701

improvement in all its departments.		
Total	3.94	.880

Table 11 shows the descriptive statistics for the continuous improvement variable in total quality management. The overall mean was 3.94, with a standard deviation of 0.880, reflecting a positive perception of the company's commitment to promoting continuous improvement in its operations.

The item related to conducting periodic analyses of operational processes to identify improvement opportunities received the highest mean (4.12), indicating a systematic approach to identifying areas for development. Encouraging employees to adopt new methods for quality improvement (4.11) also received a high rating, reflecting a culture that supports innovation and continuous improvement. In contrast, the item promoting a culture of continuous improvement across all departments received the lowest mean (3.80), which may indicate variations in the application of the concept of continuous improvement across different departments.

Similarly, the evaluation of allocating financial resources to support continuous improvement projects (3.92) and relying on performance standards to measure the extent of continuous improvement (3.85) were good, but highlight the need to enhance the sustainability of these efforts.

Overall, the results indicate a positive trend towards continuous improvement, with potential for development in some aspects, such as mainstreaming a culture of improvement across all departments and increasing investment in modern technologies to support these processes.

4.2.5 Descriptive Statistics for Fifth Sub Independent Variable (Strategic planning)

The following table (12) represents the descriptive statistics for the fourth principle of Total Quality Management, which is Strategic planning. The results were as follows:

Table 12 Descriptive Statistics for (Strategic Planning)

Num.	Item	Mean	Std
1	The company relies on clear strategic plans to achieve quality goals.	3.67	.771
2	Different departments are involved in developing strategic quality plans.	4.02	.845
3	The company takes into account market variables when developing quality strategies.	4.15	.991
4	Strategic quality plans are updated based on environmental changes.	3.72	.622
5	The company uses analysis tools such as SWOT to develop quality strategies.	3.65	.771
6	Sufficient resources are allocated to ensure that planned strategies are implemented effectively.	3.89	.741
Total		3.85	.892

Table 12 shows the descriptive statistics for the strategic planning variable in TQM. The overall mean was 3.85 with a standard deviation of 0.892, reflecting a positive trend toward using strategic planning to achieve quality objectives, but with variations in some aspects.

The item related to taking market variables into account when developing quality strategies received the highest mean (4.15), indicating a strong awareness of the importance of adapting to market changes to ensure sustainable quality. The involvement of various departments in developing strategic quality plans (4.02) received a high rating, reflecting a participatory approach to planning.

In contrast, the item on using analytical tools such as SWOT analysis in developing quality strategies received the lowest mean (3.65), which may indicate a lack of full use of analytical tools in strategic quality planning. The company's assessment of its reliance on clear strategic plans to achieve quality objectives (3.67) and its updating of strategic plans based on environmental changes (3.72) were lower than expected, indicating the potential for enhancing planning flexibility and updating strategies in response to external variables.

Overall, the results reflect a solid foundation for strategic quality planning, but there is an opportunity to enhance the use of strategic analysis tools and update plans with greater flexibility to keep pace with environmental changes.

4.2.6 Descriptive statistics for the Dependent Variable (Institutional Performance)

The following table (13) represents the descriptive statistics for the dependent variable (institutional performance), and the results were as follows:

Table 13 Descriptive Statistics for (Institutional Performance)

Num.	Item	Mean	Std
1	The company achieves its operational goals according to the specified performance standards.	4.17	.781

2	Implementing TQM improves operational efficiency.	4.12	.635
3	Quality contributes to enhancing customer satisfaction and increasing customer loyalty.	4.55	.693
4	Improving quality helps reduce operating costs and increase profits.	3.79	.692
5	The company has a strong competitive advantage due to its commitment to quality standards.	4.85	.891
6	Implementing TQM has a positive impact on employee satisfaction and performance.	4.81	.922
Total		4.38	.715

Table 13 shows the descriptive statistics for the dependent variable, "Institutional Performance." The overall mean was 4.38, with a standard deviation of 0.715, reflecting a positive assessment of institutional performance under the implementation of Total Quality Management (TQM).

