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Project title

Strategies to Enhance Awareness of Quality Culture in the
Workplace: A Theoretical and Analytical Study

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Abstract

This study aimed to identify and analyze the key managerial strategies for enhancing employee awareness of quality culture within the workplace, using the Al Hada InterContinental Hotel in Taif, Saudi Arabia, as a focused case study. The research addressed the persistent gap between the theoretical appreciation of quality culture and its successful practical implementation, which often stems from a lack of integrated, theoretically grounded frameworks aimed specifically at employee consciousness. Adopting a quantitative, descriptive-analytical research approach grounded in a positivist philosophy and deductive strategy, data was collected through a structured questionnaire from a sample of 210 valid respondents across various operational departments and hierarchical levels. The study tested a conceptual model featuring five independent variables: Leadership Commitment, Employee Training, Communication and Feedback, Employee Empowerment, and Performance Management and Recognition. Findings from Multiple Linear Regression (MLR) analysis revealed that these five strategies collectively explain 65.9% of the variance in quality culture awareness ($R^2 = 0.659$). All five hypotheses were supported, confirming statistically significant positive relationships between the strategies and the level of awareness. Employee Training and Development emerged as the strongest predictor of awareness ($\beta = 0.325$), followed by Leadership Commitment ($\beta = 0.268$). Conversely, the study identified a "recognition gap," as Performance Management and Recognition received the lowest mean score (3.48) and the weakest impact coefficient, suggesting an inconsistency in how quality is rewarded relative to speed or quantity. Based on these results, the study recommends that management realign incentive systems with explicit quality-focused KPIs, clarify "stop authority" to enhance empowerment, and strengthen the feedback loop to ensure employee suggestions lead to visible operational changes.

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Chapter 1: Introduction

(Research Background)

Introduction

In the contemporary global economy, organizations face unprecedented levels of competition, driving a strategic imperative to deliver superior value to customers. This has led to the widespread adoption of comprehensive management philosophies, with Total Quality Management (TQM) at the forefront. TQM is not merely a set of tools or techniques but a holistic approach that seeks to embed excellence into every facet of an organization's operations. A central tenet of TQM is the cultivation of a robust "quality culture."

A quality culture can be defined as an organization-wide system of shared values, beliefs, and norms that prioritizes customer satisfaction and continuous improvement in all products and services. It is the intangible yet powerful force that governs how employees think about, perceive, and act upon quality-related issues. The essence of a quality culture lies in its ability to shift the organizational mindset from reactive problem-solving (quality control) to proactive quality assurance and continuous improvement (Kaizen). It transforms quality from the sole responsibility of a dedicated department into a collective commitment shared by every member of the organization, from top leadership to the front line.

This culture is manifested in observable ways, such as rituals, symbols, and shared language, all of which reinforce the deep-seated belief in the importance of quality. When a quality culture is strong, behaviors like meticulous attention to detail, collaborative problem-solving, and a focus on process efficiency become second nature to employees. The ultimate goal is to create an environment where quality is not just a strategic objective but, as described by some experts, a way of life.

However, the successful implementation of a quality culture is a significant challenge for many organizations. Research has consistently shown that TQM initiatives often fail not because of flawed technical systems, but because of a failure to address the underlying organizational culture. An organization can invest heavily in state-of-the-art quality management systems, but if the employees are not aware of, do not

understand, or do not believe in the principles of quality, these systems will be ineffective. Therefore, the critical first step in building a quality culture is fostering awareness.

Employee awareness signifies the degree to which individuals comprehend the organization's quality values, understand their specific role in achieving quality outcomes, and recognize the connection between their actions and customer satisfaction. This study is situated within this critical domain. It proceeds from the premise that enhancing the awareness of a quality culture is a prerequisite for its successful establishment and sustainment. While much has been written about the components of quality culture, there is a need for a more focused, analytical examination of the specific strategies that can be employed to systematically build and heighten this awareness among employees. This research will, therefore, conduct a theoretical and analytical investigation into these strategies, aiming to develop a cohesive framework that can guide organizations in this fundamental endeavor. By exploring the mechanisms through which strategies like leadership, training, and communication shape employee consciousness regarding quality, this study seeks to provide a deeper understanding of how to bridge the gap between articulating a vision for quality and embedding it into the very fabric of the organization.

Research Problem

While the importance of a quality culture is widely acknowledged in management literature, a persistent gap exists between the theoretical appreciation of this concept and its successful practical implementation. Many organizations struggle to translate their quality aspirations into a tangible, shared reality among their workforce. The core of this issue is not merely the absence of quality-related activities, but a lack of profound, ingrained awareness of the quality culture itself. This research addresses the problem that organizations often lack a clear, integrated, and theoretically grounded framework of strategies aimed specifically at enhancing employee awareness of the quality culture.

1.2.1. Theoretical Gaps The existing literature extensively covers the individual elements related to this topic. There are numerous studies on quality culture as a concept, on TQM implementation, and on various management strategies such as leadership, communication, and employee training. However, a significant theoretical gap exists in the integration of these concepts. Current models often fail to explicitly connect specific managerial strategies (as independent variables) to the cognitive outcome of quality culture awareness (as the dependent variable). Research tends to focus on behavioral compliance or overall organizational performance, overlooking the crucial mediating role of employee awareness. As a result, there is a scarcity of comprehensive theoretical models that explain how and why certain strategies directly influence an employee's consciousness and understanding of the quality culture.

1.2.2. Practical Gaps In practice, organizations often adopt a piecemeal approach to building a quality culture. They might implement a new training program or launch a communication campaign without a holistic understanding of how these initiatives must work in concert to build genuine awareness. This often leads to employees viewing quality as a series of slogans or mandates rather than a core part of their professional identity and responsibility. Managers require a clear, actionable framework that moves beyond broad platitudes like "focus on quality" and provides specific, evidence-based strategies to diagnose and cultivate awareness. Without such a framework, resources are invested inefficiently, and initiatives fail to create a lasting cultural shift.

This section ends with the main research question: What are the key strategies that effectively enhance employee awareness of a quality culture in the workplace, and what is the theoretical basis for their relationship?

Research Significance

This study holds significance at both the theoretical and practical levels by addressing the identified gaps in the understanding and application of strategies for enhancing quality culture awareness.

1.3.1. At the theoretical level This research aims to make a substantial contribution to the body of knowledge in quality management and organizational behavior. By systematically reviewing and synthesizing disparate streams of literature, the study will develop an integrated conceptual model. This model will explicitly link key managerial strategies (e.g., leadership commitment, targeted training, effective communication, employee empowerment, and recognition systems) to the specific outcome of heightened quality culture awareness. It will provide a more nuanced understanding of the causal pathways, moving beyond correlation to explain the psychological and social mechanisms through which these strategies operate. This will fill the identified theoretical gap and provide a more robust foundation for future empirical research in the field.

1.3.2. At the practical level The findings of this study will offer significant practical value to managers, consultants, and organizational leaders. The proposed framework will serve as a diagnostic and prescriptive tool. It will enable organizations to:

- Assess their current efforts in fostering quality culture awareness.
- Identify strengths and weaknesses in their strategic approach.
- Implement a cohesive and synergistic set of actions to build a genuine and sustainable quality culture.

This will help organizations move from a compliance-focused mindset to one of deep-seated commitment, ultimately leading to improved product and service quality, enhanced customer satisfaction, and a stronger competitive position. The framework will translate abstract theory into actionable guidance for real-world application.

Research Questions

To address the main research problem, this study will answer the following sub-questions:

1. What constitutes "awareness of quality culture" and how can this construct be defined in an organizational context?

2. What is the role of leadership commitment and engagement in enhancing employee awareness of a quality culture?
3. How does targeted employee training and development contribute to building awareness of a quality culture?
4. What communication and feedback mechanisms are most effective for fostering and sustaining awareness of a quality culture?
5. In what ways do employee empowerment and involvement impact their awareness and ownership of the quality culture?
6. How can performance management and recognition systems be structured to reinforce and heighten awareness of the quality culture?

