

Impact of Total Quality Management Practices and Work Life Balance on Employee Satisfaction: A Case Study of a Private Hospital in Jordan

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ABSTRACT: *The main aim of the study was to investigate the impact of TQM and work-life balance on employee satisfaction in a private hospital in Jordan. The questionnaire survey method is used to collect the primary data for this study. The study employed a battery of statistical analyses undertaken with the use of the SPSS software, including correlation analyses, as well as simple and multiple regression analyses, for the purpose of testing the study hypotheses. Knowledge dimensions have been proven to influence the dependent variable (employees' satisfaction) positively. There is a significant impact of strategy on employee satisfaction. In addition, no significant impact of the workforce on employee satisfaction. WLB has a noteworthy impact on employees' satisfaction in the Specialty Hospital. The study recommendation in hospitals, all staff members must comprehend management strategies and responsibilities.*

KEYWORD: TQM, WLB, employees satisfaction, leadership, strategy, patient focus

INTRODUCTION

Total Quality Management (TQM) has become a global phenomenon in recent years. Organizations and legislatures all over the planet are looking into it. In point of fact, it is possible to assert that quality has evolved into the primary function of many organizations, and the management and lifestyle philosophy that enables it to survive and persist in light of the numerous and rapid changes that have occurred in the environment as well as the increased awareness that consumers have of the level of quality in the goods or services they receive. Managerial effectiveness depends on the application of TQM (Zaid et al., 2020). Total Quality management includes a variety of quality tools and techniques in addition to a number of shared values and beliefs among all employees in the same firm. In reality, the basic goal of TQM may

Publication of the European Centre for Research Training and Development-UK be described as a technique that seeks to produce and deliver higher- quality, more efficient services by fostering collaboration among organizational members. In order to meet customer expectations and improve the quality of all organizational results and services, total quality management also has a tendency to involve all employees in the process. So, implementing TQM results in a thorough integration of organizational employees and their activities to improve, advance, and maintain the quality of products and services to achieve customer satisfaction (Alweteed, 2018).

Human Resource Management (HRM) is widely used in today's business environment to maximize employee productivity and ensure long-term employee retention. A variety of human resource functions, including practices for work-life balance, employee motivation, and compensation management are implemented as a HRM practice to boost employees by increasing job satisfaction that there are a lot of things that affect how happy employees are in their jobs. One of those things is work-life balance, which is getting more and more attention. A high level of motivated, productive, and less stressed employees, increased productivity, and a decrease in absenteeism are all possible outcomes for any business that employs work-life balance (WLB) strategies correctly. Better work life balance supports employee's life satisfaction, marital and family contentment, improved health outcomes, and family performance. WLB means that employees will be more productive and will feel satisfied working for the company. This encourages the company to try to keep employees because they have performed well, provided benefits, and improved the company (Abeykoon and Perera, 2019).

Several researchers studied quality management and its impact on employee satisfaction. The outcome of earlier studies varied, with some being favorable and others being unfavorable. The purpose of the current study is to investigate how WLB and TQM procedures impact employee satisfaction in private hospitals in Jordan (Specialty hospital as a case study). WLB will be introduced as a new construct that impacts job satisfaction in order to study the relationship between TQM and employee satisfaction.

LITERATURE REVIEWS

There are many previous studies from different countries talking about TQM. Emphasize the importance of this study and the extent of its impact on the current era. Some studies that talk about this topic have been summarized.

Silaban & Margaretha, 2021 investigate the impact of WLB on job contentment and personnel retention among millennial generation workers, the study's findings indicate that work-life balance had a discernible impact on both job satisfaction, by a magnitude of 8.3%, and employee retention, which was impacted to the extent of 4.4%. One managerial implication that is evident from the research findings lies in the provision of a conducive work environment and state-of-the-art facilities by the organization to enhance employee motivation.