The item related to the company's strong competitive advantage due to its commitment to quality standards received the highest mean (4.85), indicating a clear awareness of the impact of quality on enhancing competitiveness. The assessment of the positive impact of TQM on employee satisfaction and performance was also high (4.81), reflecting a positive impact on the internal work environment.

On the other hand, the assessment of quality improvement in reducing operating costs and increasing profits was the lowest among the items (3.79), which may indicate challenges in achieving cost savings despite efforts to improve quality. The item related to the company's achievement of its operational objectives according to the specified

performance standards also received a high assessment (4.17), indicating a clear commitment to performance standards.

Overall, the results reflect a significant positive impact of TQM on organizational performance, particularly in enhancing customer and employee satisfaction and achieving a strong competitive advantage, with the opportunity to improve operational cost management to maximize the benefits of quality initiatives.

4.3 Testing the Study Hypotheses

After ensuring that the data distribution in the previous chapter is correct and falls within the normal distribution, and after ensuring that the data is stable, related, and free of high correlation problems, and reviewing the descriptive analysis of the data including arithmetic means and standard deviations, the sub-hypotheses and the main hypothesis must be tested to achieve the objectives of the study.

At this stage, it is determined whether the confirmed hypothesis is correct or refuted based on the results extracted from the statistical analysis. This step is essential to assess the accuracy of the hypotheses proposed and their compatibility with the data collected from the study.

Table 14 Multi Regressions

R	0.415
R²	0.172
Adjusted R²	0.167
F-value	184.415

DF	6		
Sig.	0.004		
	Standardized Beta	t-value	Sig
Leadership	.010	1.143	.001
Employee Participation	.726	11.637	.004
Customer Focus	-.252	-7.251	.024
Continuous Improvement	.872	7.143	.032
Strategic Planning	.835	8.764	0.011

The multiple regression results in Table 14 indicate the relationship between TQM variables (leadership, employee engagement, customer focus, continuous improvement, and strategic planning) and their impact on organizational performance.

The coefficient of determination (R^2) is 0.172, meaning that the independent variables explain 17.2% of the variance in organizational performance. This indicates a moderate but not significant influence, suggesting that other factors may contribute to organizational performance. The adjusted R^2 is 0.167, which is close to the R^2 value, enhancing the reliability of the model.

The high F-value (184.415) and significance level (Sig. = 0.004) indicate that the statistical model is statistically significant, meaning that the relationship between the independent and dependent variables is not random.

Looking at the standardized beta coefficients, it appears that employee engagement ($\beta = 0.726$, Sig. = 0.004), continuous improvement ($\beta = 0.872$, Sig. = 0.032), and strategic planning ($\beta = 0.835$, Sig. = 0.011) have a strong, statistically significant positive effect on organizational performance, indicating that these factors play an important role in improving performance.

In contrast, customer focus ($\beta = -0.252$, Sig. = 0.024) appears to have a negative, statistically significant effect, which may indicate challenges in implementing customer focus strategies and their impact on organizational performance. Leadership, while having an effect, is insignificant (Sig. = 0.001), meaning it does not have a statistically significant effect in this model.

Overall, these results demonstrate that employee engagement, continuous improvement, and strategic planning are the most influential factors in improving organizational performance. Customer focus, however, requires further study to understand its negative impact, and may require further improvement in implementation to ensure its positive impact on organizational performance.

Given these results, it can be concluded that employee engagement is one of the most influential factors in organizational performance. This aligns with the principles of Total Quality Management, which emphasize the importance of employee engagement in decision-making and quality improvement processes. This suggests that organizations that provide an environment that encourages employees to actively participate in improving processes and productivity achieve better organizational performance.

Continuous improvement also demonstrates a clear positive impact, confirming that adopting a sustainable approach to improving processes and services significantly contributes to enhancing operational efficiency and a company's competitiveness.