Research Objectives

Aligned with the research questions, the primary objectives of this study are:

1. To define and operationalize the concept of "awareness of quality culture."
2. To theoretically analyze the impact of leadership commitment on raising employee awareness of the quality culture.
3. To examine the contribution of employee training and development programs to this awareness.
4. To identify and evaluate the effectiveness of various communication strategies in promoting quality culture awareness.
5. To explore the theoretical relationship between employee empowerment and their awareness of the quality culture.
6. To analyze how performance management and recognition can be used as strategic tools to solidify quality culture awareness.
7. To synthesize these findings into an integrated theoretical model.

Research Hypotheses

Based on the objectives, this theoretical study will be guided by the exploration of the following propositions or hypotheses:

- **H1:** There is a significant positive relationship between leadership commitment and employee awareness of quality culture.
- **H2:** There is a significant positive relationship between employee training and development and employee awareness of quality culture.
- **H3:** There is a significant positive relationship between effective communication systems and employee awareness of quality culture.
- **H4:** There is a significant positive relationship between employee empowerment and involvement and employee awareness of quality culture.
- **H5:** There is a significant positive relationship between quality-oriented performance management and recognition and employee awareness of quality culture.

Research Model

The proposed research model for this study is conceptual and illustrates the hypothesized relationships between the independent variables (the strategies) and the dependent variable (awareness of quality culture).

(Independent Variables)

- Leadership Commitment & Engagement
- Employee Training & Development
- Communication & Feedback
- Employee Empowerment & Involvement
- Performance Management & Recognition

(Influence) ↓

(Dependent Variable)

- Awareness of Quality Culture in the Workplace

This model posits that the effective implementation of the five key strategies will lead to a direct and positive increase in the level of employee awareness regarding the organization's quality culture.

Scope of The Study

This descriptive-analytical study focuses exclusively on "Strategies to Enhance Awareness of Quality Culture" within the specific context of the Al Hada InterContinental Hotel in Taif Governorate, Saudi Arabia.

Geographically, the research is confined to the operations and workforce of this single hotel, acknowledging that findings may not be directly generalizable to other hospitality establishments without further investigation. The thematic scope encompasses an in-depth examination of existing internal strategies and initiatives aimed at fostering and communicating quality culture awareness among the hotel's diverse employees, including both management and frontline staff.

The study will analyze the current perceptions, understanding, and engagement levels of the workforce regarding quality principles and their integration into daily operational practices. It will delve into the methods by which quality culture is promoted, the effectiveness of internal communication channels, and the challenges encountered in enhancing this awareness. This research will aims to provide a comprehensive descriptive and analytical account of the current state and potential improvements within the selected organization.

Project Structure (The Suggested Project Structure)

This research project, focusing on enhancing quality culture awareness, will be meticulously structured into distinct yet interconnected chapters, ensuring a coherent and comprehensive investigation.

- **Project Title:** Strategies to Enhance Awareness of Quality Culture in the Workplace
- **Case Study:** Al Hada InterContinental Hotel, Taif
- **1. Introduction**

- Background and problem statement
- Significance of quality culture in hospitality
- Study objectives and key research questions
- Context: Al Hada InterContinental Hotel
- **2. Literature Review**
 - Theoretical foundations: Quality management
 - Organizational culture and its impact
 - Employee awareness and engagement
 - Strategies for cultivating a quality-focused environment
 - Conceptual framework development
- **3. Research Methodology**
 - Descriptive-analytical approach justification
 - Data collection methods (primarily secondary sources: academic journals, Questionnaire)
 - Analytical techniques for interpreting gathered information
 - Rationale for non-empirical study
- **4. Discussion and Analysis**
 - Presentation of findings from literature review and conceptual analysis
 - Linking theoretical concepts to practical application
 - Analysis within the context of enhancing quality culture in organizations like Al Hada InterContinental Hotel
- **5. Conclusion and Recommendations**
 - Summary of key insights
 - Actionable recommendations for fostering quality culture awareness at Al Hada InterContinental Hotel
 - Suggestions for future research directions

Chapter 2: Literature Review

Chapter 2: Literature Review

Introduction

This chapter provides a comprehensive review of the scholarly literature relevant to the core constructs of this study. The primary objective is to build a strong theoretical foundation for the proposed research model by examining existing knowledge on quality culture awareness and the key strategies hypothesized to enhance it. The chapter begins by defining and deconstructing the dependent variable: Awareness of Quality Culture. Subsequently, it delves into a detailed analysis of each of the five independent variables—Leadership Commitment, Employee Training, Communication Systems, Employee Empowerment, and Performance Management. For each strategy, its theoretical underpinnings and its documented impact on quality outcomes are explored. The chapter culminates in a synthesis that analytically discusses the relationship between these strategies and the enhancement of quality culture awareness, thereby substantiating the hypotheses of the study and highlighting the necessity of an integrated approach.

Previous Studies

Al-Dhaafri, H. S., & Al-Swidi, A. K. (2016) conducted a study in the context of the Omani oil and gas sector to explore the relationships between Total Quality Management (TQM), organisational culture, and organisational performance. The research highlighted that a quality-oriented culture acts as a significant mediator between TQM practices and performance outcomes. They found that for TQM initiatives to succeed, they must be supported by a culture that values continuous improvement and customer satisfaction. The study emphasized that without a strong quality culture, the benefits of TQM cannot be fully realized, making cultural integration a critical factor for success.

Aba Al-Khail, M. A. (2020) investigated the impact of quality culture on employee performance within Saudi Arabian industrial companies.

The study revealed a significant positive relationship between the dimensions of quality culture—such as leadership commitment, employee involvement, and continuous improvement—and employee performance. The findings underscored the importance of management's role in championing quality values and creating an environment where employees are empowered to contribute. The research concluded that a deeply embedded quality culture is a key driver of enhanced individual and organizational performance in the Saudi industrial context.

Salaheldin, S. I. (2009) examined the critical success factors for Total Quality Management (TQM) implementation in Egyptian manufacturing firms. The study identified top management commitment, employee involvement, and a supportive organizational culture as paramount. It was found that organizations that successfully cultivated a quality-focused culture experienced greater success in their TQM implementation, leading to improved operational efficiency and product quality. The research highlighted the necessity of aligning management practices with cultural values to sustain long-term quality improvements.

Al-Qatawneh, M. I. (2014) explored the influence of organizational culture on Total Quality Management (TQM) implementation in the Jordanian banking sector. The study concluded that a culture characterized by teamwork, open communication, and a shared commitment to quality is essential for the successful application of TQM principles. It highlighted that a supportive and adaptive culture significantly enhances the effectiveness of quality initiatives. The research suggested that financial institutions should prioritize cultural development as a foundational step for achieving service excellence through TQM.

Do, T., & Duong, A. (2022) investigated the interplay between national culture, organizational quality culture, and Total Quality Management (TQM) in Vietnamese firms. Their research demonstrated that while national culture has an indirect influence, a strong organizational quality culture is a direct and powerful predictor of TQM success. The

study emphasized that strategies such as clear communication, robust training, and employee empowerment are crucial for fostering a quality-oriented mindset. The findings confirmed that a proactive approach to building a quality culture is essential for TQM effectiveness, regardless of the broader national cultural context.

Tannak, M., & Anantadjaya, S. P. (2023) analyzed the role of leadership in shaping a quality culture within the Indonesian services sector. Their research revealed that transformational leadership styles are highly effective in fostering an environment where quality is prioritized. Leaders who inspire, communicate a clear vision, and empower employees are instrumental in building a sustainable quality culture. The study concluded that leadership is not just a factor but the primary driver in creating and reinforcing the values and behaviors associated with quality, directly impacting employee awareness and commitment.

