THE MODERATING EFFECT OF CHANGE AGENT AND ORGANIZATIONAL CLIMATE ON THE TOTAL QUALITY MANAGEMENT AND ORGANISATIONAL SUSTAINABILITY IN SAUDI ARABIA HOTEL INDUSTRY

BY

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DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
June 2016

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Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy

Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

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Program Pengajian *(Programme of Study)*	:	**Doctor of Philosophy**
Nama Penyelia/Penyelia-penyelia *(Name of Supervisor/Supervisors)*	:	**Prof. Dr. Rushami Zien Yusoff**
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ABSTRACT

Saudi hotel industry still has not performed to their fullest potential. The industry has to focus on quality improvement efforts to improve their performance. Therefore, this study is undertaken to examine the impact of total quality management (TQM) practices on the sustainability of the Saudi hotel industry. It also aims to investigate the moderating effect of change agent and organisational climate on the total quality management (TQM) practices-sustainability relationship of the Saudi hotel industry. This study was motivated by the inconsistency of findings reported in the literature regarding the relationship of total quality management practices, change agent and organisational climate variables, with sustainability. Such inconsistencies have led to the emergence of a new research stream that recommended the investigation of the moderating variables that could contribute to the aforementioned relations between variables. In the present study, different theories were employed including the social exchange theory and the resource-based view theory, to provide an insight into the relationships among variables in the proposed conceptual framework. The study involved survey questionnaire which were randomly distributed to 932 hotels in five cities of Saudi. Out of the total number of retrieved questionnaires (238), 204 were usable for analysis. The researcher employed correlation and hierarchical regression analysis to analyze the study variables indirect and direct relationships. The results show a positive relationship between the TQM and the organisational sustainability, and they support the moderating effects of both change agent and organisational climate on the TQM-organisational sustainability relationship. The study is concluded by providing managerial, policy and theoretical implications as well as recommendations for future studies.

Keywords: total quality management, change agent, organisational climate, organisational sustainability, Saudi hotels

ABSTRAK

Industri perhotelan di Arab Saudi masih belum mencapai tahap potensi sepenuhnya. Industri ini perlu fokus kepada usaha-usaha peningkatan kualiti untuk meningkatkan prestasinya. Justeru, kajian ini dijalankan untuk meneliti kesan amalan pengurusan kualiti menyeluruh (TQM) terhadap kemampanan industri perhotelan di Arab saudi. Selain itu, kajian ini juga bertujuan menyelidik kesan pengantaraagen perubahan dan iklim organisasi terhadap hubungan amalan TQM dan kemampanan industri perhotelan di negara itu. Penyelidikan ini didorong oleh penemuan yang tidak konsisten dalam literatur mengenai hubungan antara amalan pengurusan kualiti menyeluruh, agen perubahan dan pembolehubah iklim organisasi, dengan kemampanan. Percanggahan ini telah membawa kepada kemunculan aliran penyelidikan baharu yang mencadangkan agar kajian mengenai pemboleh ubah pengantara yang boleh menyumbang kepada hubungan antara pembolehubah- pemboleh ubah tersebut dibuat. Oleh itu, dalam kajian ini teori yang berbeza-beza termasuklah teori pertukaran sosial dan teori berasaskan sumber digunakan untuk memberikan kefahaman tentang hubungan berkenaan. Penyelidikan ini menggunakan soal kaji selidik yang diedarkan secara rawak kepada 932 buah hotel di lima bandar di Arab Saudi (238), dan hanya 204 daripadanya didapati sesuai untuk tujuan analisis. Penyelidik menggunakan korelasi dan regresi hierarki untuk menganalisis hubungan langsung dan hubungan tidak langsung antara pemboleh ubah-pemboleh ubah kajian. Dapatan kajian menunjukkan hubungan yang positif antara TQM dan kemampanan organisasi, dan hal ini menyokong kesan pengantaraan agen perubahan dan iklim organisasi terhadap hubungan antara TQM dan kemampanan organisasi. Implikasi pengurusan, dasar,implikasi secara teori, serta cadangan untuk kajian pada masa hadapan turut diketengahkan.

Kata kunci: pengurusan kualiti, agen perubahan, iklim organisasi, kemampanan organisasi, hotel-hotel di Arab Saudi

ACKNOWLEDGEMENT

In the name of ALLAH, the most gracious, the most merciful. Praise be to ALLAH, the creator and custodian of the universe. Salawat and Salam to our Prophet Muhammad, peace and blessings of ALLAH be upon him and to his family members, companions and followers.

First and foremost, I would like to express my heartfelt thanks and gratitude to Allah S.W.T for His blessing and allowing me to complete this research.

In completing this research, I would like to acknowledge the intellectual sharing of many great individuals.

My foremost gratitude goes to my supervisors, Prof. Dr. Rushami Zien Yusoff, Dr .Noor Hasmini Bt. Abd.Ghani and Dr. Ebrahim Mohammed Al-Matari for their professional guidance and devoting their expertise and precious times to guide me to reach this level. Thank you, for all that you did.

Especial thanks to my beloved mother, my wife, my sons and my daughters, my brothers, my sisters and relatives for their kind help and patience and cooperation during my journey of Phd.

Additionally, I would like also to express my gratitude and thanks to all my friends and colleagues for their constructive comments and invaluable suggestions.

Finally, thanks also go to all the friends helped me in the data collection stage in almost all the cities. Some of them assisted me far beyond my expectations, thank you so much for your help and cooperation.

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LIST OF ABBREVIATIONS

TQM	Total Quality Management
COCLIM	Organisational Climate
CHAAGENT	Change Agents
COSUS	Organisational Sustainability
TQM	Total Quality Management
HRR	His Royal Highness
SCTA	Saudi Commission for Tourism And Antiquities
UNCTAD	Untied Nation Conference on Trade And Development
TBL	Triple Bottom Line
CSF	Critical Success Factors
HR	Human Resource
TOC	Total Organizational Change
RBV	Resource Based View
SET	Social Exchange Theory
EFA	Exploratory Factor Analysis
FA	Factor Analysis
PCA	Principal Component Analysis

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

The primary goal of this study is to investigate the impact of total quality management (TQM) on organisational sustainability in the hotel industry in Saudi Arabia. This impact is examined through the moderating influence of two variables, namely organisational climate and change agent. To achieve the objectives set for the study, this chapter begins with the background of the study in which the concept of TQM practices and organisational sustainability and how sustainability contributes to a better long-term performance of organisations and the society in general are addressed. The chapter proceeds with the statement of problem where the gaps in the literature regarding the relationship between TQM practices and organisational sustainability are outlined and discussed. This is followed by the significance of the study that is divided into two – they are the theoretical significance and the practical significance. The scope of the study and the thesis organisation are then presented, after which the chapter concludes by providing definitions of related terms based on their operationalisation in the present study. The next section presents the study background.

1.2 Background of the Study

Regardless of the field they are in, organizations worldwide strive to achieve their objectives so that they can improve their positions in the market. Keeping in mind that

today's market is highly competitive in nature, where multiple companies produce the same product or deliver the same service, organisations strive to improve the quality of their products and services as to secure a good competitive advantage (Zhou et al., 2005). Failing to do so would mean that these organisations are on the diminish track and there is a possibility that they would no longer be able to compete with other competitors (Anderson et al., 1997).

In the current market, organisations are susceptible to dynamic competition and there are notable changes in the wants and expectations in the market (Johansson, 2008) and thus, for business survival, all organisations have to satisfy the wants and expectations of several stakeholders who may cause the failure of the organisation if ignored. To compound the matter further, while organisations are struggling for their survival and progress, it has become significant that while they are doing so, they steer clear of endangering global sustainability. For this purpose, several management systems have been proposed in the last few decades to facilitate management while promoting the organisational as well as global sustainability.

According to some scholars like Godfrey (2005), Margolis et al. (2007), and Porter and Kramer (2011), companies that do good can do well. From this basic belief emerges the concept of organisational sustainability and how important this concept is for organisations that adopt long-term policies and objectives. In this regard, sustainability organisations attempt to adopt and employ sustainability strategies that they may reap economic and cultural benefits from by doing what is environmentally responsible. In the circles of businessmen and academics, the natural environment has recently become

a major strategic issue. Through "implementing sustainability strategies, firms can integrate long-run profitability with their efforts to protect the ecosystem, providing them with opportunities to achieve the traditional competitive advantages and cost leadership and market differentiation via environmental responsibility"(Van Marrewijk, 2003). The impact of corporate sustainability on organisational processes and performance was examined by Eccles, Ioannou and Serfeim (2013) and they revealed that businesses voluntarily adopting sustainability policies have distinct processes in comparison to their non-adopting counterparts.

Moreover, organisational sustainability is referred to as the search for a balance between what is socially desirable, economically viable and ecologically sustainable (Silva&Quelhas, 2006). In other words, a sustainable company is one that generates profits for shareholders, is environmentally friendly, and is one that improves the welfare of the people through its interactions with them (Savitz&Weber, 2007). Similarly, Dyllick and Hockerts (2002) referred to organisational sustainability as the companies' capacity to leverage their economic, social and environmental capital in order to contribute to development in their political domain.