Aminuddin et al., 2022 The present investigation serves as a valuable resource for upper-level management personnel within the public sector in facilitating enhancement of current

Publication of the European Centre for Research Training and Development-UK workforce competencies, The findings of the study provided support for three out of the five articulated hypotheses. With regards to (TQM) practices and their impact on employee job satisfaction, it has been observed that top management commitment, as well as reward and recognition, play significant roles in shaping the employee experience.

Kua, 2016, Investigate whether the deployment of Total Quality Management (TQM) methodologies culminates in enhanced employee efficacy and, consequently. The study's demonstrated that a mere four variables, namely employee training, employee rewards and recognition, employee empowerment, and work-life balance, significantly impact the job satisfaction of employees working for SMEs located within the Klang Valley region of Malaysia.

THEORETICAL FRAMEWORK

proposed conceptual framework of total quality management (TQM) principles and work life balance on employee's satisfaction, that independent variables total quality management and work life balance how impact on dependent variables (employee satisfaction)

Independent Variables

Dependent Variables

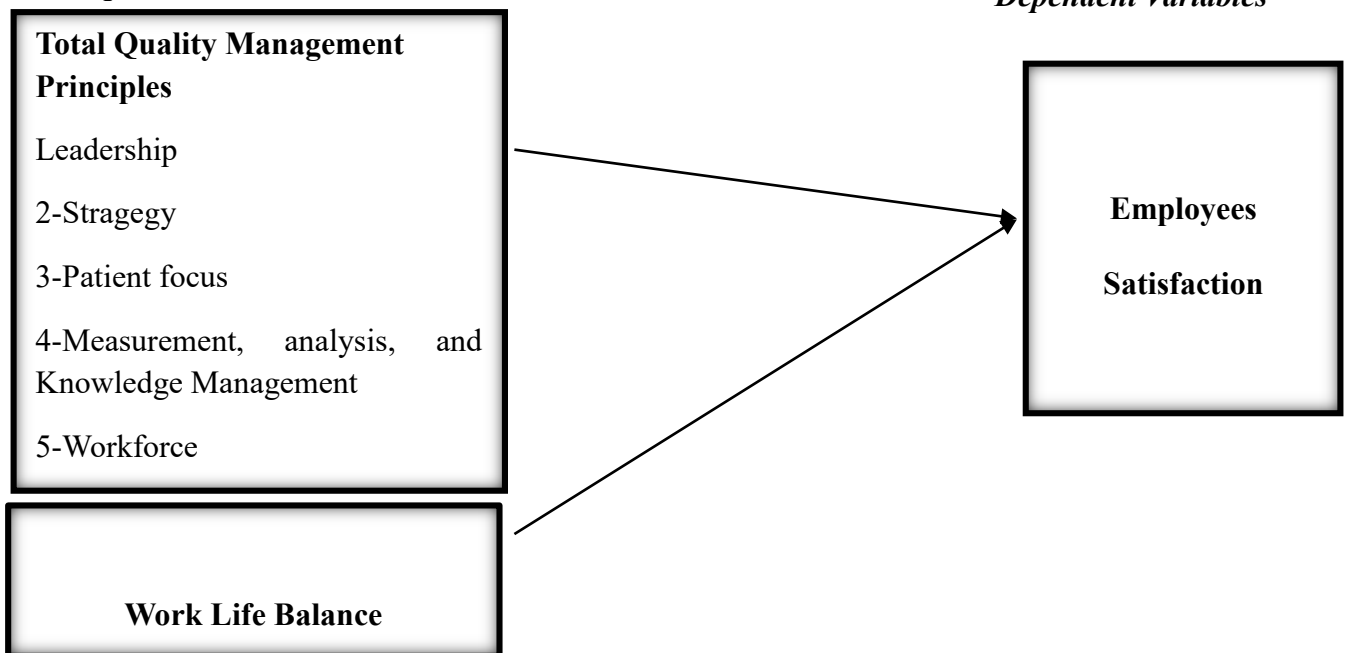


Figure 1 Research Framework

METHODOLOGY

To ensure that the sample is representative of a population and to increase the validity of the data collection, the sampling technique is crucial. As a result, a convenient sample will be used in this study. A subset of a population chosen is called a convenient sample. The risk of