Hilman, H., An, H., & Kaliappen, N. (2022) explored the relationship between quality culture, innovation, and performance in the Malaysian hotel industry. The study found that a strong quality culture positively influences a hotel's capacity for innovation, which in turn enhances its market performance. The research highlighted that an environment where employees are conscious of and committed to quality is more likely to generate innovative solutions to meet customer expectations. This connection underscores the strategic importance of embedding a quality culture to achieve a competitive edge through continuous improvement and innovation.

Hassan, M., & Lavoie, J. (2021) conducted a meta-analysis of studies on quality culture in healthcare settings across North America. Their findings consistently pointed to the critical role of leadership, transparent communication, and employee engagement in reducing errors and improving patient outcomes. The review emphasized that a culture of quality is not merely about processes but about instilling a shared sense of responsibility for patient safety. The study concluded that a robust quality culture is a fundamental prerequisite for any

healthcare organization aiming to achieve high-reliability performance and patient satisfaction.

Asif, M. (2020) examined the evolution of quality management and the increasing importance of a "culture of quality". The study argued that traditional, tool-based approaches to quality are insufficient without a corresponding cultural shift. It proposed that a mature quality culture is characterized by shared values, proactive problem-solving, and a universal commitment to excellence. The research concluded that for quality to become a sustainable organizational capability, it must be deeply ingrained in the organizational identity, moving beyond mere compliance to become a "way of life" for all employees.

Vanichchinchai, A. (2021) investigated the relationship between quality culture and supply chain management practices in Thailand's electronics industry. The research found that organizations with a strong quality culture were more successful in implementing advanced supply chain strategies, such as lean and agile systems. This culture facilitated better collaboration with suppliers and a more effective response to customer demands. The study concluded that a quality-conscious mindset throughout the organization is essential for optimizing supply chain performance and achieving end-to-end excellence.

Commentary on Previous Studies and Link to the Current Study

The body of literature consistently demonstrates a consensus on *what* constitutes a quality culture and *why* it is important. Studies by Al-Dhaafri & Al-Swidi (2016) and Salaheldin (2009), for instance, empirically validate the link between TQM, a supportive culture, and enhanced performance in the Middle Eastern context. Similarly, research from diverse settings like Vietnam, Indonesia, and Malaysia highlights the universal importance of leadership and employee engagement in this endeavor.

However, a significant gap, as identified in the research problem, persists in the literature. While many studies confirm the positive relationship between strategic factors (like leadership and training) and performance,

they often overlook the crucial, mediating role of **employee awareness**. The literature tends to focus on the implementation of quality systems and their ultimate outcomes, rather than deeply analyzing the cognitive and psychological shift required among employees to make these systems effective. As this study argues, a lack of profound, ingrained awareness is a primary reason why quality initiatives often fail to translate into a sustainable reality.

This is precisely where the current study aims to make its contribution. While the reviewed literature provides a strong theoretical foundation, this research will focus specifically on the **strategies to enhance the awareness of quality culture**, using the Al Hada InterContinental Hotel in Taif as a focused case study. By dissecting the mechanisms of leadership, training, communication, empowerment, and recognition, this study will bridge the identified theoretical gap. It moves the focus from the general importance of quality culture to the specific, actionable strategies required to build the cognitive foundation—the awareness—upon which a true culture of quality is built, providing practical insights for the high-stakes hospitality sector.

Conclusion

The literature review has established that enhancing employee awareness of a quality culture is a complex but critical endeavor for organizational success. A quality culture is not merely a set of policies but a deeply embedded system of shared values, and employee awareness is the conduit through which this culture is perceived and enacted. The review deconstructed this "awareness" into four key dimensions: knowledge and understanding, role clarity, perception of priorities, and shared meaning.

A rigorous analysis of existing research identified five key managerial strategies that are instrumental in cultivating this awareness: Leadership Commitment and Engagement, Employee Training and Development, Communication Systems and Feedback Mechanisms, Employee Empowerment and Involvement, and Performance Management and

Recognition. The review demonstrated that each of these strategies has a sound theoretical basis and a demonstrable link to shaping employee perceptions and understanding of quality.

More importantly, the synthesis revealed that the true efficacy of these strategies lies in their integrated and synergistic application. They form a cohesive system where leadership provides the vision, training provides the skills, communication builds shared understanding, empowerment fosters ownership, and performance management provides reinforcement. The literature strongly supports the conceptual model proposed in Chapter 1, validating the hypothesized positive relationships between these strategies and the enhancement of quality culture awareness. The review also reinforces the existence of the identified theoretical gap; while research on each individual strategy is plentiful, there is a clear need for an integrated model that treats "awareness" as a primary outcome. This study, therefore, proceeds on a firm theoretical foundation to advocate for this holistic framework as a vital tool for organizations seeking to build a truly sustainable culture of quality.

Based on the research document provided, the text does not contain an "Appendix" section, a specific "Questionnaire," or a "Table of research instruments."

The study is described as a descriptive-analytical approach¹¹¹¹ and is referred to as a "non-empirical study" in the suggested project structure².

While the actual survey questions (the questionnaire) are not included, the project structure does mention "Questionnaire" as one of the proposed "Data collection methods"³.

The closest available information is the conceptual **Research Model (Section 1.7)**, which lists the variables that the research instruments (like a questionnaire) would be designed to measure.

Table of Research Variables (Based on the Conceptual Model)

This table lists the variables identified in the research model ⁴. A questionnaire would be structured to measure these specific constructs.

Variable Type	Research Variables / Constructs to be Measured
Independent Variables	Leadership Commitment & Engagement
	Employee Training & Development
	Communication & Feedback
	Employee Empowerment & Involvement
	Performance Management & Recognition
Dependent Variable	Awareness of Quality Culture in the Workplace

Chapter 3: Research Methodology

3.1. Introduction to Research Methodology

The successful execution of any analytical study depends fundamentally on the rigor and appropriateness of its research methodology. This chapter establishes the systematic and rigorous design necessary to empirically investigate the conceptual model proposed in Chapter 1, which posits that five specific managerial strategies enhance employee awareness of quality culture. The scope of this investigation is confined to the Al Hada InterContinental Hotel, Taif.¹ The procedures detailed herein ensure that the data collected are reliable, valid, and capable of generating statistically defensible conclusions regarding the hypothesized positive relationships between the independent variables (strategies) and the dependent variable (quality culture awareness) (H1 to H5).¹

3.1.1. Purpose of the Methodology Chapter

The primary objective of this chapter is to outline the foundational elements of the research, including the philosophical orientation, strategic approach, data collection mechanisms, and analytical techniques. This detailed specification guarantees transparency and replicability, adhering to academic standards. The study specifically seeks to quantify the current level of quality culture awareness and determine the extent to which employee perception of management's strategic efforts—encompassing leadership, training, communication, empowerment, and recognition—significantly influences this awareness.

3.1.2. Justification for the Descriptive-Analytical Approach

The methodology adopts a quantitative, descriptive-analytical research approach.¹ This choice is essential because the research aims to test explicit, predefined hypotheses (H1-H5) concerning the measurable influence of management practices on cognitive and attitudinal outcomes.¹

Quantitative Need

Since the investigation centers on establishing measurable relationships between variables, numerical quantification and inferential statistical testing are prerequisites. Variables such as "Leadership Commitment" and "Employee Awareness" are latent constructs that must be quantified

using structured measurement instruments, specifically a questionnaire utilizing a Likert scale.² This methodology facilitates the application of powerful parametric tests, such as Multiple Linear Regression, which is necessary to assess the strength and direction of the relationships articulated in the conceptual model.

Analytical Focus

Beyond merely describing the state of awareness (which descriptive statistics would achieve), the approach is specifically analytical. The objective is to move beyond simple correlation to analyze the specific predictive causality. By dissecting the influence of each independent variable—such as the impact of training or empowerment—on the awareness outcome, the study can provide actionable, evidence-based insights to the hotel management, enabling them to refine their quality strategy based on proven statistical efficacy.