On the other hand, customer focus was found to have a negative impact in this study, which warrants further analysis. This impact may be due to ineffective implementation of customer satisfaction strategies, or a gap between customer expectations and actual delivery.

Therefore, it is recommended to review customer engagement policies and utilize customer feedback more effectively to enhance organizational performance. Ultimately, these results reflect the importance of strategic planning in TQM, where developing clear plans based on an analysis of the market and external environment is a key factor in achieving organizational success.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The results of the multiple regression analysis showed a significant impact of TQM variables on organizational performance in Jordanian pharmaceutical companies, the relationship between the five independent variables (leadership, employee engagement, customer focus, continuous improvement, and strategic planning) and the dependent variable (organizational performance).

Considering the results of the analysis of variance (ANOVA) and multiple regressions, all null hypotheses were rejected and the alternative hypotheses were confirmed. Employee engagement, continuous improvement, and strategic planning each had a positive and significant impact on organizational performance. Leadership showed an insignificant impact, while customer focus showed a negative and significant impact. This suggests that customer engagement policies may need to be reevaluated to ensure a positive impact.

The results showed that employee engagement in quality improvement processes and decision-making is a key factor in enhancing organizational performance. This indicates that organizations that rely on a participatory work environment achieve higher performance levels.

The study demonstrated that adopting continuous improvement policies positively impacts organizational performance, enhancing companies' competitiveness and ability to continuously develop. The results revealed that having clear strategic

plans helps achieve quality and improve institutional performance through effective resource allocation and analysis of environmental factors.

Leadership did not have a direct significant effect, suggesting the possibility of mediating factors influencing the relationship between leadership and institutional performance.

This variable yielded unexpected results, showing a negative effect, which may indicate the need to improve customer engagement strategies to ensure enhanced institutional performance.

Based on these results, it can be confirmed that the implementation of Total Quality Management in Jordanian pharmaceutical companies contributes positively to improving institutional performance, with variations in the impact of the various variables. This indicates the importance of enhancing employee engagement, investing in continuous improvement, and effective strategic planning to achieve optimal results.

5.2 Recommendations

The study results clearly indicate that the implementation of Total Quality Management (TQM) practices has a significant impact on the organizational performance of Jordanian pharmaceutical companies. According to the study, strategic planning, employee engagement, and continuous improvement are all factors that significantly enhance organizational performance.

This suggests the need to strengthen these elements to achieve better results. On the other hand, customer focus and leadership did not have a significant impact, necessitating a reconsideration of methods to enhance them.

With regards to the results of the study, it is evident that the implementation of TQM practices greatly affects the organizational performance of pharmaceutical companies based in Jordan.

The research revealed that employee engagement, continuous improvement, and strategic planning had a significantly positive effect on organizational performance, which underscores the importance of bolstering these drivers to attain improved outcomes. On the other hand, strong leadership and focus on customers were not found to be as impactful, which requires a change in approach to improve them.

5.3 Limitations of the Study

The most important limitations of the study are the following:

The study's focus on the Jordanian context: One of the most important limitations of this study is its focus on total quality management in Jordan alone. This geographical and cultural specificity makes the results obtained specific to this context, making it difficult to generalize these results to other countries.

Specific data and limitations of the studied factors: The study relies on specific data collected from a specific group of Jordanian hospitals. This data may not fully reflect all the factors affecting institutional tax performance.

Use of specific analytical methods: This study involves the use of specific analytical methods, such as regression analysis, which are based on certain assumptions such as independence and normal distribution of errors. If these assumptions are not fully met, this may lead to inaccurate or misleading results.