Publication of the European Centre for Research Training and Development-UK selection bias is minimized because, in this method of sampling, each member of the population has an exactly equal chance of being chosen. Since it only involves a single convenient selection and requires little prior knowledge of the population, this method is the easiest of the probability sampling methods. Any research conducted on this sample should have high internal and external validity due to the use of convenient. According to Zikmund (2003) sampling makes it possible to draw conclusions about the entire population and reduces the amount of data that must be collected. Sample size refers to the number of respondents to be included in the study Malhotra (2006). Additionally, the specialty hospital will serve as the research sample. Where the specialty hospital was established in 1993, and the number of beds was 88, the hospital witnessed many additions in the capacity of the hospital and the number of buildings. The hospital currently has 265 beds and 1,100 employees from various specialties. It includes 700 consultants and doctors from various fields.

RESULT AND FINDING

The data analysis methods and describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. This chapter contains the results of descriptive analysis performed on all study variables, includes the (mean, stander deviation, variance and number of observation). In addition to shown the frequency and percentage associated with personal data, and investigate the presence or absence of diagnostic statistical issues among the variables; testing the hypotheses that were developed for the study, data analysis contains Pearson Correlation between variables; And finally, highlights on the regression model analyses which are used to test the research hypotheses.

Descriptive Analysis

This section presents a concise overview about the descriptive analysis of the results gleaned from the distributed questionnaire. The questionnaires were designed to gather pertinent information regarding the practices of total quality management (TQM) as well as work life balance and the degree of employee satisfaction among staff at Jordanian hospitals in Amman City.

Descriptive statistics denotes the procedure of converting unprocessed data into a structured format that provides insights into a collection of variables, thereby facilitating their comprehension and explication (Sidel et al, 2018). The present study employs a descriptive statistical approach to facilitate the organization, explication, and summarization of data for the purposes of effective interpretation. The researcher employs several statistical measures, including Mean, Standard Deviation, Variance, Rank, and Importance level, to effectively present results of the descriptive analysis.

- Descriptive analysis of Total Quality Management (TQM) principles.

The study aimed to survey the entire cohort of all principal staff at the specialty hospital. The survey achieved a response rate of high. The questionnaires were employed to assess the degree

Publication of the European Centre for Research Training and Development-UK to which Total Quality Management methodologies were implemented at specialty Hospital. The present study employed several Total Quality Management (TQM) practices, which comprised Strategy, Knowledge, Workforce, Operations, Leadership and Patient Focus. Every principle is integrated with a set of three inquiries accompanied by five corresponding replies. Table (1), as illustrated below, presents the result of the descriptive analysis for 6 dimensions. The findings are presented by means of mean, standard deviations, variance and number of observation for the different dimensions.

Table 1: result of descriptive analysis for TQM principles.

No.	Rank	Item	Mean	Std.	V	N	Level
1	1	The hospital designs services according to patient requirements.	2.58	1.21	1.47	107	Moderate
2	2	The hospital implements patient satisfaction survey continuously	2.43	1.25	1.72	107	Moderate
3	3	The hospital stays in close contact with its patient.	2.34	1.31	1.72	107	Moderate
Patient Focus (Overall)			2.42	1.15	1.33	107	Moderate

Descriptive analysis for Work Life Balance Variable.

The significance of the Work Life Balance Variable is explicated through the use of Table (2), where the mean range between (2.92-3.73), a standard deviation range between (0.86-1.27), and a variance of (0.74-1.61). These statistical values collectively suggest that the employees who participated in the study reported a moderate level of Work Life Balance Variable at the Specialty Hospital. The results of our inquiry reveal that the highest mean was recorded for the item "Problems at work make you irritable at home" with a mean score of 3.73, standard deviation of 1.04, and variance of 1.09. This finding suggests that the respondents, namely the employees, hold a moderate level of satisfaction pertaining to the addressed aspect. The item "Employees are expected to put their jobs before family and personal matter" elicited the lowest mean score, observed to be 2.92, with a standard deviation of 1.27 and variance of 1.61. The overall mean value equals 3.38, accompanied by an overall standard deviation of 0.65, and an overall variance of 0.42. On the whole, the investigated Work Life Balance variable exhibited a moderate degree of significance from the perspective of the staff. The results indicate that it is imperative for Jordan Hospital to undertake additional endeavors aimed at upholding elevated levels of Work.