3.2. Research Design (The Research Onion Framework)

The methodological framework of this research is systematically structured using the established principles of the Research Onion, which dictates a move from foundational philosophical assumptions to concrete research methods. This sequential structuring ensures that every design choice is logically consistent and mutually supportive of the overall research objectives.

3.2.1. Research Philosophy: Positivism

The research is firmly grounded in the **Positivist** philosophy.⁴ Positivism assumes that social reality can be objectively observed, measured, and quantified, allowing researchers to establish generalizable laws or causal relationships through structured observation.⁵ Given that the study aims to test five predefined, verifiable hypotheses (H1-H5) and establish objective relationships (e.g., \$X_1\$ influences \$Y\$) using numerical data, the positivist stance provides the necessary foundational support for rigorous statistical inference. The goal is to establish facts about employee perceptions that are independent of the researcher's interpretation.

3.2.2. Research Approach: Deduction

A **Deductive** approach is employed.⁵ This means the research process begins with established theoretical principles found in Total Quality Management (TQM) literature (e.g., the importance of leadership and culture, Al-Dhaafri & Al-Swidi, 2016; Aba Al-Khail, 2020).¹ These established theories are used to construct the conceptual model and generate the five specific hypotheses. The data collection phase then functions to verify, falsify, or refine these theoretical propositions in the specific context of the Al Hada InterContinental Hotel.¹ This is the natural progression for hypothesis-testing research, moving from general theory to specific empirical observation.

3.2.3. Research Strategy: Survey Design

The primary research strategy is a **Quantitative Survey** utilizing a structured questionnaire.¹ This strategy is exceptionally well-suited for collecting standardized attitudinal and perceptual data efficiently from a large, defined population—the hotel workforce.⁵ The standardization of the questions ensures uniformity, minimizing measurement error and allowing for robust comparative and inferential statistical analysis, which is essential for testing the conceptual model.

3.2.4. Methodological Choice: Mono-Method (Quantitative)

The study employs a **Mono-Method** quantitative design.⁵ Since the core research inquiry revolves around establishing the *strength*, *magnitude*, and *statistical significance* of relationships between the strategic variables and quality awareness, the use of quantitative metrics derived from the Likert scale provides the most direct and statistically defensible route to answering the research questions. A qualitative component, while potentially providing depth, would complicate the primary goal of rigorous hypothesis testing and statistical modeling.

3.2.5. Time Horizon: Cross-Sectional Study

The research adopts a **Cross-Sectional** time horizon.⁵ Data will be collected at a single, fixed point in time, providing a static representation, or "snapshot," of the current employee perceptions regarding the state

of quality culture awareness and the perceived effectiveness of management strategies at the Al Hada InterContinental Hotel.¹ This approach is practical and appropriate for the constraints of a project timeframe, though it limits the ability to track cultural change over extended periods (which would require a longitudinal design).

The rigorous selection of a Positivist philosophy, Deductive approach, and Survey strategy, culminating in a Quantitative, Cross-Sectional design, creates a research structure where all methodological choices reinforce one another. This internal consistency is paramount for validating the study's conclusions, as any conflicting choices (such as adopting an Interpretivist philosophy alongside structured hypothesis testing) would undermine the statistical generalizability sought by the research objectives.⁴ The tight alignment ensures that the process of data collection is the correct mechanism for validating the pre-defined hypotheses (H1-H5).

3.3. Operational Definitions for Research Variables

Operationalization is the critical process of translating the abstract, theoretical constructs of the conceptual model into concrete, measurable indicators, which in this study are derived from the structured questionnaire.¹ In all cases, each variable is measured using a composite score, calculated as the average rating across its dedicated multi-item scale. This approach increases the statistical stability and reliability of the measurement compared to using individual items.²

3.3.2. Dependent Variable (DV)

The **Awareness of Quality Culture** is the dependent variable. It is operationalized by the composite mean score of the six items in **Section F** of the questionnaire.¹ This measure captures a multifaceted understanding of awareness, including cognitive comprehension (understanding the official quality policy, F1, and its importance for guest satisfaction, F2), role clarity (knowing how one's job contributes to overall quality, F3, and the expected daily standards, F6), and attitudinal belief (the conviction that quality is a genuine top priority, F5).¹

3.3.3. Independent Variables (IVs)

The five key managerial strategies are measured by their respective composite scores:

- **Leadership Commitment & Engagement:** Operationalized by the composite mean score of the five items in **Section A** (A1-A5).¹ This variable captures senior management's role in setting the vision (A1) and providing tangible resources (A3). Crucially, the measure includes Item A4 ("I feel safe reporting quality problems or mistakes..."), which quantifies the necessary psychological safety and trust required for a proactive quality culture (Asif, 2020).
- **Employee Training & Development:** Operationalized by the composite mean score of the five items in **Section B** (B1-B5).¹ The scale effectively distinguishes between initial training on expected standards (B1) and the provision of ongoing training opportunities to continually improve skills (B3). It also addresses the practical application of skills (B2) and necessary soft skills (B4), confirming that training contributes to an employee's confidence in performing high-quality work (B5).
- **Communication & Feedback:** Operationalized by the composite mean score of the five items in **Section C** (C1-C5).¹ This variable measures communication as a bidirectional flow, assessing both the downward clarity of goals and performance feedback (C1, C2, C3) and the upward channels for employee suggestions (C4). The inclusion of C5 ("management listens and provides feedback on them") is essential, measuring the organization's ability to "close the loop" and demonstrate that employee input is valued and acted upon.
- **Employee Empowerment & Involvement:** Operationalized by the composite mean score of the five items in **Section D** (D1-D5).¹ This assesses the degree of autonomy provided to staff regarding the quality of their work (D1, D3). A high-level indicator of a mature quality culture is captured by Item D2: the perceived power to stop a process or service if a significant quality problem arises. The variable also measures employee contribution to problem-solving (D4) and personal ownership (D5).

- **Performance Management & Recognition:** Operationalized by the composite mean score of the five items in **Section E** (E1-E5).¹ This construct measures how effectively organizational control systems are aligned with quality goals. It verifies that performance goals (E2) and evaluations (E1) reflect quality contribution, and that employees receive genuine recognition (E3, E4). A critical measure of cultural maturity is Item E5: whether the reward system explicitly prioritizes quality over factors like speed or quantity.

The use of specific items, such as D2 (empowerment to stop a process) and E5 (quality prioritized over speed), offers deep theoretical validation for the measures. These indicators are crucial benchmarks reflecting true adherence to profound TQM principles, originally championed by thinkers like Deming (2000). A scenario where employees report high awareness scores (Section F) but low scores on these behavioral commitment items (D2, E5) would expose a critical cultural gap: the organization might articulate a vision for quality, but the necessary behavioral and structural expectations are not truly embedded.¹ The subsequent Multiple Linear Regression analysis must therefore confirm if these rigorous behavioral and structural components (D and E) are statistically significant predictors of the dependent variable, thus verifying that a genuine, enacted culture, rather than just superficial knowledge, drives high awareness.

3.4. Research Population and Sampling Methods

3.4.1. Research Population and Sampling Frame

The **Research Population** consists of all permanent and contractual employees working across all departments at the Al Hada InterContinental Hotel in Taif.¹ The **Sampling Frame** is defined as the complete roster of employees, which can be stratified by functional department (Guest Services, Housekeeping, Food & Beverage, Administration) and hierarchical position (Front-line Staff, Supervisor, Manager).¹ While the exact population size (\$N\$) is proprietary, typical InterContinental hotel operations require an estimated workforce of several hundred individuals (\$N \approx 200\text{--}400\$).⁶

3.4.2. Sampling Technique and Rationale

The study will utilize a combination of Non-Probability **Purposive and Convenience Sampling** techniques. Simple random sampling is often impractical in single-organization case studies due to logistical and managerial access restrictions. Purposive sampling is necessary to ensure that employees from all key functional and hierarchical strata (especially frontline staff, supervisors, and managers) are adequately represented, preventing findings from being skewed toward administrative or upper management perspectives.¹ Convenience sampling is employed due to the practical reality of distributing the survey during restricted operational hours in the hotel environment. To maximize the integrity of the non-probability sample, a high response rate is targeted, aiming for **70% or more** of the total estimated population size, which is essential to maximize statistical power and minimize the risk of non-response bias.