As for sustainable actions, Munck and Borim-de-Souza (2009) described as actions that lead to the least impact to the environment but could still facilitate operational activities, and such actions address socio-economic development in the survival of present and future generations. However, the question arises, 'how can organisations balance their financial objectives with the other non-profitable objectives that have to do with the

environment and the social being of individuals?' These two sets of objectives can be balanced by ensuring that the quality practices are implemented by management.

Quality management has become a global issue with more and more organizations (private and public, manufacturing and service) attempting to implement quality management. Increasingly, the strategic importance of quality is recognised in such a way that quality management is no longer considered as an operational issue. Organisations attempt to align their strategy with quality concerns and objectives in order to attain sustained competitive advantage (Anderson et al., 1995). This can be achieved only when the organisation has the conviction that implementing quality management can lead to enhanced quality.

According to Malek and Kanji (2000), total quality management refers to the continuous attempt to meet or exceed the external and internal customers' needs and expectations in the entire organisational processes, wherein all the employees work towards continuous improvement. In this regard, TQM facilitates the combination of the best organisational aspects by not letting fear of failure stand in the way, providing customer-oriented services, doing right the first time by preventing error, and mitigating inventory waste. TQM was proposed to achieve an aim that has been established at a strategic level ensuring that objectives are met.

Moreover, the sustainability concept has become increasingly significant in the past few decades all around the global industrial and service sectors. In particular, the hotel industry has noted an increasing awareness of environmental and social impacts of hotel development and operations to the level where issues of sustainability have leaked to

every hospitality industry facet. This may be attributed to several factors; owners' and operator's attempt to mitigate operational costs, the changing attitudes of investors towards the environment that coincides with the creation of several corporate social responsibility initiatives, heightened regulatory policies concerning facility operations and development, and a shift towards the sustainability paradigm (Goldstein et al., 2012).

In fact, issues of sustainability can be found in almost all hotel ownership and management aspects and this called for the alignment among the environmental, social and financial factors in order to bring about responsible business processes over time. Although there is not clear, universally acknowledged metrics, a notable shift towards sustainability is obvious from the increasing number of initiatives that have emerged in the hospitality industry itself through hotel owners, managers and operators, and in the environmental community.

In the case of Saudi Arabia, dramatic economic and social changes have been taking place in the past two decades; the country has been undergoing a transformation from a centrally planned economy into a market-oriented. This transformation has been seen to be a result of booming economy that resulted from availability of the petro-dollar taking into accounts the stable high prices of petrol during the past decade (Maroun et al., 2008). It is significant to note that Saudi Arabia is the largest producer and exporter of petrol around the globe, with a record budget for 2013 as high oil prices enable considerable spending on welfare and infrastructure plans, and prevent social unrest the like of which is currently manifested in the other Arab nations. The Saudi government

provided a budget of 820 billion riyals ($219 billion) in 2013 to facilitate the realization of its plans. It has been attempting to take advantage of the economic boom and the availability of the petro-dollar in various fields like infrastructure, building, and investments, especially in the hospitality industry. This is particularly lucrative as the country has its distinct religious attractions being the land of the holy mosques of Mecca and Madina, to which millions of pilgrims perform Hajj and Umrah every year. In this regard, the country has a considerable potential to develop its hotel and hospitality industry (Alamoudi, 2010). The long-term vision of the country's hospitality sector was enumerated by HRH Prince Sultan bin Salman bin Abdulaziz Al-Saud, President and Board Chairman of the SCTA (Saudi Commission for Tourism and Antiquities) as follows;

- Increasing the visitor numbers from 47 million in 2008 to 88 million in 2020.
- More than doubling the number of hotel rooms from 120,000 to 255,000 in 2020
- The hospitality sector providing 2.3 million jobs by 2020.
- The value of commercial interior fit-out is to be US$821 million.
- Increasing the number of hotel employees from 102,000 to 186,000 in 2020
- The Kingdom has the second largest share of hotel projects expecting completion in 2015, with the SCTA signing contracts worth SR 334 million to develop the country's tourism industry (Saudi Commission for Tourism and Antiquities, 2012).

1.3 Statement of the Problem

According to Shelly and Walker (2007), the evolution of the standards that corporate sustainability initiatives are based on, firms have started to integrate sustainability capabilities into their processes, management practices and culture. They added that companies that integrate sustainability into their management practices consider it as an opportunity to obtain competitive edge in a highly dynamic market. They believed that companies that adopt high-quality management practices and a holistic method to corporate sustainability have a greater potential to meet their short-term needs while making a niche for themselves in the long run. Nevertheless, despite the generally acknowledged notion that total quality management practices can produce sustainable competitive advantage, little or no theory underpins such notion (Reed, Lemak&Mero, 2000).

Moreover, sustainability is inseparable from the TQM evolution as the former should be referred to as the organisation's ability to adapt to the changes in the environment, to encapsulate current best practices, and to obtain and sustain competitive performance (Prajogo&Sohal, 2004). According to Shabbir et al. (2010), the every-changing environment, technology, social and personal attitudes have forced organisations all over the globe to focus on the significance of effective quality management program and its implementation for growth and sustainability. Furthermore, Fasil and Osada (2011) stated that TQM is recognized as an effective tool for organizational growth and sustainability, which not only benefits these organisations financially but also enhances

the social and environmental being in which these organisations operate, which would in turn secure their long-term survival and continuity.

Nevertheless, although sustainability is considered to be significant to the long term success and survival of the organisation in a dynamic marketplace, several proposed business excellence models of the current times concentrate more on the financial outcomes as opposed to concentrating on the social and environmental impact of businesses that are the bases of sustainability (Zhao, 2004). Added to this, studies and empirical evidence regarding the relationship between TQM and corporate strategy wherein strategy quality management has been evidenced to be the key contributor of competitiveness are still few and far between. The philosophy employed in firms, according to Vanagas and Zirgutiene (2005), requires the underlining of integrity, environmental issues and social responsibilities as major factors. They added for businesses to succeed in future knowledge-based environment, they need to adopt the triple-bottom line strategy for the creation of economic, social and environmental values at the same time.

There are increasing numbers of studies that evidence the direct association between TQM adoption and improved firm performance (Easton&Jarrell, 1998; Samson & Terziovski, 1999, Eccles, Ioannou&Serafeim, 2013). Organisational sustainability is one of the important performances companies seek to achieve nowadays as it leads to securing better competitive advantage (Cox, Higgins&Speckesser, 2009; Idris, 2011). This means that the relationship between TQM practices and organisational sustainability has been addressed in the literature. For instance, Evans and

Lindsay(2008) stated that the TQM premise has transformed into performance excellence that matches the entire activities of the organisation, and contributes to its effectiveness and sustainability. Moreover, Morfaw (2009) conducted a study on the role that TQM plays in sustainability and found that the practices of TQM had general role in securing higher levels of performance in projects and programmes in Africa. However, most of the previous research studies focused on the relationship between TQM practices and the financial outcomes of the companies. There is, therefore, a need for more comprehensive dimensions of outcomes that cover not only the financial outcomes of the companies but also the environmental and social outcomes of the places where these companies are located. This study attempts to provide a comprehensive investigation of sustainability but examining its three dimensions in the Saudi hotel industry.

In spite the fact that the relationship between TQM practices and organisational performance (sustainability) (Fuentes&Montes, 2006) has been established, other factors have however been hypothesised to influence or moderate this relationship. This is coming to light as evidence has shown that results of previous studies on TQM and organizational performance (sustainability in the case of this study) have not been consistent (Al-Swidi & Mamhood, 2012). These inconsistencies indicate that research in this area is not conclusive and therefore calls for further investigation. As suggested by Baron and Kenny (1986), a moderator strengthens the relationship between independent and dependent variable since it is a contingent construct (Sekaran, 2003). For this study, change agent (Arrata et al, 2007) and organizational climate (Putter, 2010) were used as moderators as previous studies have totally ignored their relevance in strengthening the

TQM-Performance relationship. For instance, despite that previous studies have used series of moderators such as organizational culture (Al-Swidi & Mahmood, 2012), coworker support and organizational support (Joiner, 2007), the issue of weak relationship between TQM and firm performance still remains thereby creating a vacuum which needs to be filled. This study fills this gap by employing change agent and organizational climate as moderators between TQM and sustainability which is a form of firm performance. This is also in line with the positions of Douglas and Judge (2001) and Ehigie and McAndrew (2005) who suggested that future studies should consider some other organizational variables that will ensure that TQM and organizational performance relationship is well explained. Additionally, this study introduced moderating factors between TQM and organizational performance (sustainability) instead of mediators based on the justification that the relationship between TQM and firm performance has been significantly established by a lot of scholars (e.g., Al-Swidi & Mahmood, 2012; Fening, 2012). In essence previous studies have no doubt confirmed that TQM is a significant precursor of firm performance but the degree of relationship remains a controversy which calls for introduction of moderators as advanced by this study.