Table 2: result of descriptive analysis for Work Life Balance Variable

No.	Rank	Item	Mean	Std.	V	N	Level
1	8	Family matters reduce the time you can devote to your job	3.07	0.86	0.74	107	Moderate
2	5	Family worries or problems distract you from your work	3.39	1.14	1.30	107	Moderate
3	7	Family obligations reduce the time you need to relax or be by yourself	3.07	0.95	0.91	107	Moderate
4	2	Your job reduces the amount of time you can spend with the family	3.69	1.10	1.22	107	High
5	1	Problems at work make you irritable at home.	3.73	1.04	1.09	107	High
6	6	Your work involves a lot of time away from home	3.34	1.22	1.49	107	Moderate
7	4	Your hospital encourages involvements of employee's family members in work/hospital's celebrations or hospital arrange occasions/functions where employee's family members can participate.	3.56	1.00	1.00	107	Moderate
8	9	Employees are expected to put their jobs before family and personal matter	2.92	1.27	1.61	107	Moderate
9	3	Family activities stop you getting the amount of sleep you need to do your job well	3.63	1.02	1.05	107	Moderate
Work Life Balance (Overall)			3.38	0.65	0.42	107	Moderate

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Descriptive analysis for Employees Satisfaction Variable.

Table 3: result of descriptive analysis for Employees Satisfaction Variable

N o.	Ra nk	Item	Me an	St d.	V	N	Level
1	10	Managers and leadership demonstrate a clear commitment to maintaining high quality standards.	1.89	1.28	1.65	107	Low
2	1	The hospital properly informs employees about changes that will affect us.	3.94	1.17	1.37	107	High
3	8	Generally speaking, I am satisfied with my job.	3.19	1.50	2.25	107	Mode rate
4	4	Leadership shows genuine interest in receiving, reviewing, and integrating ideas from employees	3.67	1.40	1.95	107	High
5	6	Leadership measures job performance to ensure everyone is meeting expectations.	3.56	1.24	1.53	107	Mode rate
6	3	Teamwork is valued and encouraged within the hospital.	3.68	1.41	1.99	107	High
7	2	I have a healthy, comfortable work-life balance in my current role.	3.74	1.16	1.35	107	High
8	7	The work I do in my current role contributes directly to the success of this hospital.	3.21	1.19	1.41	107	Mode rate
9	9	I feel confident in exercising my problem-solving skills to delight patients who are not satisfied.	3.00	1.31	1.72	107	Mode rate
10	5	I feel proud to tell people that I work for this hospital	3.64	1.23	1.51	107	Mode rate
Employee Satisfaction (Overall)			3.35	0.83	0.69	107	Mode rate

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Table (3) Clarifies the importance level of Employee Satisfaction variable, where the mean range between (1.89-3.94), with a standard deviation between (1.16-1.50) and variance between (1.35-2.25) this generally indicate that the respondents [employees] reported a moderate level of satisfaction in general at the Specialty Hospital. We observe that the highest mean for the item "The hospital properly informs employees about changes that will affect us" with mean (3.94), Standard deviation (1.17) and variance (1.37) this indicate that respondents [employees] have a moderate impression of satisfaction destination. The lowest mean was for the item "Managers and leadership demonstrate a clear commitment to maintaining high quality standards" with mean (1.89), standard deviation (1.28) and variance (1.65). Where the overall mean is (3.35), with an overall standard deviation (0.83), and overall variance is (0.69). In general, it seems that the level of importance of the employee satisfaction items under study from the point of view of the employee (staff) was moderate. The finding show the necessity of Jordan Hospital to make further efforts to maintain a high satisfaction for employee and develop the TQM process in general.