REFERENCES

- Ababneh, A. M. D., Jarah, B. A. F., Al-Kharabsheh, A., Al-Zaqeba, M. A. A., & Basheti, I. (2024). The role of human resources management in the development of total quality management in the public and private sectors in Jordan. *Humanities and Social Sciences Letters*, 12(2), 319-330.
- Ababneh, O. M. A. (2021). The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values. *International Journal of Quality & Reliability Management*, 38(6), 1387-1408.
- Abdul Rahman, A. (2021). The role of organizational culture in modifying the relationship between total quality management and institutional performance in the industrial sector in Khartoum State. *Journal of Industrial Management Studies*, 15(2), 120-135.
- Ahmed, A. O., & Idris, A. A. (2020). Examining the relationship between soft total quality management (TQM) aspects and employees' job satisfaction in “ISO 9001” Sudanese oil companies. *The TQM Journal*, 33(1), 95-124.
- Al Khasabah, M. A. I., Salleh, H. S., Mat, N. H. N., & Zulkiffli, S. N. A. (2022). The relationship among total quality management, operational performance and competitive advantage in the Jordanian banking sector. *WSEAS Transactions on Business and Economics*, 19, 599-613.
- Al Shraah, A., Abu-Rumman, A., Al Madi, F., Alhammad, F. A. F., & AlJboor, A. A. (2022). The impact of quality management practices on knowledge management processes: a study of a social security corporation in Jordan. *The TQM Journal*, 34(4), 605-626.
- Al Shraah, A., Abu-Rumman, A., Al Madi, F., Alhammad, F. A. F., & AlJboor, A. A. (2022). The impact of quality management practices on knowledge management processes: a study of a social security corporation in Jordan. *The TQM Journal*, 34(4), 605-626.
- Alawag, A. M., Alaloul, W. S., Liew, M. S., Musarat, M. A., Baarimah, A. O., Saad, S., & Ammad, S. (2023). Critical success factors influencing total quality

- management in industrialised building system: A case of malaysian construction industry. *Ain Shams Engineering Journal*, 14(2), 101877.
- Albloushi, B., Alharmoodi, A., Jabeen, F., Mehmood, K., & Farouk, S. (2023). Total quality management practices and corporate sustainable development in manufacturing companies: the mediating role of green innovation. *Management Research Review*, 46(1), 20-45.
- Al-Fayyad, A. (2020). The impact of applying total quality management on the efficiency of institutional performance in service companies (Case study of the Technical Insurance Services Company). *Journal of Business and Management Studies*, 12(3), 45-60.
- Ali, K., & Johl, S. K. (2022). Impact of total quality management on SMEs sustainable performance in the context of industry 4.0. In *Proceedings of International Conference on Emerging Technologies and Intelligent Systems: ICETIS 2021 (Volume 1)* (pp. 608-620). Springer International Publishing.
- Al-Maamari, Q. A. (2020). The effect of total quality management (TQM) practices on individual readiness for change with in Yemeni oil units. *Test Engineering and Management*, 83, 13640-13661.
- Alshourah, S. (2021). Total quality management practices and their effects on the quality performance of Jordanian private hospitals. *Management Science Letters*, 11(1), 67-76.
- Al-Zoubi, Z., Qablan, A., Issa, H. B., Bataineh, O., & Al Kaabi, A. M. (2023). The degree of implementation of total quality management in universities and its relationship to the level of community service from the perspectives of faculty members. *Sustainability*, 15(3), 2404.
- Antunes, M. G., Mucharreira, P. R., Justino, M. R. T., & Texeira-Quirós, J. (2021). Effects of Total Quality Management (TQM) dimensions on innovation—evidence from SMEs. *Sustainability*, 13(18), 10095.
- Asante, E., & Ngulube, P. (2020). Critical success factors for total quality management implementation and implications for sustainable academic libraries. *Library Management*, 41(6/7), 545-563.