Bowen and Ostroff (2004, p. 205) defined organisational climate as "a shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards- what is important and what behaviours are expected and rewarded- and is based on shared perceptions among employees within formal organizational units". Organisational climate can play a moderating role between TQM and organisational sustainability in the sense that TQM could be considered as the intended managerial

practices in an organisation which are different from the perceived practices (Putter, 2010). In the model developed by Wright and Nishii (2010), they stated that TQM practices are distinct from perceived practices by employees as the latter has higher predictive value for the performance of the organisation compared to the intended practices. Since employees are the ones who implement TQM practices given by their managements, their perceptions of these practices play a great role of their behaviour, which in turn would influence their performance. Thus, it is highly important that employees' perceptions are examined when considering the relationship between intended practices (TQM) and performance (organisational sustainability) (Putter, 2010). Moreover, Putter (2010) highlighted that little information exists on the way organisational climate affects sustainable performance and such insights are only possible from additional studies. Also, if TQM is proposed to influence organisational sustainability, such influence should be impacted by the practices, policies, procedures, routines and rewards systems of the firm (organisational climate). Thus, the present research attempts to respond to Putter's (2010) recommendation by examining the moderating role organisational climate plays in the relationship between TQM and organisational sustainability.

Similarly, another factor that has been evidenced to have a moderating role on the relationship between TQM practices and organisational sustainability is the change agent. A change agent is a leader that does not let the traditional organisation hierarchy stop him from facilitating the change required. He is freed from the daily tasks to concentrate on being a change driver or a leader. He is in charge of implementing new

processes, training employees on new procedures, and acting as role models to illustrate new work methods (Arrata, Despierre&Kumra, 2007).

Moreover, Arrata, Despierre and Kumra (2007) claimed that an effectively developed change agent initiative is important to the successful transformation of an operation. Firms that are desirous of transforming their operations often ignore the significance of change agents. Because organisational sustainability is a relatively new term, especially in developing nations (UNCTAD, 2013), the adoption of sustainability policies among organisations within such nations is considered to require some modifications in policy and these modifications call for change agents to achieve a successful change and successful integration of practices. Furthermore, organisational sustainability is concerned with the social and environmental issues that are taking place outside the organisation together with the financial aspects. These social and environmental issues need individuals who are experts and who are able to follow up with whatever new issues emerge. Thus, taking into account the well-established link between TQM and organisational sustainability, the availability of change agents could make a huge difference in keeping the organisations updated and posted on the social and environmental issues outside. This could in turn help these organisations (hotels in this study) modify and improve their practices and policies (TQM) as to meet these changes. Thus, it is essential that this study examines the moderating impact of change agent on the relationship between TQM practices and organisational sustainability.

More importantly, most of the previous studies that have been conducted on TQM practices and organisational sustainability have been conducted in Western countries

context while developing and emerging countries were left with limited research (Johnston, 2007). Johnston (2007) further elaborated that even this limited research conducted on organisational sustainability in emerging and developing countries was mostly conducted by Western scholars and researchers or scholars from other developed parts of the world. Thus, the present research attempts to fill in the gap in this area by conducting a study on TQM practices and organisational sustainability in an emerging country, Saudi Arabia.

1.4 Research Objectives

The primary goal of the present research is to examine the impact of totalquality management practices on organisational sustainability in the hotel industry in Saudi Arabia. This impact is examined through the moderating influence of the two variables of Change Agent and Organisational Climate. Thus, the present study attempts to achieve the following objectives:

1. To examine the impact of total quality management practices on sustainability in the hotel industry in Saudi Arabia.
2. To examine the moderating influence of change agent on the relationship between total quality management practices and sustainability in the hotel industry in Saudi Arabia.
3. To examine the moderating influence of organisational climate on the relationship between total quality management practices and sustainability in the hotel industry in Saudi Arabia.

1.5 Research Questions

In line with the study's objectives, the present study attempts to answer the following questions:

1. To what extent do total quality management practices affect sustainability in the hotel industry in Saudi Arabia?
2. To what extent does change agent moderate the relationship between total quality management practices and sustainability in the hotel industry in Saudi Arabia?
3. To what extent does organisational climate moderate the relationship between total quality management practices and sustainability in the hotel industry in Saudi Arabia?

1.6 Significance of the Study

The primary goal of the present research is to examine the impact of total quality management practices on organisational sustainability in the hotel industry in Saudi Arabia. This impact is examined through the moderating influence of two variables namely change agent and organisational climate. By achieving these goals, this study is believed to attain both theoretical and practical significance. This means that the study is expected to have contribution to the whole body of research on the field of total quality management and its relationship with the organisational sustainability in various industries, in general and in the hotel industry, in particular. At the same time, the study is also expected to contribute a great deal to Saudi Arabia and the Saudi people as it would guide hotels operating in the country to contribute to the environmental and

social issues, which would in turn enhance people's lives. The following sections address the theoretical and practical significance of the present research.

1.6.1 Theoretical Significance

In the last decades, sustainability has been deemed crucial among companies for their performance as they need it to obtain and maintain competitive advantage in a dynamic market and to ensure long-term survival (Vanagas&Zirgutiene, 2005; Bertels, 2010). In relation to this, organisations adopting a holistic method to corporate sustainability have a higher potential to achieve their short-term goals, while positioning themselves for their long-term survival and success in a volatile market (Shelly&Walker, 2007). According to Reed, Lemak and Mero (2000), although researchers appear to be of a consensus as to the relationship between TQM practices and organisational sustainability there is no theory as yet to underpin this notion. This indicates that additional studies are needed to investigate the relationship between TQM practices and organisational sustainability and as such, the present study is an attempt to minimize the literature gap by examining and validating such relationship in the context of the Saudi hotel industry.

Majority of the past studies in literature dedicated to TQM practices and organisational sustainability were limited to the relationship between the two variables – particularly the former's impact on the latter (Easton&Jarrell, 1998; Samson&Terziovski, 1999, Eccles, Ioannou, &Serafeim, 2013). However, limited research attempted to examine the interference of other moderating factors that could impact the relationship between TQM practices and organisational sustainability (Fuentes&Montes, 2006). This research

therefore, takes a step forward by examining the role of the possible moderating influence a number of factors could play in the relationship between TQM practices and organisational sustainability, namely organisational climate and change agent. Thus, it is hoped that by examining the moderating impact of these factors, this study gains a theoretical contribution by filling in the gap in the literature in the possible moderating influence of factors on the relationship between TQM practices and organisational sustainability.

Finally, it was mentioned earlier that most of the previous studies conducted on the relationship between TQM practices and organisational sustainability have been conducted in Western countries context, while developing and emerging countries were left with limited research (Johnston, 2007). Apart from that, little research that have been conducted on organisational sustainability in emerging and developing countries was mostly done by Western scholars and researchers or scholars and not by the local researchers of these countries who are much more familiar with the cultural and social aspects on their own countries. This research is hence conducted in an emerging country, namely Saudi Arabia by a local Saudi researcher in order to fill in the gap in this area.

1.6.2 Practical (Managerial) Significance

A business primary objective is aimed towards the development, production and supply of goods and services to its customers and this has to be carried out in a way that it enables the company to generate profit – a requirement for ongoing business and a platform for societal prosperity (Noren, 2004). In this regard, profitable firms are the

only firms that are sustainability in the long-run and are capable of manufacturing goods, providing services, processes, return on capital, work opportunities and tax base. Noren (2004) added that business is the core of societal prosperity wherein firms develop the resources that achieves social development and societal welfare in their base of operation (Noren, 2004). In this context, a number of researchers believe that companies can "do well by doing good" (Godfrey, 2005; Margolis et al., 2007; Porter&Kramer, 2011). This study attempts to examine the level of involvement of the hotel industry have in developing the social and environmental welfare of Saudi Arabia and the Saudi people. Thus, this study is expected to generate practical and managerial significance as it is expected to generate some useful recommendations for the managers and policy makers of the hotel business in Saudi Arabia. If followed, such recommendations could have a great positive impact on the social and environmental aspects in Saudi Arabia.

1.7 Scope of the Study

This research primarily aims to examine the effect of total management quality practices on organisational sustainability in the context of the Saudi hotel industry. This impact is examined through the moderating influence of the two variables, which are change agent and organisational climate. The participants in this research include the middle management of hotels in the five main cities in Saudi Arabia, namely Mecca, Madinah, Riyadh, Jeddah, and Eastern Province.

1.8 Organisation of the Study

The present research plans to include five main chapters, namely: introduction, review of literature, theoretical background and framework, methodology, analysis, findings and discussion, and finally conclusions and recommendations. The following section provides an overview about each of these chapters:

Chapter One (Introduction): The chapter introduces an overview about the study in general and the objectives set for this research. The chapter begins with an introduction in which the concept of TQM practices and organisational sustainability and how sustainability contributes to a better long-term performance of organisations and the society in general are presented. The chapter proceeds with the background of the study in which an overview about the hotel industry in Saudi Arabia is introduced. Statement of the problem is then presented in which the gaps in the literature regarding the relationship between TQM practices and organisational sustainability are outlined. Significance of the study is then presented in two parts, namely theoretical significance and practical (managerial) significance. This is followed by the presentation of the scope of the study and finally, the chapter concludes with some definitions of related terms including their operational definitions in the current research.