DISCUSSION

Hypotheses Testing

First Main Hypothesis

H1: There is no significant impact of total quality management (TQM) principles and work life balance (WLB) on employee satisfaction.

In summary, the result of multiple regressions analysis shows that TQM principles and WLB together impact on employees' satisfaction in specialty Hospital, where ($F=24.280$, $Sig.=0.000$, $DW=1.103$). According to the previous findings, more than 63.2% of the employee's satisfaction in specialty Hospital has been interpreted through TQM principles and WLB. This result proves the importance of this impact.

In light the above results, the null hypothesis is rejected, and the alternative hypothesis is accepted, which specified that there is "There is significant impact of total quality management (TQM) principles and work life balance (WLB) on employee's satisfaction".

Second Main Hypothesis and sub-hypothesis

H2: There is no significant impact of total quality management (TQM) principles on employee satisfaction.

the main second null hypothesis is rejected, and the alternative hypothesis is accepted, which specified that there is "There is significant impact of total quality management (TQM) practices on employee's satisfaction As one of the dimension reflecting TQM, the Strategy coefficient up to 0.350 with $Sig.=0.00$ this result has a probability less than 0.05 . Based on these finding, the alternative hypothesis is accepted, which specified that there is "There is significant impact of leadership on employee's satisfaction". Knowledge principles have been proven to impact the dependent variable (employees' satisfaction) positively. Where coefficient up to 0.437 with $Sig.= 0.000$ less than 0.05, hence the result indicate to accept alternative sub-hypothesis 2, which specified that there is "There is significant impact of strategy on employee's

Publication of the European Centre for Research Training and Development-UK satisfaction". In addition, the Workforce principles Sig.=0.642 more than 0.05, demonstrates that there is "no significant impact of Workforce on employee satisfaction" based on this result the alternative sub-hypothesis 3 cannot be accepted (rejected).

Operations dimension proven to impact the dependent variable (employees' satisfaction) positively. Where coefficient up to 0.125 with Sig.= 0.030 less than 0.05, hence the result indicate to accept alternative sub-hypothesis 4, which specified that there is "There is significant impact of operations on employee's satisfaction". In addition, the Leadership dimension Sig.=0.433 more than 0.05, demonstrates that there is "no significant impact of Leadership on employee's satisfaction" based on this result the alternative hypothesis 5 cannot be accepted (rejected). The probability value Sig.=0.000 indicates that the independent variable of Patient Focus has a considerable positive impact on employee's satisfaction because the result has a probability less than 0.05, where the coefficient up to 0.397. Consequently, the alternative hypothesis is accepted, which specified that there is "There is significant impact of Patient Focus on employee's satisfaction".

Third Main Hypothesis

H3: There is no significant impact of work life balance on employee satisfaction.

For the purpose of examining the impact of work-life balance (WLB) on employee's satisfaction in a specialty hospital, a Simple Linear Regression analysis was conducted with a significance level of ($\alpha \leq 0.05$).

The summary of the model regarding the independent variable, Work-Life Balance (WLB), and its impact on the dependent variable (Employees Satisfaction). The model in question demonstrates a suitable degree of fitness for more comprehensive analyses. The $R^2=0.354$, shows the fitness of the model for simple regressions and explains the variance of independent variable on dependent variable, correlation coefficient was $R= 0.595$, which signifies the presence of a positive moderate correlation.

Based on the above, the null hypothesis is rejected, and the alternative hypothesis is accepted, which specified that there is "There is no significant impact of work life balance on employee's satisfaction".

Implication to Research and Practice

Core internal enablers of TQM and work-life balance, which have a strong positive relationship with employee satisfaction, were confirmed by this study. As a result, a private hospital will benefit greatly from the practices' careful implementation and ongoing monitoring. Therefore, the private hospital would benefit from the following recommendations:

- By clearly establishing the private hospital's vision and mission and adhering to standards, a private hospital management must set an example. Total capacity can only be realized through the personal actions of senior leaders. Leadership also includes putting a vision into action right away. Management will be sufficiently motivated to keep a private

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hospital on track with its goals, continuously improve quality with core commitment, and encourage staff members to work hard toward the hospital's objectives.