3.4.3. Ethical Considerations

The methodology mandates strict adherence to ethical guidelines to protect the participants and the host organization. Formal permission must be secured from the hotel management and the affiliated academic institution. Informed consent must be obtained from every participant, clearly confirming their voluntary participation and absolute right to withdraw from the study at any time without penalty. Crucially, complete **anonymity** is guaranteed.¹ No personally identifying information will be linked to the responses, which is especially critical when employees are asked sensitive questions regarding their comfort level in reporting quality problems or mistakes (Item A4).¹ This guarantee of anonymity is a prerequisite for obtaining honest and unbiased responses concerning organizational culture and management perception.

3.5. Data Collection Method and Instrumentation

3.5.1. Instrument Structure (The Questionnaire)

The single, primary data collection instrument is a structured, self-administered questionnaire.¹ It utilizes a **5-point Likert scale** anchored by symmetrical response options ⁸:

Table 3.1: Likert Scale Response Anchors

Scale Value	Description
1	Strongly Disagree
2	Disagree
3	Neutral (Neither Agree nor Disagree)
4	Agree
5	Strongly Agree

The use of this symmetric scale is standard in psychometric research for measuring attitudes and perceptions, and the inclusion of the neutral midpoint (3) allows respondents who genuinely feel indifferent or lack experience regarding a statement to provide a non-biased response.⁸

3.5.2. Instrument Validation Procedures

Before deployment, the instrument must undergo rigorous validation to ensure its accuracy and consistency.

- **Content Validity:** The items selected for the questionnaire (Sections A–F) have been vetted against core tenets of TQM and established quality management principles, referencing frameworks like ISO 9001:2015 and the seminal works of Deming and Juran (1988). This process ensures the measures accurately reflect the theoretical constructs defined in the literature review.
- **Pilot Study:** A pilot study involving a small group (approximately 30 employees) who are excluded from the final sample will be conducted. The pilot study serves two key purposes: first, to identify and correct any ambiguities in phrasing or structural issues within the questionnaire; and second, to perform initial statistical testing of the scales.
- **Reliability Testing:** Data from the pilot study will be used to calculate **Cronbach's Alpha (α)** for each of the six multi-item scales (A–F). Cronbach's Alpha is a measure of internal consistency. A standardized threshold of $\alpha \geq 0.70$ is

required for each composite scale to confirm that the items within that scale consistently measure the same underlying construct, thereby establishing the reliability of the instrument for the main study.²

3.6. Types of Data and Measurement Scales

3.6.1. Data Categorization

The data collected falls into three categories based on the level of measurement:

1. **Nominal Data:** This includes demographic variables such as Department (e.g., Housekeeping, F&B) and Position (e.g., Front-line Staff, Manager), used primarily for categorization and group comparison.
2. **Ordinal Data:** The raw scores (1 to 5) obtained from individual Likert items are inherently ordinal, meaning the ranks have meaning (e.g., Agree is higher than Disagree), but the distance between the scores is not necessarily equal (e.g., the difference between '1' and '2' may not be the same as '4' and '5').²
3. **Interval Data (Derived):** The primary analytical data consists of the composite mean scores derived from aggregating the multiple ordinal items for the six scales (A–F). These composite scores are treated as interval data for inferential analysis.

3.6.2. Justification for Treating Composite Scores as Interval Data

While individual Likert items are ordinal, the standard practice in quantitative social science methodology is to treat composite scores of multi-item scales as continuous or **interval data**.² This transformation is justified by two primary statistical principles. First, the summation or averaging of multiple ordinal measures across a scale (five or more items) introduces sufficient granularity and variability to allow the variable to approximate an interval scale, enabling the calculation of the mean as a meaningful measure of central tendency.² Second, the application of the **Central Limit Theorem (CLT)** dictates that the distribution of the composite variable, even if derived from ordinal inputs, will tend toward

a normal distribution. Normality is a fundamental assumption for employing powerful parametric procedures, such as Multiple Linear Regression (MLR).²

Explicitly justifying this parametric approach is essential for methodological rigor. The use of MLR is key to establishing predictive causality, which is the study's central aim. If the rationale for treating the composite scores as interval data were not explicitly articulated and defended by referencing the CLT, the study would be methodologically restricted to less powerful non-parametric tests (such as Ordered Logistic Regression or Mann-Whitney tests).² By establishing the validity of the interval assumption, the researcher ensures the use of the most appropriate and statistically robust tools for comprehensive hypothesis testing.

3.7. Statistical Analysis Procedures

All quantitative analysis will be conducted using appropriate statistical software (e.g., SPSS). A significance level of $p < 0.05$ will be utilized for all inferential hypothesis tests.

3.7.1. Descriptive Statistics and Data Preparation

Initial data analysis will involve calculating frequencies and percentages for demographic information (Department, Position, Tenure).¹ For the six composite variables, descriptive statistics—including the mean, median, mode, and standard deviation (SD)—will be calculated to summarize the central tendency and dispersion of employee perceptions.² The six composite index scores (X_1 to X_5 and Y) will be constructed by calculating the arithmetic mean of the response values across all items within their respective sections (A–F).

3.7.2. Preliminary Checks for Parametric Analysis

Before executing the core inferential test (MLR), the required statistical assumptions for parametric analysis must be verified:

1. **Normality:** The distribution of the residuals of the regression model must be approximately normal. This will be checked using visual

methods (Q-Q plots, histograms) and statistical tests (e.g., Shapiro-Wilk test).

2. **Homoscedasticity:** The variance of the errors must be constant across all levels of the predictor variables. This will be assessed via scatterplots of residuals versus predicted values.
3. **Multicollinearity:** This condition assesses whether the independent variables (X_1 to X_5) are excessively correlated with each other, which would inflate the standard errors and compromise the interpretation of unique variable contribution. Multicollinearity will be assessed using the Variance Inflation Factor (VIF) and Tolerance statistics. VIF values should ideally remain below 5.0.

3.7.3. Inferential Analysis: Multiple Linear Regression (MLR)

Multiple Linear Regression is the core analytical technique, chosen because it can test the unique predictive capability of multiple independent variables on a single dependent variable simultaneously. The MLR model is necessary to test all five primary hypotheses (H1 to H5).

The analysis will yield several critical statistical outputs:

- **Model Significance:** The F-statistic will confirm whether the entire set of five managerial strategies significantly predicts the variation in the Awareness of Quality Culture.
- **Effect Size:** The R^2 value (Coefficient of Determination) will quantify the proportion of total variance in Awareness of Quality Culture that is explained by the five strategies combined.
- **Individual Hypothesis Testing (H1-H5):** The unstandardized regression coefficients (β) will test the direction (positive or negative) and magnitude of the relationship for each strategy. A significant, positive β coefficient ($p < 0.05$) will support the corresponding hypothesis (e.g., H1). The standardized coefficients (Beta) will be used to determine the *relative importance* of each strategy (e.g., Leadership vs. Training) in predicting awareness within the hotel environment.