Chapter Two (Literature Review): The chapter presents the review of literature on the constructs and variables that are investigated in the study. The chapter is constructed on a way that meets the objectives of the research. In this chapter, a review of literature on the variables of the study is presented. The chapter begins with a general view about the construct of organisational sustainability in which the constructs' definitions and

foundations are addressed. The chapter proceeds with introducing the construct of TQM practices. The relationship between the two construct of TQM practices and organisational sustainability is then addressed. The moderating factors of change agent and organisational climate are then presented in which the constructs' definitions and foundations are addressed. The chapter proceeds with the theoretical framework and hypothesis development in this study together with the hypotheses designed for the relationships between the study's different variables.

Chapter Three (Research Methodology): The chapter presents the methodology that is employed in the study. The chapter begins with the research design that is employed in the study. The chapter then discusses and the instruments that are used to measure the study's variables (independent, dependent and moderating). The chapter proceeds with an explanation of the population and sampling followed by the data collection procedures. The chapter concludes with a detailed explanation about the analysis techniques and some ethical considerations that are followed before, during and after the process of conducting the current research.

1.9 Operational Definitions of Related Terms

- **Total Quality Management**

TQM refers to an organisation-wide approach and philosophy, that strategizes for the organisation, personnel development, quality management and information structure. In other words, TQM is a philosophical strategy focusing on staff, management and structure, and in the present study, TQM is considered as the practices and philosophy

adopted by the firms comprising the Saudi hotel sector in the five major Saudi cities .In addition to that, the construct of TQM in this study is measured based on a recent scale that has been used by Alharbi (2012) but the scale is adapted to suit the context of this study considering that Alharbi's (2012) scale targeted the Saudi public healthcare care while the adapted one targets the Saudi hospitality sector.

- **Organisational Sustainability**

Organisational sustainability refers to the ability of the organisation to achieve its aims and maximize the long-term value of its stakeholders by including economic, environmental and social opportunities into its strategies as this would assist future generations of the area it operates in. In the present study, the term is considered as the efforts exerted by the Saudi hotel firms in the industry to achieve economic objectives and contribute to the social and environmental aspects of their place of operations.

- **Organisational Climate**

Organisational climate is described as the shared perception of the organisation in light of its practices, policies, procedures, routines and rewards on the basis of the members' shared perceptions (Bowen&Ostroff, 2004) defined the organisational climate as "a shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards- what is important and what behaviours are expected and rewarded- and is based on shared perceptions among employees within formal organizational units" (p. 205). Bowen and Ostroff's (2004) definition is adopted in this

study and it refers to the perceptions of middle managers of hotels in Saudi Arabia regarding the practices of their hotels' practices, policies and procedures.

- **Change Agent**

A change agent is an individual who causes change indirectly or directly (Arrata, Despierre&Kumra, 2007). For instance, a change agent may lead the change in the organisation in terms of the way the business is run. They may be granted the role or they may naturally fill the role by themselves. In this way, some change agents turn out as leaders, instigators to change the cultural, social or human behaviour. In sum, a change agent may bring about the beginning of change, help others in understanding why change is needed and what is required, obtain support, manage the process of change, and assist in conflict resolution.

1.10 Summary of the Chapter

The chapter provided the study background wherein the TQM practices concept and organisational sustainability concept was explained. The chapter also discussed the way sustainability contributes to long-term performance of the organisation and society. The chapter delved into the problem statement and highlighted the gap in literature concerning the relationship between TQM practices and organisational sustainability, and provided a discussion of the significance of the study that was divided into two namely theoretical significance and practical significance. The scope of the study was also touched upon after which the thesis organisation was presented. The chapter ended

by providing definitions of related terms and their operational is actions in the study. The next chapter provides a review of literature related to the study's variables.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The primary goal of the present research is to examine the impact of total quality management practices on organizational sustainability in the hotel industry in Saudi Arabia. This impact is examined through the moderating influence of two variables - change agent and organisational climate. This chapter is constructed in a way that facilitates achieving this objective. Specifically, the chapter begins with an overview about the construct of total quality management (TQM). The chapter proceeds with introducing the construct of organizational sustainability in which the construct's definitions, foundation, and theoretical underpinnings are presented and discussed. The chapter proceeds with introducing the moderating variables of change agent and organisational culture including their definitions, foundations and theoretical underpinnings. The chapter proceeds with presenting a general view about the hotel industry in Saudi Arabia and the factors that contribute to its booming development. The chapter then introduces the theoretical background of the study in which a discussion about the theories upon which the study is grounded are introduced and discussed including the argument on why they were adopted for this research. The chapter proceeds with presenting the framework upon which the study is grounded after which, the chapter concludes with the hypotheses development in which arguments on the links between the study's variables are presented. The following section addresses the

construct of organisational sustainability in general and its applicability in the hotel industry.

2.2 Background of Saudi Hotel Industry

Tourism occupies important realm in the economic development of every nation. It is equally one of the fastest growing industries in the world. Hotel activity is one of the most important sectors that depend on the tourism industry in any country it is essential for the hospitality substrate (Alnashmi, 2012).

Hotels activity in Saudi Arabia especially in the western region started earlier. These activities helped to link the cities of Mecca, Medina and Jeddah by hosting many pilgrims to the house of God. The rapid spread that accompanied the economic boom experienced by Saudi Arabia in the period of 1975-1980 was the turning point in the hotel sector as it helped to attract businesses, individuals, and investment from various countries of the world. This boom also brought about increase in numbers of arrivals which was not witnessed before and this has equally led to the proliferation of hotel activity in various parts of the Kingdom especially in major cities. A number of reasons accounted for this: the expansion of the two Holy Mosques which made additional numbers of pilgrims and the centenarians to be received. Receiving such large number of visitors requires conducive accommodation. Additionally, increase in numbers of development projects and the subsequent need to employ experts and specialists in construction and engineering and other projects necessitated the spring up of hotels. Apart from this, the spread of industrial and commercial projects, as well as the exigency of moving towards the development of domestic tourism, and to increase the

numbers of the population which will eventually lead to increasing in the level of income brought about domestic tourism.

Table 2.1
Number of the Hotels in the Saudi Arabia during 2010 to 2015

Year	Number Of The Hotels	Ratio Of Growth
2010	1,140	16.71%
2011	951	13.94%
2012	1,098	16.10%
2013	947	13.88%
2014	1,239	18.16%
2015	1,446	21.20%
Total	**6,821**	

Source: Saudi commission of tourism and antiquities, 2015

Based on above table, it can be seen that the ratio of growth of the hotel is fluctuating. This fluctuation especially between year 2011 and 2012was due to the royal orders which sought to expand the Haram Mosque and which thereby required urgent demolition of some hotels that were located around the Haram Mosque. However, the table reveals an increase in the numbers of hotel from year 2013 to 2015 due to the economy stability of the Kingdom which encouraged the investors to invest.

TQM positively affects hotel performance. Previous studies in hotel industry have equally confirmed this relationship as the adoption of TQM helps to improve customer focus, ensure cooperation between internal and external customers, bring about effective leadership, process management, constant improvement through employee training, empowerment, and rewards (Flynn et al., 1995; Powell, 1995; Hendricks and Singhal, 1997). The result also reveals that hotel management identifies the key areas of TQM to be invested in, and other areas which require improvements. In this study, elements of

TQM such as training and education, teamwork and involvement, strategic quality planning, strategic quality planning, customer focus, information and analysis, continuous improvement, process management, and role of quality department have major impact on Saudi Arabia Hotel industry. It therefore implies that the Hoteliers effectively deploy these elements in manners that help them serve their customers at optimum while they equally impact on their environment (Easton and Jarrell, 1998; Samson and Terziovski, 1999; Curkovic et al., 2000; 3 Kaynak, 2003; Terziovski et al., 2003; Prajogo and Sohal, 2006).It therefore implies that hotels should continue to adopt more quality management practices in order to ensure improved performance. This is in line with the arguments of other hotel management scholars who opined that good service quality is an antecedent of guest satisfaction and which eventually brings about competitiveness and profitability (Kotler 2010).

Since hospitality industry has continued to experience expansion in the previous three decades and has emerged as one of the globe's largest industries in the areas of employment generation and assisting in earning invisible exports (Leiper, 2003), adoption of TQM to sustain such practices becomes imperative. This is in line with the position of previous studies that equally opined that TQM is a panacea to ensure sustained competition (Ingram & Daskalakis,1999; Kandampully & Suhartanto, 2000). Importantly, hotels would only gain a competitive edge by turning to quality improvement (Kandampully & Suhartanto, 2000).

2.3 Organizational Sustainability

Current literature marks many authors referring to the concept of sustainability as an ambiguous and debatable one although a consensus has been reached as to its general definition – which is the ability or capacity to endure (Broekhuis&Vos, 2003; Giannettia, Almeida&Bonilla, 2010; Geelsa, 2010). According to Brundtland (1987), sustainability is related to the development concept and is a new archetype of social, environmental and economic development that has been permeating the globe in recent times.

Moreover, Brundtland (1987) defined sustainable development as satisfying the requirements of the present generation, while ensuring the future generation's ability to satisfy their needs (cited in Ginsberg, 2000). It is evident that this definition has its basis on the distinction outcomes that man has in his current surroundings, which drive him to propose and develop a new culture-nature relationship. Similarly, Osay (2002) stated that the sustainability idea is imposed as a term that is globalizing, as it encompasses biological, economic and social systems in the need to reach equilibrium and to enhance man's life quality.