- The private hospital should put their strategy into action and look ahead for ways to engage employees and assist them in achieving their long-term objectives. The employees abilities to achieve the stated objectives will grow in this setting. In hospitals, all staff members must comprehend management strategies and responsibilities. As a result, long-term strategic planning increases the likelihood that the hospitals will increase their efficiency.
- Setting the expectations of the hospital, gaining the trust of patients, and finding ways to meet those expectations are all necessary for private hospitals to build strong relationships with their clients. The hospitals ought to guarantee their relevance over the long term by presenting new opportunities for addressing deficiencies through feedback. The employees of the hospitals ought to receive instruction on the significance of the patients, prioritize their requirements, make an effort to listen to the patients, and provide the patients with useful information.
- In the workplace, focusing on what employees or managers think is best, managers should tailor the hospital services. A decent clinic can't be kept up with disregarding the clinical necessities of individuals who use it and furnishing them with the administrations required. Subsequently, the board ought to focus on the patients and patients' objections and tackle these protests.
- Employees will be able to do their jobs well if they have access to the right tools and up-to-date information. In addition, new technologies that simplify work processes should be taught to employees. This entails healthcare managers providing employees with timely, relevant, and valid data to help them perform their duties more effectively and attain the desired level of care. When employees have access to up-to-date information, they are better able to complete tasks.
- The private hospitals ought to make an effort to offer their staff member's opportunities for career advancement and engagement as well as training, development, admirable teamwork, and recognition. To feel empowered to carry out their responsibilities effectively, employees must be engaged. Therefore, it is essential to prioritize work autonomy, create a positive working environment, and maintain employees' well-being.
- The delivery of essential services, such as admission and administrative procedures, should be prioritized. It is difficult for all stakeholders to manage and improve hospital work processes to meet the needs and requirements of patients. As a result, a hospital should make sure everything runs smoothly so that employees can provide patients with prompt and adequate service.

CONCLUSION

The current study sought to examine the impact of total quality management (TQM) (Leadership, strategy, and patient focus, workforce, operations, measurement, analysis and knowledge management) and work-life balance on employee satisfaction in a private hospital in Jordan the period from 2022 to 2023. Most studies on TQM and WLB have been undertaken in developed countries. The TQM and WLB in Jordan has given a little interest, especially in

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the health sector. Jordan is considered an important developing country, and its health care sector plays a vital role to contribute to developing its economy. Thus, this study endeavors to advance understanding and explain the importance of TQM and WLB principles in the health care sector and its consequential effects on employee satisfaction. Which helps bridge existing research gaps in this field.

To answer the study questions, three models were developed based on the study framework to test hypotheses. However, after reviewing the literature surrounding TQM and WLB, a number of variables with special characteristics were incorporated into the three developed models. In addition, the study included TQM principles (Strategy, Knowledge, Workforce, Operations, Leadership, and Patient Focus). The study relied on quantitative, and a questionnaire was designed to collect data between 2022- 2023, using SPSS. Regression diagnostic tests and normality test, the validity of the data to conduct statistical tests to adopt in the study.

The study hypothesized whether the impact of total quality management (TQM) principles and work life balance (WLB) on employee satisfaction or not. The findings accept this hypothesis and show the significant impact these two variables together on employee satisfaction.