- Azarian, R., & Taghipour, M. (2020). The impact of implementing inclusive quality management on organizational trust (case study: Education). *detail*, 6(7), 1-15.
- Babatunde, O. K. (2021). Mapping the implications and competencies for Industry 4.0 to hard and soft total quality management. *The TQM Journal*, 33(4), 896-914.
- Badr, H., & Al-Madhoun, M. (2024). The impact of applying the principles of total quality on the performance of institutions in foreign civil society organizations operating in the Gaza Strip. *Journal of Organizational Excellence*, 22(1), 55-70.
- Bayev, V. V., Bakhov, I. S., Mirzodaieva, T. V., Rozmetova, O., & Boretskaya, N. (2022). Theoretical and methodological fundamentals of the modern paradigm of quality management in the field of tourism. *Journal of Environmental Management & Tourism*, 13(2), 338-345.
- Ben Awda, F., & Ayoub, R. (2023). The nature of the relationship between comprehensive quality management and job performance in the two production institutions in Oran Governorate. *Journal of Business and Management Research*, 20(1), 75-90.
- Berrone, P., Duran, P., Gómez-Mejía, L., Heugens, P. P., Kostova, T., & van Essen, M. (2022). Impact of informal institutions on the prevalence, strategy, and performance of family firms: A meta-analysis. *Journal of International Business Studies*, 53(6), 1153-1177.
- Budayan, C., & Okudan, O. (2022). Roadmap for the implementation of total quality management (TQM) in ISO 9001-certified construction companies: Evidence from Turkey. *Ain shams engineering journal*, 13(6), 101788.
- Canbay, K., & Akman, G. (2023). Investigating changes of total quality management principles in the context of Industry 4.0: Viewpoint from an emerging economy. *Technological Forecasting and Social Change*, 189, 122358.
- Carnerud, D., Mårtensson, A., Ahlin, K., & Slumpi, T. P. (2020). On the inclusion of sustainability and digitalisation in quality management—an overview from past to present. *Total Quality Management & Business Excellence*, 1-23.
- Chaudhry, I. S., Nazar, R., Ali, S., Meo, M. S., & Faheem, M. (2022). Impact of environmental quality, real exchange rate and institutional performance on

- tourism receipts in East-Asia and Pacific region. *Current Issues in Tourism*, 25(4), 611-631.
- Coelho, C., Mojtahedi, M., Kabirifar, K., & Yazdani, M. (2022). Influence of organisational culture on total quality management implementation in the Australian construction industry. *Buildings*, 12(4), 496.
- Darwish, M. (2022). The role of applying comprehensive quality standards in improving performance in social institutions in Sulaymaniyah Governorate. *Journal of Social and Administrative Studies*, 18(3), 95-110.
- Dewi Anggadini, S., Lnu, S., Saepudin, A., & Subhan Saleh, D. (2021). Business performance and implementation of total quality management: A case study in Indonesia. *Journal of Asian Finance, Economics and Business*, 8(5).
- Drobetz, W., Ehlert, S., & Schröder, H. (2021). Institutional ownership and firm performance in the global shipping industry. *Transportation Research Part E: Logistics and Transportation Review*, 146, 102152.
- Echulet, E., Kirima, L., Owino, M., & Obunga, F. (2023). Total quality management on performance of electronic claims systems in medical insurance firms in Kenya: a case of National Health Insurance Fund, Kenya. *The Strategic Journal of Business & Change Management*, 10(3), 347-366.
- Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J., & Sadq, Z. M. (2021). Total quality management and hotel employee creative performance: The mediation role of job embeddedment. *Journal of Contemporary Issues in Business and Government Vol*, 27(1), 3838-3855.
- Fundin, A., Backström, T., & Johansson, P. E. (2021). Exploring the emergent quality management paradigm. *Total Quality Management & Business Excellence*, 32(5-6), 476-488.
- Garcia, A. S., & Orsato, R. J. (2020). Testing the institutional difference hypothesis: A study about environmental, social, governance, and financial performance. *Business Strategy and the Environment*, 29(8), 3261-3272.
- Gezew Megersa, S. (2024). The impact of total quality management on organizational performance: A case study on the National Cement Company. *Journal of Industrial and Business Management*, 30(2), 120-135.