Aside from the above studies, Silva and Quelhas (2006) defined organisational sustainability as the achievement of equilibrium between what the society needs, what is viable for the economy, and what is sustainable for the environment. Also, Savitz and Weber (2007) explained that a sustainable firm is one that produces profits for shareholders, safeguards the environment and enhances the people's welfare with whom it deals with. Meanwhile, organisational sustainability according to Dyllick and Hockerts (2002) is the firm's capacity to leverage its economic, social and

environmental capital to contribute towards the development of a sustainable political domain.

Although the above definitions of sustainability are similar, the understanding of the way sustainability can be achieved is still ambiguous as elaborated by Mohrman&Worley (2010). They added that there is still a lack of understanding as to the methods to use to achieve sustainability among organisations as research in this field focused on the construct as well as on the factors influencing the construct is still scarce. Moreover, sustainable organisational activities are described as actions that are responsible for minimizing the environmental impact of organisational processes, while focusing on the socio-economic development that will help the organisation achieve survival in the short and long-term (Munck&Borim-de-Souza, 2009). This development should be largely dependent on the people working in the organisation and in the society as eventually, they are the ones accountable for the final decisions and validations of their activities (Munck&Borim-de-Souza, 2009).

In this background, the activities of the organisation are carried out consuming financial as well as social and environmental resources and thus, a relationship between social, economic and environmental aspects (the three pillars of sustainability) is referred to in literature as the Triple Bottom Line (TBL) (Elikington, 1999). This perspective is acknowledged by the current society and organisations and as such, it is logical to support the idea that the three elements possess different properties and require different methods as argued by Dyllick and Hockerts (2002). In their attempt to align sustainability with corporate requirements, Dyllick and Hockerts (2002) confirmed that researchers in this field attempt to determine the way organisations can promote

economic sustainability, while enhancing their social and environmental efficiency. According to them, a true sustainable company can be achieved by integrating its economic, social and environmental aspects. This triple premise is the basis of the present study's argument – stated, clearly, the present study believes that economic development, environmental quality and social justice are all relevant for understanding sustainability.

In a related study, Lorenzetti, Cruz and Ricioli (2008) stated that the economic pillar is described as the impacts of the organisation on the economic conditions of its stakeholders and the economic system at the entire levels. It is a representation of the production of wealth by and for the society through the supply of goods/services. Also, an organisation's economic viability is the core of its sustainable development as only profits can lead to job development and allow the community to improve the welfare of its people (Azapagic, 2003). Dyllick and Hockerts (2002) assured that the economic sustainability of an organisation presents its ability to carry out its activities in a responsible and profitable manner.

Moving on to the environmental pillar, it is described as the conservation and management of natural resources, where the company, whose operations and products affect living and inanimate natural systems, has to make sure that the negative effects are minimized while the positive ones maximized in both its inputs and outputs (Kranjc&Clavic, 2005). Natural environment responsibility goes over legal requirements or general initiatives involving recycling and efficient use of energy resources, rather it encompasses the initial operations of the organisation until the end in a comprehensive approach (Jamali, 2006).

As for the social pillar, this is concerned with the attempt to achieve equality and participation of the entire social groups in the creation and maintenance of the equilibrium of the system (Lorenzetti, Cruz&Ricioli, 2008), where rights and responsibilities are shared. In the context of a company, this refers its impact on the social system within which it operates – it is approached through the analysis of its stakeholders at three levels (local, national, and global). Also, social sustainability in light of organisations is its corporate attitude towards its employees, suppliers, contractors, consumers and general impacts on the society that goes beyond its corporate domain (Kranjc&Clavic, 2005).

The above explained three organisational sustainability pillars (social, environmental and economic) have to be integrated together to realize sustainable development (Callado, 2010). In regards to this, it is logical to state that a balanced vision regarding the way natural resources are used is important to ensuring future generations remain prosperous and just, where environmental conditions and quality of life are enhanced. This combined relationship can be depicted as a combination of the questions that arise, at the onset, from the relationship between two consecutive variables. In other words, the social question is combined with environmental concerns via the requirement for socio-economic performance that may be reinforced by nature, society and the economic system (Munck&Souza, 2009b).

Meanwhile, Munck and Souza (2009b) further explained that the environmental principles are combined with the economic pillar in light of investments in the promotion of societal development brought about via activities that are aligned with nature and the economic needs. The economic system combines with the social when

investments and economic operations are completely analyzed with potential outcomes in the society. Once the social and economic matches the level of analytical relevance, the profits of the business are generated through the activities of the organisation on the basis of sustainable principles.

In other studies (Elkington, 1999; Savitz&Weber, 2007), on the basis of the combination of the economic and social pillars, a social inclusion is achieved. This is explained through the population's engagement in a collective welfare in a way that every individual has access to information, food, healthcare, education, housing, employment, income and dignity. In this regard, the eco-efficiency concept arises from the level to which there is interaction between both pillars (economic and environmental pillars). Moreover, socio-environmental justice is established when the organisation is effective in its integration of social pillar and the environmental pillar simultaneously, and then focuses on the equal distribution of benefits and limitations laid down by environmental legislation, or environmental issues among various social entities (Elkington, 1999; Savitz&Weber, 2007). As mentioned, the combination of the three pillars of sustainability in the organisation is the important factor that is crucial to realizing sustainable development.

Added to the above studies, Coblentz (2002) described organisational stability as a continuous process as opposed to a specific state; he likened it to a plant that will grow if watered, but dies when ignored. He also likened the organisation to a body, in that when one part is ill, the rest will not effectively function – and if several parts are ill, the body ultimately dies. Therefore, maintaining the sustainability of the organisation needs

ongoing effort and unity of purpose directed on one single mission, where every worker and management should have a complete picture of the process.

Furthermore, Bertels, Papania and Papania (2010) reached to the conclusion that in the past decade, sustainability has becoming entrenched in businesses in several industries – as firms desirous of balancing their financial, social and environmental risks, obligations and opportunities, it is important for sustainability to develop from an add-on to a part of the processes. They further added that leaders are beginning to acknowledge that the organisational culture plays a key role in the changes towards sustainability but despite the presence of corporate sustainability reports that describe sustainability as the way business is done, majority of the managers/leaders still do not have a clue as to how to achieve it in their daily decisions and processes.

It is therefore evident that in the current market, sustainability of economies, societies and organisations are crucial. Specifically, activities of the organisation affect the health of the societies and economies they operate in, and in turn, the organisational sustainability is highly dependent on the societal and economic health that they contribute to (Mohrman&Worley, 2010). As a consequence, the examination of the way a major industry (e.g., hotel industry) in Saudi Arabia tackles sustainability is important. However, despite such importance, studies dedicated to the concept in developing nations are still scarce as prior studies are limited to developed nations with huge industries and major firms.

In this study, the researcher attempts to fill the gap in literature by investigating sustainability in the context of Saudi hotel industry, and to examine TQM's impact on

sustainability. The next section provides an overview of TQM as the independent variable of the study.

2.4 Total Quality Management

Total quality management (TQM) a recognized management philosophy on a global level, and it has transformed into a major slogan as organisations attempt to obtain competitive advantage in the market (Sureshchandar et al., 2001). TQM is a philosophy that advocates continuous process improvement within organisations to provide optimum customer value and satisfy the needs of customers. Satisfying the needs of customers entails the focus of the operations within the company to understanding, sharing and responding to the customers through their marketing processes. Firms that adopt and implement such a concept are described to be market-oriented firms (Lamb et al., 2005). In this regard, market-oriented firms have been notably successful in their maintenance of a significant competitive niche (Walker et al., 2006). In other words, TQM and market orientation can serve as a valuable firm strategy as they provide competitive advantage in terms of responding to the needs of the dynamic environment.

In the current business environment that is rife with competition, the ability of the firm to sustain its competitive niche in the market is important for ongoing business (Calingo, 1996). In a sustainable competitive advantage, quality is the top most important factor – it is described as the ability of the company to meet or exceed the needs and expectations of customers (Oakland, 2003). In this background, the hospitality industry has significant market competition and hence, customer satisfaction and loyalty retention is highly significant for the industry's success.

Moreover, the TQM methodology can assist organisations in reaching business excellence through enhanced satisfaction of its customers (internal and external), cost effectiveness and competitive edge (SME Toolkit, 2011). TQM is a valuable tool to have in the hospitality industry. In the context of hotels, any quality issue will force guests to complain, and in turn, the impact is direct and instantaneous without time delay. Similarly, the hotel provides service to human beings, and they are all different – in their preferences and their needs – and this makes it more challenging to control quality in the hotel industry. In the current times, majority of hotels focus on quality management to enhance their businesses.

According to Oakland (2003), TQM involves teamwork where every functional department should work in unity and support each other to realize business excellence. In fact, the effectiveness of teamwork is what indicates whether or not TQM is successful and this is the reason behind the better performance of some hotels over others.