The current study has discovered the impact TQM and WLB on employee satisfaction or not separately. Where the study designed a model for each variable in order to determine the impact of each of the independent variables on employee satisfaction to achieve accurate results. It was noted that the results agree with previous studies (Abeykoon & Perera, 2019; Tavassoli & Torrents, 2020; Kiani & Baharmi, 2020; Hammond, 2021). Where these studies indicated that the implementation of total quality management exerts a favorable and statistically significant influence on employee satisfaction, and the given phenomenon exhibits a notable and affirmative impact. In addition, maintaining a work-life balance has a favorable influence on the overall performance of employees. Consequently, it is recommended that organizations establish and endorse work-life balance (WLB) policies as a strategy to enhance employee contentment and diminish the occurrence of job burnout. There should be a notable emphasis on Work-Life Balance (WLB) by employers. Overall, this study has followed previous studies' perspectives through determining 6 TQM principles (Leadership, Strategy, Patient focus, Knowledge Management, Workforce and Operations), with the estimation that these dimensions will help prevent study biases and revealed whether it had an effect on employee satisfaction or not.

The findings indicated that the strategy, patient focus, measurement analysis, knowledge management, and operations components of TQM have significant effects on employee satisfaction. In addition, the validity of the tripartite relationships between patient satisfaction, service quality, and employee satisfaction was found. As a result, the study's model, which includes the TQM, ES, SQ, and PS constructs, has been confirmed.

The objective of the study was outcome demonstrates that employees' perceptions of the hospitals. The study's findings show that TQM activities are important and could be used as an internal quality enabler to boost employee motivation to provide effective services that satisfy patients' needs and make them happy. Additionally, the findings of the study emphasize the

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significance of the hospital staff. It would be bad for any hospital to ignore information that would help employees do their jobs well. Because the employees in a hospital are the ones who actually carry out the work, ensuring the contentment of the workforce is essential to achieving service improvement. However, the preferences of the patients should never be overlooked.

As a result, this study's model ought to be taken seriously in order to improve private hospital services. It is hoped that the findings of this study can be used in discussions, discussions, and changes to a private hospital to make them better.

FUTURE RESEARCH

That related to finding the study to address unanswered aspects of problem, related to formulation of aim and objective of application of data collection method and can propose future research suggestion address the limitation of the study.

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الملخص

والاستراتيجية القيادية) الشاملة الجودة إدارة تأثير في البحث هو الدراسة من الرئيسي الهدف كان بين والتوازن (المعرفة وإدارة والتحليل والقياس والعمليات العاملة والقوى المريض على والتركيز استبيان تصميم تم، الأردن في الخاصة المستشفيات في للموظفين الوظيفي الرضا على والحياة العمل التحليلات من مجموعة الدراسة استخدمت، الدراسة لهذه الأولية البيانات لجمع بالدراسة خاص تحليلات وكذلك، الارتباط تحليلات ذلك في بما، SPSS برنامج باستخدام أجريت التي الإحصائية 63.2% من أكثر أن الدراسة وجدت، الدراسة فرضيات اختبار لغرض، والمتعددة البسيطة الانحدار وجدت الشاملة الجودة إدارة أبعاد خلال من تفسيره تم قد التخصصي المستشفى في الموظفين رضا من كبيرًا تأثيرًا الدراسة وجدت، عام بشكل الموظفين رضا على تأثير لها والعمل الحياة بين التوازن ان الى

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توصلت، الموظفون رضا على للقيادة كبير تأثير وهناك، الموظفون رضا على الشاملة الجودة لإدارة تأثير هناك، إيجابي بشكل (الموظف رضا) التابع المتغير على المعرفي البعد تأثير وجود الى الدراسة على العاملة للقوى كبير تأثير يوجد لا، ذلك إلى بالإضافة، الموظفون رضا على للاستراتيجية كبير جميع على ويجب بالمريض للاهتمام المستشفيات توجه بضرورة الدراسة اوصت، الموظفون رضا مع المدى طويل الاستراتيجية التخطيط يزيد لذلك نتيجة الإدارة؛ ومسؤوليات استراتيجيات فهم الموظفون كفاءتها المستشفيات زيادة احتمالية القيادة، الموظفون رضا، والعمل الحياه بين التوازن، الشاملة الجودة إدارة: المفتاحية الكلمات المعرفة، العمليات، العاملة القوى، المريض على التركيز، الإستراتيجية