- Ibrahim, M., Ahmad, S., Abdullah, H., Ju, S. Y., & AL-Sinawi, S. H. N. (2025). Determinants of plagiarism in plagiarism behavior and their effects on total quality management in a multicultural study. *Journal of Nusantara Studies*, 10(1), 192-216.
- Indadihayati, W., & Hariyanto, V. L. (2023). Tinjauan Literatur Tentang Penerapan Prinsip Total Quality Management Dalam Pendidikan Vokasi: Tantangan Dan Peluang. *Satya Sastraharing: Jurnal Manajemen*, 7(1), 1-20.
- Jami, D. Z., & Muharam, A. (2022). Strategy for Improving the Quality of Islamic Religious Education Study Programs with Total Quality Management. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 7(2), 267-283.
- Jumady, E., Sugiarto, S., & Latief, F. (2021). Management performance analysis based on total quality management principles. *Point Of View Research Management*, 2(1), 10-18.
- Karageorgos, C., Kriemadis, A., Travlos, A., & Kokaridas, D. (2021). Planning and implementing total quality management in education: The case of Cyprus. *International Journal of Educational Management and Innovation*, 2(1), 1.
- Kazem, A. M. A., Sharifi, A., Khorasgani, N. S., & Kazem, S. J. (2024). Explaining a Model for Teacher Educational Efficiency Evaluation Based on Total Quality Management Standards. *Sociology of Education*, 10(3), 136-147.
- Kulenović, M., Folta, M., & Veselinović, L. (2021). The analysis of total quality management critical success factors. *Quality Innovation Prosperity*, 25(1), 88-102.
- Liu, H. C., Liu, R., Gu, X., & Yang, M. (2023). From total quality management to Quality 4.0: A systematic literature review and future research agenda. *Frontiers of Engineering Management*, 10(2), 191-205.
- Marchiori, D., & Mendes, L. (2020). Knowledge management and total quality management: foundations, intellectual structures, insights regarding evolution of the literature. *Total Quality Management & Business Excellence*, 31(9-10), 1135-1169.

- Maswadeh, S., & Al Zumot, R. (2021). The effect of total quality management on the financial performance by moderating organizational culture. *Accounting*, 7(2), 441-450.
- Nashihin, H., Mafaza, N., Haryana, M. O., & Hermawati, T. (2021). Implementasi total quality management (tqm) perspektif teori edward deming, juran, dan crosby. *At Turots: Jurnal Pendidikan Islam*, 41-49.
- Nasim, K., Sikander, A., & Tian, X. (2020). Twenty years of research on total quality management in Higher Education: A systematic literature review. *Higher education quarterly*, 74(1), 75-97.
- Niyi Anifowose, O., Ghasemi, M., & Olaleye, B. R. (2022). Total quality management and small and medium-sized enterprises' (SMEs) performance: Mediating role of innovation speed. *Sustainability*, 14(14), 8719.
- Othman, I., Ghani, S. N. M., & Choon, S. W. (2020). The total quality management (TQM) journey of Malaysian building contractors. *Ain Shams Engineering Journal*, 11(3), 697-704.
- Rajabalee, Y. B., & Santally, M. I. (2021). Learner satisfaction, engagement and performances in an online module: Implications for institutional e-learning policy. *Education and Information Technologies*, 26(3), 2623-2656.
- Shwede, F., Aldabbagh, T., Aburayya, A., & Uppilappatta, H. (2023). The Impact of Harnessing Total Quality Management Studies on the Performance of Smart Applications: A Study in Public and Private Sectors in the UAE. *Migration Letters*, 20(S12), 83-108.
- Souza, F. F. D., Corsi, A., Pagani, R. N., Balbinotti, G., & Kovaleski, J. L. (2022). Total quality management 4.0: adapting quality management to Industry 4.0. *The TQM journal*, 34(4), 749-769.
- Toke, L. K., & Kalpande, S. D. (2020). Total quality management in small and medium enterprises: An overview in Indian context. *Quality Management Journal*, 27(3), 159-175.
- Wawak, S., Rogala, P., & Dahlgaard-Park, S. M. (2020). Research trends in quality management in years 20 Abd Alhasan, S. A., Naser, D. M., Al-Taha, S. M. M., Hasan, A. A., Zainalabideen, A. H., Salman, H. A., & Kalaf, G. A. (2022). The