In a related study, Montasser and Al-Manhawi (2013) addressed the importance of TQM among businesses by arguing that it has been acknowledged as capable of bringing about major competitive edge and long-term profitability. It is an art of management that stemmed from the Japanese industry and has since then, increasingly became popular in the West since the 1980s (Clark, 1996). From the 1980's, major global companies have attempted to adopt the Japanese business model based on quality management, and authors increasingly directed their focus on understanding the quality effect as a competitive tool (Garvin, 1988).

With the improvement of the quality of life, consumers demand for products and services of superior quality, and such emphasis on quality forces industries to apply internationally acknowledged and proven management tools in their processes to maintain business activities (Jay, 2004). Added to this, managers and quality practitioners have extensively accepted TQM as a change management quality approach (Arumugam et al., 2009) and as such, it plays a key role in developing management practices (Prajogo&Sohal, 2003; Hoang et al., 2006). In fact, majority of studies claimed that TQM is an approach to enhance organisational effectiveness.

Furthermore, Kanji and Wallace (2000) described TQM as a culture that is maintained by an organisation through its commitment to the satisfaction of its customers, and continuous improvement on the basis of customer satisfaction. TQM has four major aims namely satisfying customers, satisfying staff, increasing revenues and reducing costs (Godfrey, 2000). In relation to this, Oakland (2003) stated that TQM principles should be applied in every organisational branch and level with a focus on its integration into the practices of business, while balancing technical, managerial and people's issues. This is supported by Rawlings (2008) who claimed that the integration of TQM into the organisation is crucial for the successful promotion of efficiency and effectiveness. In the context of the tourism industry, the industry has transformed into the top monetary industries in the past decades. The industry is characterized by several infrastructures and services institutions wherein the hospitality industry is one of them.

In recent times, the term hospitality has become an all-encompassing name for a group of organisations including hotels (Mullins, 2001) in an industry that aims to serve travelers with food, drink and shelter (Knowles et al., 2004). Suffice it to say that such

an industry is a labor-intensive one where the employment of people is more than any other industry (Kuslavan, 2003). According to Chon and Sparrowe (2000), the importance of the hospitality industry lies in the fact that it major purpose is to serve travelers shelter and lodging.

In the hospitality industry, there are several types of businesses covered, with the hotel industry being the most vital part (Baker et al., 2000), and the most challenging business because hotels provide more than product to guests and customers (e.g., accommodation and food service). This entails management of quality hotels more challenging (Strutts&Wortman, 2006). The entire operations in the hotel sector revolve around the provision of reservation, reception, housekeeping, billing and concierge (Jones, 2002).

It is therefore evident from the above studies that quality is deemed to be of significance in the hospitality industry, and Mill (1986) explained that the service quality in such an industry ensures a satisfied customer. Nevertheless, prior studies have limited their focus of quality initiatives to the selection and training of front line staff (e.g., Gober&Tannehill, 1984; Mill, 1986; Cathcart, 1988), with the issues surrounding measurement and process improvement largely ignored. In the past decade, several hospitality firms have adopted the TQM concept (Cannon, 2002) as there has been a notable escalation of the service expectations from customers and potential customers. Therefore, this necessitated the implementation of quality processes in hospitality business for obtaining competitiveness (Cannon, 2002).

Since its introduction in the 1980s, TQM has been evolving in the hotel industry (Breiter et al., 1995), although until the current time, majority of hotels are still attempting to know what TQM really means (Breiter et al., 1995). This is because hotel managements

have yet to reach the right TQM critical success factors combination that could directly and positive affect the performance of hotels, achieve financial and market objectives, and resolve clients and employees' complaints.

2.4 Principles of Total Quality Management

Notwithstanding the popularity and extensive implementation of TQM, there are still ambiguities as to the concept. Reeves and Bednar (1994) attributed these ambiguities to the lack of a universal definition of quality. Nevertheless, there are some commonalities in the principles used to describe the underpinning aspects of TQM models – with the first being the principle of customer-orientation. In TQM, customer satisfaction is a fundamental aim and is expressed through the organisation's design and delivery of products/services that satisfies customers' requirements. The second principle is ongoing improvement indicating that the organisation has to be committed to the continuous examination of technical and administrative processes and to the search for quality methods. The third principle is the teamwork between managers and workers in different functions and between customers and suppliers (Dean&Bowen, 1994, p.p.394-395).

The above principles may be mentioned separately but they are all interconnected, with the ultimate objective being the satisfaction of customers using effective and efficient methods. The focus on customers is urged by the organisation's desire to determine customers' needs and obtain feedback of their satisfaction in relation to the current efforts of the organisation. Continuous improvement is the next phase requiring organisations to base their actions on the obtained authentic information. Moreover, the

achievement and maintenance of customer satisfaction would need continuous development of quality products/services, and enhanced methods of their generation and delivery. Lastly, for continuous improvement in the organisation, every worker that is involved in the production and delivery of the goods/services has to identify improvement opportunities and to cooperate with each other to bring about the changes. This calls for collaboration throughout levels, functions and boundaries, essentially establishing the need for effective teamwork.

Added to the above, TQM also has other distinctive features including visionary leadership, process management individual and organisational learning, internal and external cooperation, employee empowerment and fulfillment (Anderson et al., 1994) that are linked to the above mentioned principles. For instance, visionary leadership is the ability of management to provide a long-term vision for the organisation and it has its basis on customer's needs as opposed to internal control – in this it is derived from the customer focus principle. It is crucial for top management to develop a vision for the organisation that brings about the smooth transition of TQM, and customer orientation following such transition.

Moreover related to the second principle namely continuous improvement is the shift towards process management and the facilitation of learning at different levels (individual, group and organisation). Specifically, process management is directed towards management of means as opposed to the ends. It calls for people's understanding of the processes in the organisation and their search for better ways of conducting tasks. In a non-TQM environment, employees were not required to investigate processes and they are often unskilled to do so. Thus, it can be stated that

process management has assisted in developing a learning environment within the organisation that is exemplified by training, external and internal educational development initiatives, improvement of participation in process management, and in turn, continuous improvement.

As for the third principle namely teamwork, it is related to the internal and external cooperation, and the empowerment and fulfillment of employees as explained by Ojha (2000). He further added that teamwork calls for the team members to take part in non-competitive exercises in order to achieve collective aims, the proper implementation of which would lead to cooperation in the organisation and between organisations. Lastly, for successful teamwork, employees have to be provided with the autonomy and support to bring about changes and enhance processes. It is also important that they receive compensations in the form of monetary and non-monetary rewards for their efforts – this would reinforce their organisational commitment.

2.5 Total Quality Management Practices

TQM implementation entails the definition and deployment of major elements (Thiagaragan, Zairi&Dale, 2001), where the question to be addressed is, "What makes TQM work?" (Sebastianelli&Tamimi, 2003). Also, among the issues related to TQM critical factors it the way to define them and to measure their impact prior to becoming critical (Zairi&Youssef, 1995). This is owing to the fact that the critical success factors (CSFs) of TQM are latent variables, indicting the inability for their direct measurement (Ahire et al., 1996). This led to the different TQM critical factors proposed by one author to another, despite the commonality of issues. In this background, TQM is not

just comprised of several factors but rather it also encapsulates tools and techniques for the improvement of quality (Tari, 2005). These methods consist of practices, tools and methods derived from the critical factors, and they form the fundamental elements needed for factors implementation (Tari, 2005). Prior studies have evidenced that TQM programs end up in failure owing to the absence of critical success factors (Curry&Kadasah, 2002).

The pioneering attempt to group a list of critical factors of TQM was conducted by Saraph et al. (1989) in the context of the U.S. that resulted in the listing of 78 critical factors (Zairi&Youssef, 1995). Their work provided a model base for the measurement and assessment of the managers' perceptions of quality management practices at the level of the organisation. They employed an instrument with the scales including the role of to management leadership, the role of the quality department, training, product/service design, supplier quality management, process management, quality data and reporting, and employee relations (Sebastianelli&Tamimi, 2003).

Studies in literature stated that if organisations concentrate on the management of TQM critical factors, enhancement in service quality as reflected through the financial outcomes will eventually occur. The next sections discus the success factors of effective TQM practices in detail.

- **Continues Improvement**

Successful quality improvement largely hinges on the commitment of top management and this involves the articulation of a long-term vision that is clear and effective and the provision of strategic leadership (Tsang & Antony, 2001). Top management

commitment in the creation of an organisational environment providing employees with empowerment is a must (Ugboro & Obeng, 2000). Moreover, the level of management support in the implementation of TQM is crucial (Pheng & Jasmine, 2004) and there will be not successful TQM implementation without or with the lack of top management commitment.

- **Training and Education**

Another important requirement for successful implementation of TQM is training. The delivery of high quality services and products calls for employees' using their knowledge and skills. In other words, management personnel, supervisors, and employees have to have to be armed with relevant quality and training (Zhang, Waszink &Wijngaard, 2000). Training assists employees working in all levels to understand the quality management system and their related roles and responsibilities (Tsang&Antony, 2001) and thus, training has to be considered as an ongoing process (Ugboro&Obeng, 2000).