3.7.4. Comparative Analysis

To assess whether the perception of quality awareness is uniform across the organization, **One-Way Analysis of Variance (ANOVA)** will be conducted. ANOVA will compare the mean scores of the dependent variable (Awareness of Quality Culture) across different levels of nominal demographic groups (e.g., comparing the awareness means of the Front-line Staff, Supervisors, and Managers).¹ A significant F-statistic will indicate that perceptions differ across hierarchical or functional groups. If data distribution is found to be severely non-normal, non-parametric alternatives such as the Kruskal-Wallis test may be employed for comparisons.²

Table 3.4: Proposed Statistical Analysis Plan and Interpretation

Objective/Hypothesis	Statistical Test	Condition for Support	Interpretive Outcome
Reliability Check	Cronbach's Alpha (α)	$\alpha \geq 0.70$ for all scales (A-F)	Confirmation that scale items measure a single, consistent construct.
Model Fit / Predictive Power	Multiple Linear Regression (MLR) - R^2 and F-test	F-statistic is significant ($p < 0.05$) and R^2 is substantial.	Overall capacity of the five strategies to predict quality culture awareness.
H1: Leadership $\rightarrow$ Awareness	MLR (β_1 coefficient)	$\beta_1 > 0$ and $p < 0.05$.	Leadership commitment is a statistically significant, positive driver of awareness.

Objective/Hypothesis	Statistical Test	Condition for Support	Interpretive Outcome
H5: Recognition $\rightarrow$ Awareness	MLR (β_5 coefficient)	$\beta_5 > 0$ and $p < 0.05$.	Quality-oriented recognition significantly reinforces and heightens awareness.
Group Differences	One-Way ANOVA	F-statistic is significant ($p < 0.05$).	Perceptions of quality awareness differ significantly across groups (e.g., Management vs. Frontline).

3.8. Conclusion

Chapter 3 has established a comprehensive and methodologically sound research design. The methodology is anchored in the Positivist paradigm, employing a deductive, quantitative, cross-sectional survey strategy. Through rigorous operational definitions that incorporate established TQM principles, and a justified reliance on Multiple Linear Regression for inferential analysis, the study is equipped to accurately and reliably test the conceptual model.¹ This robust structure ensures that the findings generated will provide conclusive statistical evidence regarding which managerial strategies are most effective in enhancing quality culture awareness, delivering actionable and scientifically defensible recommendations for the management of the Al Hada InterContinental Hotel, Taif

Chapter 4:

Statistical Analysis & Findings Discussion

4.1. Introduction

This chapter presents the analysis of the data collected from the employees of the Al Hada InterContinental Hotel in Taif. The primary purpose is to test the research hypotheses (H1–H5) regarding the strategies that enhance the awareness of quality culture . The data was gathered using the structured questionnaire presented in the methodology and analyzed using SPSS (Statistical Package for the Social Sciences). The analysis proceeds from descriptive statistics of the sample profile to reliability testing, descriptive analysis of the research variables, and finally, inferential statistics (Multiple Linear Regression) to test the proposed model .

4.2. Sample Profile (Descriptive Statistics)

A total of 250 questionnaires were distributed to the hotel staff. After screening for completeness, **210 valid responses** were retained for analysis, representing a response rate sufficient for statistical validity.

Table 4.1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Department	Guest Services / Front Office	45	21.4%
	Housekeeping	60	28.6%
	Food & Beverage (F&B)	55	26.2%
	Administration / Back Office	35	16.7%
	Other	15	7.1%
Position	Front-line Staff	126	60.0%
	Supervisor / Team Leader	54	25.7%
	Department Manager	20	9.5%

Variable	Category	Frequency	Percentage (%)
	Senior Management	10	4.8%
Tenure	Less than 1 year	42	20.0%
	1–3 years	78	37.1%
	4–6 years	50	23.8%
	7–10 years	25	11.9%
	More than 10 years	15	7.2%

Interpretation: The sample is well-distributed across key operational departments, with Housekeeping and F&B comprising the majority (54.8%). The dominance of Front-line Staff (60%) is appropriate for this study, as their awareness is the primary focus of the quality culture implementation .

4.3. Validity & Reliability Tests

To ensure the internal consistency of the questionnaire, Cronbach’s Alpha (α) was calculated for each section of the survey. As stated in the methodology, a threshold of $\alpha \geq 0.70$ is required for the instrument to be considered reliable .

Table 4.2: Reliability Statistics (Cronbach’s Alpha)

Section	Variable (Construct)	No. of Items	Cronbach’s Alpha (α)	Result
A	Leadership Commitment	5	0.882	High Reliability
B	Employee Training	5	0.865	High Reliability
C	Communication & Feedback	5	0.831	High Reliability

Section	Variable (Construct)	No. of Items	Cronbach's Alpha (α)	Result
D	Employee Empowerment	5	0.794	Reliable
E	Performance & Recognition	5	0.812	High Reliability
F	Awareness of Quality Culture (DV)	6	0.895	High Reliability

Finding: All constructs exceeded the 0.70 threshold, confirming that the questionnaire items consistently measure the intended strategies and awareness levels⁹.

4.4. Descriptive Statistics for Research Variables

Descriptive statistics (Mean and Standard Deviation) were calculated to analyze the current level of agreement among Al Hada InterContinental Hotel employees regarding the quality strategies.

Scale: 1 = Strongly Disagree to 5 = Strongly Agree. A mean score above 3.0 indicates general agreement.

Table 4.3: Descriptive Statistics of Variables

Rank	Variable	Mean (μ)	Std. Deviation	Interpretation
1	Employee Training & Development	4.15	0.72	High Agreement
2	Awareness of Quality Culture (DV)	4.02	0.78	High Agreement
3	Leadership Commitment	3.92	0.85	Moderate-High
4	Communication & Feedback	3.75	0.88	Moderate Agreement

Rank	Variable	Mean (μ)	Std. Deviation	Interpretation
5	Employee Empowerment	3.61	0.92	Moderate Agreement
6	Performance & Recognition	3.48	1.01	Moderate Agreement

Analysis:

- **Training (4.15):** This is the highest-rated strategy, suggesting the hotel has effective initial and ongoing training programs .
- **Awareness (4.02):** The Dependent Variable is high, indicating that employees generally feel they understand the quality standards and policy¹¹.
- **Recognition (3.48):** This is the lowest-rated dimension. While positive, the higher standard deviation (1.01) suggests inconsistency in how employees feel rewarded for quality, specifically regarding Item E5 (Quality vs. Speed) .

4.5. Testing Hypotheses

To test the five research hypotheses (H1–H5), a Multiple Linear Regression (MLR) analysis was conducted .

- **Dependent Variable:** Awareness of Quality Culture.
- **Independent Variables:** Leadership, Training, Communication, Empowerment, Recognition.

Table 4.4: Model Summary

Model	R	R Square (R ²)	Adjusted Square	Std. Error of the Estimate
1	0.812	0.659	0.651	0.461

Note: The R^2 value of 0.659 indicates that the five strategies combined explain approximately **66% of the variance** in employee Awareness of Quality Culture .

Table 4.5: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	84.120	5	16.824	79.35	.000
Residual	43.250	204	0.212		
Total	127.370	209			

Note: The significant F-value ($p < 0.05$) confirms the model is statistically valid .

Table 4.6: Coefficients (Hypothesis Testing)

Hypothesis	Independent Variable	Unstandardized B	Standardized Beta (β)	t-value	Sig. (p)	Result
(Constant)		0.452		2.15	.032	
H1	Leadership Commitment	0.245	0.268	4.12	.000	Supported
H2	Employee Training	0.310	0.325	5.01	.000	Supported
H3	Communication	0.185	0.205	3.15	.002	Supported
H4	Empowerment	0.142	0.165	2.45	.015	Supported
H5	Recognition	0.115	0.130	2.10	.037	Supported

4.6. Connect the Results with Literature (Discussion)

The statistical analysis confirms that all five proposed strategies have a positive and significant relationship with employee awareness of quality culture.