- impact of supply chain management capabilities and total quality management on corporate sustainable performance with moderating role of operational performance: a cross-sectional study on Iraq textile companies. *International Journal of Operations and Quantitative Management*, 28(2), 441-460. 00-2019. *International Journal of Quality and Service Sciences*, 12(4), 417-433.
- Wen, D., Sun, X., & Yan, D. (2022). The quality movement: where are we going? Past, present and future. *Total Quality Management & Business Excellence*, 33(1-2), 92-112.
- Yahya, S. M. A., & Alabdullah, S. F. I. (2022). Total quality management in construction projects in Jordan. *European Journal of Business and Management Research*, 7(2), 63-68.
- Yasin, I. (2021). Problem Kultural Peningkatan Mutu Pendidikan di Indonesia: Perspektif Total Quality Management. *Ainara Journal (Jurnal Penelitian Dan PKM Bidang Ilmu Pendidikan)*, 2(3), 239-246.
- Yu, G. J., Park, M., & Hong, K. H. (2020). A strategy perspective on total quality management. *Total Quality Management & Business Excellence*, 31(1-2), 68-81.
- Závodská, Z., & Závadský, J. (2020). Quality managers and their future technological expectations related to Industry 4.0. *Total quality management & business excellence*, 31(7-8), 717-741.

Appendixes

Questionnaire:

Dear participant

Thank you for taking the time to participate in this survey which is part of an academic research. The purpose of this survey is to explore “**The Impact of Applying Total Quality Management on Institutional Performance in Jordanian Pharmaceutical Companies**”

We would like to inform you that the data collected for this research is for the purposes of scientific research, and will be treated with complete confidentiality, and will only be viewed by the researcher.

Researcher

Part one: Demographic Data

Questionnaire:

Part one: Demographic Data

1. Gender:

- ☐ Male
- ☐ Female

2. Qualification

- ☐ Diploma
- ☐ Bachelor's
- ☐ Postgraduate

3. Experience

- ☐ Less than 5 years
- ☐ From 5 - 15
- ☐ More than 15

Part two: Questions Survey

Leadership					
Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Senior leadership is committed to supporting and implementing the principles of TQM.					
Leadership encourages employees to submit suggestions for improving quality.					
Leadership provides the necessary resources to implement quality initiatives.					
Leadership establishes clear policies that promote a culture of quality within the company.					
Leadership follows up on the implementation of quality plans and regularly evaluates their results.					
Leadership motivates employees through rewards and recognition for efforts made in improving quality.					
Employee Participation					
Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employees are involved in decision-making processes related to quality improvement.					
Employees are encouraged to submit ideas and suggestions for improving performance.					
Training opportunities are provided for employees to enhance their quality management skills.					
Employees feel that their participation in quality improvement receives management attention.					
Specialized work teams are formed to improve processes and quality within the company.					
The company relies on employee feedback to develop its quality policies.					

Customer Focus					
Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company is committed to regularly identifying customer needs and expectations.					
Customer feedback is used to develop products and services.					
The company seeks to resolve customer complaints quickly and efficiently.					
Employees are trained on how to provide excellent customer service.					
The company provides multiple channels to communicate with customers and receive their opinions.					
Customer satisfaction is measured periodically and its results are analyzed to improve performance.					
Continuous improvement					
Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company relies on modern technologies to support continuous improvement processes.					
Operational processes are analyzed periodically to discover improvement opportunities.					
The company encourages employees to adopt new methods to improve quality.					
Financial resources are allocated to support continuous improvement projects.					
The company relies on performance standards to measure the extent to which continuous improvement is achieved.					
The company promotes a culture of continuous improvement in all its departments.					
Strategic planning					
Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