- **Customer Focus**

Each organisation aims to understand, satisfy and surpass their customers' needs and expectations – in this regard, Zhang, Waszink and Wijngaard (2000), claimed that the implementation of TQM needs customer focus in order to achieve greater customer satisfaction.

- **Teamwork and Involvement**

Employee involvement has been often considered as a crucial TQM CSF, based on the premise that companies have to employ the skills and abilities of their employees. Employee involvement promotes a deeper understanding of the significance of the product quality in employees and their commitment to quality improvement. It is important for employees to feel that they are a part of the organisation and for this, they have to be encouraged to control, manage and enhance the processes that cover their task responsibilities (Tsang&Antony, 2001).

- **Role of Quality Department**

Another important aspect of TQM is supplier quality management in that the selection of high quality supplier can lead to enhanced product/service quality as materials and parts are frequently a primary source of quality issues as explained in Pheng and Jasmine (2004). Therefore, a cooperative relationship that is long-term should be established with suppliers. The advantages of such long-term relationship were also addressed by Zhang, Waszink & Wijngaard (2000).

- **Strategic Quality Planning**

Strategic quality planning is a crucial CSF of TQM and it covers the creation of the vision, mission, quality policy, quality control use, and management tools, among others. Suitable quality planning systems could lead to the enhancement of the quality of product and in turn, customer satisfaction (Chong &Rundus, 2004).

- **Information and Analysis**

Successful implementation of TQM requires product and service design (Ahire & Dreyfus, 2000). The importance of such design in the process of product development has been stressed on in literature. Design is referred to as a main determinant of quality (Fynes & DeBurca, 2005), where effective design could lead to optimum customer satisfaction.

- **Process Management**

In any TQM strategy, process management forms a special part and thus, emphasis should be placed on the processes affecting goods and services quality. More specifically, process management is focused on the management of processes for their effective operation. Hence, in order to realize product/process high quality, the major processes have to be determined and enhanced in a continuous manner (Pheng&Jasmine, 2004).

2.6 Total Quality Management and Organizational Sustainability

An increasing body of literature (Easton&Jarrell, 1998; Hendricks&Singhal, 1997; Lemak et al., 1997; Samson&Terziovski, 1999; Shetty, 1993) supports the direct relationship between TQM adoption and enhanced firm performance. Considering the theoretical relationship between competitive advantage and performance, it is expected that TQM or other quality management practices can be employed to produce a competitive advantage (Curkovic&Pagell, 1999; Feigenbaum, 1990; 1992; Hewitt, 1994; Noori, 1991; Reich, 1994; Seawright&Young, 1996; Tobin, 1990). In other

similar studies including Cyert (1993), Flynn et al. (1995), Harber et al. (1993), Hendricks and Triplett (1989), Spitzer (1993) and Tilton (1994). TQM philosophy is evidently attractively and based on the number of times that presumption of causality occurs in literature, it is evident that face validity has been achieved.

As a consequence, TQM principles and techniques have currently become a well-accepted part of almost every manager's tool. Based on the study by Powell (1995), majority of large firms have employed some kind of TQM, and in relation to this, official quality awards are considered as badge of honors no matter where the company is operating. TQM implementation involves organisational change in that the culture, processes, strategic priorities, and beliefs of the organisation have to be transformed.

Additionally, the quality aspect is now among the top factors in global competition in today's market. The customers increasing demand for high quality products in the market has urged companies to offer quality products/services to remain competitive. Also, to meet global competition, majority of businesses have made significant investments in resources that assist in adapting and implementing TQM practices into their activities. TQM is referred to as an action plan to generate and deliver commodities that matches customers' needs through superior, cheaper, faster, safer, easier processing compared to competitors, where the entire employees' participation is led by top management (Lakhal et al., 2006). Hence, it is crucial for manufacturing firms to be more concerned about quality as this would produce positive effect on their performance via production costs and earnings (Gaspersz, 2005).

Moreover, with the evolution of the standards that surround corporate sustainability, firms are now beginning to integrate sustainability capabilities into their processes and

culture (Shelly&Walker, 2007). Such early adopters expect to profit from corporate sustainability on more than a single facet similar to their predecessors who succeeded during the quality revolution twenty years ago. Owing to the lack of clarity of the concept of corporate sustainability, the parallel to TQM movement is deemed to be instructive.

In fact, major companies that thrived from the quality revolution including Toyota and Motorola viewed quality as a chance to enhance processes as opposed to increase costs. Similarly, firms are not beginning to adopt sustainability to obtain competitive advantage. Researchers stated that the application of corporate sustainability programs has in many ways paralleled the adoption of total quality management (TQM).

The table below (Table 2.2) highlights the characteristics of different developmental levels of previous TQM initiatives and current sustainability programs.

Table 2.2
Characteristics of Different Developmental Levels of Previous TQM Initiatives and Current Sustainability Programs

Stage	Total Quality Management	Organisational Sustainability
Early	Treated solely as a cost, and an additional step at the end of manufacturing processes.	Treated solely as a risk, or as a response to regulations that require compliance.
Intermediate	Inspections integrated throughout processes. Some process-improvement and other cost reduction opportunities identified.	Treated as both a risk and an opportunity. Program extended into multiple corporate functions.
Advanced	Expanded beyond product lifecycle into workforce behaviours. Also extended beyond organization to trading partners. Used as a competitive differentiator.	Expanded beyond organization to entire "sustainability supply chain." Opportunities include talent management benefits. Used as a competitive differentiator.

Source: Shelly and Walker (2007)

Nevertheless, although countless efforts have been exerted by organisations to focus their policies and practices towards sustainability, majority of firms who are convinced that they are on their way to putting their processes to effective running and that their future is secured, are susceptible to the effect of behaviours resulting from the incentives, norms, formal systems, competitive and cooperative associations, and governance mechanisms that can be found in the larger system. Apart from that, the researchers further state that most companies direct their practices to secure the financial part of sustainability while other parts (social and environmental) do not gain the attention they desire although these parts of sustainability are closely connected to the future prospects of the company, which in turn will generate long-term financial retains. All these are part of TQM practices within the organisations and this is why this research draws the link between the two constructs of TQM and organisational sustainability.

Thus, it is evident from the previous argument that TQM is related to organisational sustainability. However, the literature also highlights that this relationship could be dependent on or facilitated by a number of factors. Two main factors have been hypothesised to influence the relationship between TQM and organisational sustainability. These factors include the construct of change agent and the other construct of organisational climate. The following sections address these two moderating variables.

2.7 Change Agent

Many scholars have made attempt to address the process of change within and outside corporate organizaion, but Kurt Lewin is, perhaps widely recognized as the pioneer in this field (Mitchell, 2013). Lewin (1951) importantly identified three stages which change must pass through before the anticipated benefit can be achieved. These three stages include unfreezing (when change is needed), moving (when change is initiated), and refreezing (when equilibrium is established). He also discussed how certain factors which he regarded as ‘’force-field’’ analysiscan influence change. Lewin's work was modified and expanded by Rogers (2003), who equally described five stages of planned change which include awareness, interest, evaluation, trial and adoption that any change agents should be familiar with as these change agents are a key element of the individually mediated system-wide change process (Hobfoll, 2010; Monot, 2016).

A change agent is an individual or group of individuals that initiates and manages change in an organisation. Change agent can originate from within the firm, like managers or employees who are granted the position to manage the change process. In majority of innovative-focused firms, managers as well as employees receive training in honing their needed skills to manage change (Tschirky, 2011). Change agents may also be external to the organisation such as paid consultants.

With regards to major changes throughout the organisation, firms usually employ external change agents, as such agents are not influenced by the culture, politics and traditions of the firm. Change agents need to be detached from the firm culture in order to propose a different perspective to the situation and to go against the prevailing status

quo. On the other hand, this may hinder the change as external change agents are unaware of the history, operating procedures and personnel of the firm. In order to familiarize them, an internal coordination is usually appropriated to the agent and the two can work together with line management. In even larger firms, the organisation usually has its own in-house change agent, and this individual acts in lieu of an external consultant and works directly with the management team to bring about the changes required. The next sections provide discussions on change agent types, change agent roles and the characteristics of a successful change agent.

2.7.1 Change Agent Types

Despite the lack of studies dedicated to the type of change agent that is most effective to a certain situation, some studies have highlighted different types of change agents based on their characteristic and change implementation methods (Burke, 2011; Eikenberry, 2011; Mansfield, 2011; Thota, 2012). Some of types of change agents are discussed in this section.

- Outside Pressure Type

This type of agent works to change the systems from external to the organisation – in other words, they do not bring about change from within the company but instead they use different pressure tactics like mass demonstrations, civil disobedience, and violence in order to achieve their objectives. Generally speaking, outside pressure changes agents provide alternative solutions that may be too radical for the acceptance of the community and this often leads to the examination of other alternative methods.

- People-Change-Technology Type

This type of change agent is focused on the individual – where the change agent focuses on the employee morale, and motivation including absenteeism, turnover and work quality. The methods they employ range from job enrichment, goal setting to behaviour modification. This orientation's underlying assumption is that if individuals' behaviour is changed, the organisation will change, with the condition that sufficient number of people's within the organisation change their behaviour. Management may take the role of people-change-technology change agent and most of them frequently do.