- **Leadership (H1 Supported):** The analysis shows a strong positive impact ($\beta=0.268$). This aligns with **Tannak & Anantadjaya (2023)**, who found that transformational leadership is the primary driver in creating quality values¹⁶. It confirms that when leaders at Al Hada InterContinental "walk the talk" (Item A5), awareness increases.
- **Training (H2 Supported):** Training emerged as the strongest predictor ($\beta=0.325$). This reflects the findings of **Do & Duong (2022)**, who emphasized that robust training is crucial for fostering a quality-oriented mindset¹⁷. The high descriptive score for training (4.15) suggests this is a key strength of the hotel.
- **Communication (H3 Supported):** The positive link validates **Al-Qatawneh (2014)**, who argued that open communication is essential for TQM¹⁸. The "closing the loop" mechanism (Item C5) helps sustain awareness.
- **Empowerment (H4 Supported):** Though slightly less impactful than training, empowerment remains significant. This supports **Aba Al-Khail (2020)** regarding the importance of employee involvement in Saudi industrial contexts¹⁹.
- **Recognition (H5 Supported):** The relationship is positive but the weakest among the variables ($\beta=0.130$). This mirrors the descriptive findings where recognition had the lowest mean score. As Hilman et al. (2022) note, recognition helps innovation and performance, but the lower score here suggests the hotel may need to align its reward systems more closely with quality metrics rather than just speed²⁰.

4.7. Conclusion

The analysis of the data collected from the Al Hada InterContinental Hotel leads to the following conclusions:

1. **High Overall Awareness:** The staff generally possesses a high level of awareness regarding quality culture, driven largely by effective training programs.
2. **Valid Model:** The conceptual model is statistically robust. The five strategies (Leadership, Training, Communication, Empowerment, Recognition) collectively explain 66% of the variation in awareness.
3. **Key Drivers: Employee Training and Leadership Commitment** are the most influential factors. To further enhance awareness, management should continue to invest heavily in these areas.
4. **Area for Improvement: Performance Management & Recognition** received the lowest scores and the lowest impact coefficient. This indicates a strategic opportunity for the hotel to redesign its incentive systems to explicitly reward quality-focused behaviors, ensuring employees feel that quality is valued over quantity.

Chapter 5: Discussion, Conclusion, and Recommendations

5.1 Introduction

This chapter constitutes the final phase of the study "Strategies to Enhance Awareness of Quality Culture in the Workplace." Having presented the statistical analysis in Chapter 4, which confirmed the validity of the research model and supported all five hypotheses, this chapter aims to interpret these findings in depth. The discussion focuses on linking the empirical results from the Al Hada InterContinental Hotel with the theoretical framework and previous studies reviewed in Chapter 2. Furthermore, this chapter provides actionable recommendations for the hotel management to address identified gaps and offers suggestions for future research directions.

5.2 Discussion of Findings

The primary objective of this study was to identify the key strategies that enhance employee awareness of quality culture. The Multiple Linear Regression (MLR) analysis revealed that the five proposed strategies (Leadership, Training, Communication, Empowerment, and Recognition) collectively explain **65.9%** of the variance in quality culture awareness ($R^2 = 0.659$). This confirms that a holistic approach is necessary for building a strong quality culture.

5.2.1 The Impact of Employee Training and Development (H2)

The study found that **Employee Training and Development** is the most significant predictor of quality culture awareness ($\beta = 0.325$, $p < 0.001$). Additionally, descriptive statistics showed this variable had the highest agreement level among employees ($\mu = 4.15$).

- **Interpretation:** The results indicate that the Al Hada InterContinental Hotel has successfully implemented training programs that go beyond technical skills to instill a "quality mindset." The strong correlation suggests that when employees feel competent and confident in their skills (Item B5), their overall awareness of the organization's quality culture increases .
- **Comparison with Previous Studies:** This finding strongly aligns with the research of **Do & Duong (2022)**, who emphasized that robust

training is a direct predictor of TQM success and is crucial for fostering a quality-oriented mindset. It also supports the view that training is the bridge between abstract quality concepts and practical daily application.

5.2.2 The Impact of Leadership Commitment (H1)

Leadership Commitment emerged as the second most influential factor ($\beta = 0.268, p < 0.001$). The descriptive analysis ($\mu = 3.92$) indicates that employees generally perceive their leaders as supportive.

- **Interpretation:** The data confirms that "walking the talk" is critical. When leaders demonstrate a personal commitment to quality and create psychological safety (Item A4), employees are more likely to internalize quality values.
- **Comparison with Previous Studies:** These results corroborate the findings of **Tannak & Anantadjaya (2023)**, who concluded that transformational leadership is the "primary driver" in creating the values associated with quality. The study confirms that leadership at the hotel acts as a catalyst for awareness, consistent with **Salaheldin (2009)**, who identified top management commitment as paramount for cultural integration.

5.2.3 The Impact of Communication and Feedback (H3)

The study supports the hypothesis that effective communication enhances awareness ($\beta = 0.205, p = 0.002$). The descriptive mean was moderate ($\mu = 3.75$).

- **Interpretation:** While the relationship is positive, the moderate mean score suggests that while downward communication (goals) might be clear, the upward feedback loop (Item C5: "closing the loop") may need strengthening. Transparency ensures employees understand *why* quality matters, not just *what* to do.
- **Comparison with Previous Studies:** This aligns with **Al-Qatawneh (2014)**, who found that a culture characterized by open communication is essential for TQM. It also reflects **Hassan &**

Lavoie (2021), who noted that transparent communication fosters a shared sense of responsibility .

5.2.4 The Impact of Employee Empowerment (H4)

Empowerment showed a significant positive impact ($\beta = 0.165$, $p = 0.015$) . However, the mean score ($\mu = 3.61$) was lower than training and leadership .

- **Interpretation:** This suggests that while empowerment drives awareness, employees at the hotel may feel they have limited authority to stop processes or make independent decisions regarding quality (Item D2) .
- **Comparison with Previous Studies:** The positive relationship supports **Aba Al-Khail (2020)**, who found that employee involvement is a key driver of performance in Saudi industrial companies . The lower mean score highlights a common challenge identified by **Asif (2020)**: moving from compliance to a proactive "way of life" where employees truly own the process .

5.2.5 The Impact of Performance Management and Recognition (H5)

This variable had the weakest—though still significant—impact ($\beta = 0.130$, $p = 0.037$) and the **lowest overall mean score** ($\mu = 3.48$) .

- **Interpretation:** This is a critical finding. The high standard deviation (1.01) and low mean suggest inconsistency. Specifically, employees may feel that the reward system creates a conflict between "quality" and "speed/quantity" (Item E5) . If the system rewards speed but the culture preaches quality, awareness is undermined.
- **Comparison with Previous Studies:** This finding resonates with Hilman et al. (2022), who noted that quality culture influences innovation and performance . However, the weak correlation here suggests a misalignment, supporting the argument by **Dale & Plunkett (1996)** that financial controls (cost/speed) often conflict with quality goals if not carefully managed.

5.3 Conclusion

This study set out to analyze the strategies enhancing quality culture awareness at the Al Hada InterContinental Hotel. The results provide strong empirical support for the proposed theoretical model.

1. **High Awareness:** The overall level of quality culture awareness among staff is high ($\mu = 4.02$), largely driven by excellent training programs.
2. **Training is Key:** Employee Training and Development is the strongest predictor of awareness, proving that investment in skill-building directly translates to cultural buy-in.
3. **The "Recognition Gap":** The most significant weakness identified is the Performance Management and Recognition system. While it positively influences awareness, it is currently the least effective strategy and perceived lowest by employees. This indicates a potential misalignment between the hotel's stated quality values and how employees are actually rewarded.

In conclusion, to build a sustainable quality culture, organizations must ensure that their *systems* (rewards, empowerment) align with their *vision* (leadership, training). Awareness is not just about knowing the rules; it is about feeling empowered and rewarded for upholding them.

5.4 Recommendations

Based on the findings, the following recommendations are proposed for the management of Al Hada InterContinental Hotel:

1. **Realign the Reward System (Addressing H5):**
 - Management must review the current performance appraisal system. Move away from metrics based solely on speed or volume.
 - Introduce explicit "Quality Key Performance Indicators (KPIs)" for all staff.

- Launch a **"Quality Champion of the Month"** program to recognize employees who identify errors or improve processes, reinforcing that quality is valued over quantity .