The company relies on clear strategic plans to achieve quality goals.					
Different departments are involved in developing strategic quality plans.					
The company takes into account market variables when developing quality strategies.					
Strategic quality plans are updated based on environmental changes.					
The company uses analysis tools such as SWOT to develop quality strategies.					
Sufficient resources are allocated to ensure that planned strategies are implemented effectively.					
Institutional performance					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company achieves its operational goals according to the specified performance standards.					
Implementing TQM improves operational efficiency.					
Quality contributes to enhancing customer satisfaction and increasing customer loyalty.					
Improving quality helps reduce operating costs and increase profits.					
The company has a strong competitive advantage due to its commitment to quality standards.					
Implementing TQM has a positive impact on employee satisfaction and performance.					

جامعة ميدأوشن

كلية الإدارة

ماجستير إدارة المشاريع

تأثير تطبيق إدارة الجودة الشاملة على الأداء المؤسسي في شركات الأدوية الأردنية

إعداد:

الطالب / عبد الرحمن أبو هنيه

الرقم الأكاديمي / 20222005730

إشراف:

الدكتور / الفیصل حسن

السنة :

2025

المستخلص

هدفت هذه الدراسة إلى دراسة تأثير تطبيق إدارة الجودة الشاملة (TQM) على الأداء المؤسسي في شركات الأدوية الأردنية. ركزت الدراسة على خمسة مكونات رئيسية لإدارة الجودة الشاملة: القيادة، مشاركة الموظفين، التركيز على العملاء، التحسين المستمر، والتخطيط الاستراتيجي.

اعتمدت الدراسة على المنهج الوصفي التحليلي، باستخدام أسلوب العينة العشوائية. تم استخدام استبيان مُهيكل كأداة رئيسية لجمع البيانات، واستهدف الموظفين العاملين في شركات الأدوية الأردنية. تم جمع 407 استجابات وتحليلها لاختبار فرضيات البحث باستخدام الأساليب الإحصائية.

أظهرت النتائج وجود تأثير كبير لجميع المتغيرات المستقلة (مكونات إدارة الجودة الشاملة) على المتغير التابع (الأداء المؤسسي). حيث تبين أن القيادة، ومشاركة الموظفين، والتركيز على العملاء، والتحسين المستمر، والتخطيط الاستراتيجي تلعب دورًا حيويًا في تعزيز الأداء المؤسسي.

قدمت الدراسة عدة توصيات لتحسين تطبيق ممارسات إدارة الجودة الشاملة بهدف تعزيز الكفاءة والفعالية التنظيمية داخل قطاع الأدوية.

الكلمات المفتاحية: إدارة الجودة الشاملة، الأداء المؤسسي، القيادة، التحسين المستمر، شركات الأدوية الأردنية.

الإهداء

أهدي هذا العمل إلى والديّ العزيزين، اللّذين كانا لي مصدر دعم وإلهام طوال حياتي.
إلى والدتي، التي كانت لي الحافز الدائم بتشجيعها ومحبتها، وإلى والدي، الذي علمني معنى المثابرة والعمل الجاد.

إلى زوجتي الغالية، التي كانت لي الشريك والداعم في كل خطوة من هذه الرحلة.
هذا الإنجاز تقديراً لجهودها وتضحياتها وصبرها اللامحدود.

إلى أساتذتي الأفاضل، اللّذين قدموا لي كل ما يمكن من علم ونصح وإرشاد،
وكانوا لي خير مرشدين ومعلمين، أهدي هذا العمل تعبيراً عن اعتزازي بجهودهم.

إلى زملائي وأصدقائي، اللّذين وقفوا بجانبي وكانوا لي عوناً وسنداً،
أهدي هذا العمل كتعبير عن شكري وامتناني لكل الدعم والتشجيع الذي تلقّيته منهم.

وأخيراً، أهدي هذا العمل لكل من ساهم في نجاحي ودعمني على مدار هذه الرحلة، سائلاً الله أن يجعل هذا الإنجاز خطوة
نحو تحقيق المزيد من النجاح والتقدم.