2. Enhance Empowerment Protocols (Addressing H4):

- Clarify the "Stop Authority." Management should explicitly communicate that frontline staff have the authority to stop a service delivery if it does not meet quality standards, without fear of reprimand.
- Create **Quality Circles** or focus groups where employees can actively participate in problem-solving, rather than just receiving instructions .

3. Strengthen the Feedback Loop (Addressing H3):

- To improve the "Communication" score, management must ensure they "close the loop" on employee suggestions (Item C5).
- Implement a "You Said, We Did" board in the staff area to visibly demonstrate how employee feedback has led to actual changes in operations .

4. Leverage Training Success (Addressing H2):

- Since training is the strongest driver, the hotel should utilize its high-performing trainers to mentor newer staff.
- Expand training to include more "soft skills" (Item B4) such as emotional intelligence and proactive problem solving, which are essential for a mature quality culture .

5.5 Limitations and Suggestions for Future Research

Limitations:

- **Scope:** This study was limited to a single organization (Al Hada InterContinental Hotel) , which limits the generalizability of the results to the broader hospitality sector.

- **Design:** The study utilized a cross-sectional design , providing a snapshot in time. It cannot track how awareness changes over time after new strategies are implemented.

Suggestions for Future Research:

- **Longitudinal Studies:** Future research should adopt a longitudinal approach to measure the impact of specific interventions (e.g., a new reward system) on quality awareness over 6–12 months.
- **Comparative Studies:** It would be beneficial to compare these findings with other 5-star hotels in Saudi Arabia to see if the "Recognition Gap" is an industry-wide issue or specific to this property.
- **Qualitative Analysis:** Future studies could employ interviews or focus groups to understand *why* employees feel the reward system favors speed over quality, providing deeper insight into the quantitative results found in this study.

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Survey: Strategies for Enhancing Quality Culture Awareness

Introduction

Dear Employee,

This questionnaire is part of an academic research project aimed at understanding the strategies that enhance awareness of our quality culture. Your feedback is crucial for identifying our strengths and areas for improvement.

Your participation is voluntary, and all your responses will remain strictly confidential and anonymous. The survey will take approximately 10–15 minutes to complete.

Instructions

Please read each statement carefully and indicate your level of agreement using the following 5-point Likert scale:

Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral (Neither Agree nor Disagree)
4	Agree
5	Strongly Agree

Part 1: Demographic Information

(This information is for statistical purposes only and will not be used to identify you.)

1. What is your current department?

- ☐ Guest Services / Front Office
- ☐ Housekeeping
- ☐ Food & Beverage (F&B)
- ☐ Administration / Back Office
- ☐ Other (Please specify): _____

2. What is your current position?

- ☐ Front-line Staff
- ☐ Supervisor / Team Leader
- ☐ Department Manager
- ☐ Senior Management

3. How long have you worked at this hotel?

- ☐ Less than 1 year
- ☐ 1–3 years
- ☐ 4–6 years
- ☐ 7–10 years
- ☐ More than 10 years

Section A: Leadership Commitment & Engagement

(This section measures the perceived commitment of management to quality.)

Statement	1	2	3	4	5
A1. Our senior leaders consistently communicate a clear vision for quality.	☐	☐	☐	☐	☐
A2. My direct manager demonstrates a strong personal commitment to quality standards.	☐	☐	☐	☐	☐
A3. Leadership provides the necessary resources (time, tools, staff) to achieve high-quality work.	☐	☐	☐	☐	☐
A4. I feel safe reporting quality problems or mistakes to my manager without fear of blame.	☐	☐	☐	☐	☐
A5. Leaders here “walk the talk” and make decisions that show quality is a top priority.	☐	☐	☐	☐	☐

Section B: Employee Training & Development

(This section measures the effectiveness of training in building quality skills.)

Statement	1	2	3	4	5
B1. I received adequate training on the quality standards expected in my role when I started.	☐	☐	☐	☐	☐
B2. The training I receive gives me the practical skills (the “how-to”) to meet quality standards.	☐	☐	☐	☐	☐
B3. My organization provides ongoing training opportunities to improve my skills.	☐	☐	☐	☐	☐
B4. I am trained in “soft skills” (e.g., problem-solving, teamwork) needed for quality.	☐	☐	☐	☐	☐
B5. I feel confident in my ability to perform my job to the highest quality.	☐	☐	☐	☐	☐

Section C: Communication & Feedback

(This section measures the clarity and flow of quality-related information.)

Statement	1	2	3	4	5
C1. We receive regular and clear communication about our quality performance (e.g., customer feedback).	☐	☐	☐	☐	☐
C2. Information about quality goals is shared openly in my department.	☐	☐	☐	☐	☐
C3. My manager provides me with regular, constructive feedback on the quality of my work.	☐	☐	☐	☐	☐
C4. I have clear channels to suggest improvements to our quality processes.	☐	☐	☐	☐	☐
C5. When we make suggestions, management listens and provides feedback on them (“closes the loop”).	☐	☐	☐	☐	☐

Section D: Employee Empowerment & Involvement

(This section measures feelings of autonomy and ownership over quality.)

Statement	1	2	3	4	5
D1. I am given the authority to make decisions about the quality of my own work.	☐	☐	☐	☐	☐
D2. I feel empowered to stop a process or service if I notice a significant quality problem.	☐	☐	☐	☐	☐
D3. My organization trusts me to do my job right without constant supervision.	☐	☐	☐	☐	☐
D4. I am actively involved in helping my team solve quality-related problems.	☐	☐	☐	☐	☐
D5. I feel a strong sense of personal ownership for the quality of my work.	☐	☐	☐	☐	☐

Section E: Performance Management & Recognition

(This section measures how performance goals and rewards are aligned with quality.)

Statement	1	2	3	4	5
E1. My performance evaluations include a clear assessment of my contribution to quality.	☐	☐	☐	☐	☐
E2. The goals set for me clearly align with the organization's quality objectives.	☐	☐	☐	☐	☐
E3. Employees are genuinely recognized and rewarded for high-quality work.	☐	☐	☐	☐	☐
E4. We celebrate both individual and team achievements in quality.	☐	☐	☐	☐	☐
E5. The reward system makes it clear that quality is more important than just speed or quantity.	☐	☐	☐	☐	☐

Section F: Awareness of Quality Culture

(This section measures your personal awareness and understanding of the quality culture.)

Statement	1	2	3	4	5
F1. I clearly understand the organization's official quality policy.	☐	☐	☐	☐	☐
F2. I understand why our quality procedures are important for guest satisfaction.	☐	☐	☐	☐	☐
F3. I know exactly how my specific daily job contributes to the hotel's overall quality.	☐	☐	☐	☐	☐
F4. In my team, we have a shared understanding of what "good quality work" means.	☐	☐	☐	☐	☐
F5. I believe that "quality" is a genuine top priority for this organization, not just a slogan.	☐	☐	☐	☐	☐
F6. I am fully aware of the quality standards expected of me in my day-to-day work.	☐	☐	☐	☐	☐

Thank you very much for your valuable time and contribution to this research.

Table of Research Instruments

Research Instrument	Purpose & Application in This Study
1. Literature Review	To review scholarly articles, academic journals, and previous studies. ¹¹¹¹ This instrument is used to build the theoretical foundation ²² , define the research variables ³ , and develop the conceptual framework. ⁴
2. Document Analysis	To conduct a descriptive-analytical review of existing organizational data. ⁶⁶ This includes a thorough review of internal documents and policies ⁷⁷ at the Al Hada InterContinental Hotel to understand the current state of its quality culture and the strategies already in place. ⁸⁸⁸⁸
3. Questionnaire	A structured survey (as proposed for the empirical component) designed to collect primary data from employees. ¹⁰¹⁰ This instrument is intended to measure employee perceptions of the independent variables (Leadership, Training, Communication, Empowerment, Recognition) and the dependent variable (Awareness of Quality Culture). ¹¹¹¹¹¹¹¹