- Analysis-for-the-Top Type

This change agent is focused on changing the organisational structure to enhance output and efficiency of the organisation, through the use of operation research, systems analysis, policy studies and other types of analytical methods to bring about the structural change or technological change. For instance, the change may encompass the launching of computerized information-processing systems. Majority of managers take up this role during change implementation.

- Organisational-Development Type

In this type of change agent, the focus is on the internal processes like intergroup relationships, communication and decision making. Their strategy of intervention is referred to as a cultural change method as they conduct a thorough analysis of the culture of the organisation. This method stems from several areas including sensitivity training, team building and survey feedback. This type is assumed by managers during change implementation.

2.7.2 Change Agent Roles

According to prior studies of Carnall (2008), Dawson (2010), Stephen (2010) and Tidd (2010), underlined three distinct roles played by change agents and they are consulting, training and research. In this regard, management often performs these functions and so can an external change agent.

- Consulting

In consulting, management provides employees with the access to obtain external data or assist them in generating data from within the firm, with the aim of helping them resolve issues via analysis of authentic data.

- Training

Added to the role of a consultant, management may also take up the role of trainer, where he assists the members learn the way data can be used to bring about change. Management or external change agent has two aims when they take up the position of a trainer; first, to assist the organisation members obtain actionable implications from the present data, and second, to provide them with a new set of skills including the retrieval, translation and use of new data to resolve future issues. In this regard, many companies often hire external consultants to teach the members of the organisation how to enhance the firm's overall operations.

- Research

Lastly, and in close relation with the preceding role, management may take up the role of a researcher where he may train organisational members on skills required for valid evaluation of the implemented action plans effectiveness. Moreover, along with the

overall intervention strategy, management will create an evaluation component that is useful in solving current and future problems.

2.7.3 Characteristics of Successful Change Agent

A thorough review of literature shows that several studies (e.g., Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011) have underlined a set of ten factor characteristics that relate to effective change agentry. Such factors are defined in the present section.

First, the way the change agents manage change as opposed to a personal characteristic they possess. In some cases, a manager takes the position of the change agent, while in others, the HR takes the position (Muniz et al., 2013). Also, as mentioned, the change agent may be an internal change specialist, corporate office administrator/trouble shooter, or external consultant. The change agents availability has been posited to assist firms oversee change, specifically in the market and align the firm's policies and practices to keep up with such changes (Dawson, 2010; Stephen, 2010). Taking into account the important role TQM plays in responding to the changes taking place in the market, such change agents could be of help to TQM and from this notion, the construct of change agent is suggested to play a moderating role in the relationship between TQM and organisational sustainability. Thus, based on this argument, this study approaches the construct of change agent from the perspective of whether this change agent is internal, external, or the HRM itself. In other words, the study seeks to find out whether Saudi hotels employ some experts who monitor and direct change in the hotel depending on the requirements and changes in the market in a way that ensures long-term

sustainability and performance are secured. The following are some of the characteristics of change agent that have been identified in the literature by Lunenburg (2010)

- Hemophily

Similarities between the change agent and employees make it easier to bring about successful change in the firm. These similarities lead to acceptance of the change agent among the employees, and understanding of the aims and objectives behind his actions.

- Empathy

Empathy is the skill of understanding another individual's feelings and in the change agent-organisational members' relationship, leading to enhanced communication and understanding.

- Linkage

Linkage is the level to which the change agent and the members of the organisation are linked together in conducting collaborative activities. The higher the involvement in these activities, the higher will be the potential for a successful change.

- Proximity

Proximity is described as the physical and psychological closeness of the change agent and the members of the organisation. The higher the proximity between them, the more likely will the change will succeed. In fact, higher proximity eases the way for collaborative linkages, and develops empathy between the two parties. Proximity also has a role in the promotion of open door policy and the visibility of the change agent during regular operation hours.

- Structuring

Structuring is the change agent's and the members' ability to plan and organize the change activities. In relation to this, a clearly laid down plan has higher possibility of being understood and applied by the members.

- Capacity

Capacity is an organisational characteristic that is described as the capability of the organisation to provide the resource required to successfully bring about change. Such a successful change effort calls for sufficient resources.

- Openness

Openness is described as the level to which the change agent and the members of the organisation are inclined to ponder, react and be affected by each other. The first six factors can lead to openness, and when any is lacking, this may prevent the development of openness between the change agent and the members of the organisation.

- Reward

Reward is the nature and the variety of possible positive results of the change effort provided by the change agent and organisational members. Such efforts need to be in such a way that reward is granted to employees help brought about the change.

- Energy

This describes the level of physical and psychological effort that both parties (the change agent and the organisational members) are inclined to expend to bring about the change. Issues in daily activities can take their toll on the energy of the employee and it may take away their energy to devote themselves to the change effort.

- Synergy

Synergy is the positively supporting effects that the first nine factors discussed above have on one another. In particularly, it involves the role of various people, resources, energies, and activities in the providing the change effort that could lead to a mutually satisfying success.

In other words, every organisational change calls for one or more change agents who have the skill and power to direct and facilitate the change effort. As mentioned, a change agent may come from within or external to the organisation. A successful change effort largely hinges on the quality relationship and the collaboration between the change agent and the organisation's top decision makers.

In conclusion, an effectively thought out and formed change agent initiative is important to realizing successful operational transformation – one that takes into consideration that the adoption of sustainability practices is crucial in transforming the policies of the organisation who desires the implementation of new practices.

However, firms that seek to make changes in their operations often largely ignore the importance of change agents and considering that sustainability is a relatively novel concept in the context of developing nations as reported by UNCTAD (2013), the adoption of sustainability policies by organisations requires change agents to ensure the achievement of effective change and implementation of sustainability practices, as well as their integration. This study is therefore justified in examining the moderating effect of change agent on the TQM practices-organisational sustainability relationship. Along a similar line of argument, another influencing factor that is proposed to impact the

TQM-organisational sustainability relation is organisational climate. The next section provides a discussion of the construct.

2.8 Organisational Climate

All through the years, it has been frequently noted that a specific company introduces changes with great expectations of enhancing its performance but when these changes fail to meet expected results, the expectations lead management to introduce other promising changes that will eventually fail. This sequence of activities becomes a cycle of high expectations, followed by failure, and eventually management's frustration and workers' cynicism.

In this background, several potential reasons were highlighted for dysfunctional spirals like the one instance mentioned above, According to Schneider, Brief and Guzzo (1996) relate these dysfunctional spirals to the premise that the introduced changes failure change the basic psychology of the organisation to its members and such psychology is the one that primarily directs and motivates the efforts of employees. The authors further added that without changing such psychology, change cannot be sustained as organisations are made up of the people working in them and without changing the mindset or the psychology of the people, the organisational will remain as is. In regards to this, changes in the hierarchy, technology, communication networks and others are effective to an extent that these structural changes are related with the workers' psychological changes (Schneider, Brief&Guzzo, 1996).

The psychology thinking differs from one organisation to the next – where one organisation feels dynamic and interesting, the other feels boring and unproductive. This 'feel' is reflected in the organisation's climate and culture that is inferred by the members. These inferences are formed around two issues; the first issue is the way the organisation goes about conducting its day-to-day activities (flexible, innovative, stodgy) and the second one is what the organisational goals are in terms of quantity, cost, containment, and market share (Schneider, Brief&Guzzo, 1996).

Moreover, the climate in the organisation is the shared perception of the members regarding the organisation in light of its practices, policies, procedures, routines, and rewards. Such practices, policies, procedures and rewards are combined aspects of the HRM practices within the organisation. Therefore, the climate of the organisation is a reflection of the perception of the HR practices and this makes the climate to be a more predictive value for the performance of the organisation compared to merely HR practices on their own.

Owing to the many characteristics of organisational climate, various definitions have been proposed for the concept. To begin with, Schneider and Reichers (1983) referred to organisational climate as a shared or summarized perception of the workers regarding their work settings' specific characteristics. Meanwhile, Watkin and Hubbard (2003) referred to it as the feeling of working in a specific work environment, for a specific boos, and the perception of the worker's of these aspects of the environment that influences their way of doing their jobs (p. 380). Another similar definition comes from Bowen and Ostroff (2004) who referred to it's a shared perception of the organisation by

the employees in light of its practices, policies, procedures, routines, and rewards, important behaviors, expected rewards within formal organisational units (p.205).

Moreover, although there is a close relationship between organisational climate and culture, they are not synonymous. Despite the fact that both address the way individuals perceive their work environments and both are learned through interaction among individuals of a specific group (Kuenzi&Schminke, 2009), differences do exist between them. Following a thorough extensive research on both phenomena, Denison(1996) highlighted several differences. He explained that organisational culture is the underlying structure of the organisation that is integrated in its members' values, beliefs, and assumptions. On the other hand, he also stated that organisational climate is a reflection of the practices and procedures that can be observed at the surface of the organisation – it is temporary, susceptible to direct control and confined to perceived aspects by among the organisational members. On the basis of managerial viewpoint, organisational climate is thus an interesting phenomenon that can be affected, after which changes in it can be notable in a short period.

Continuing on with the discussion of the climate phenomenon, management plays an important role in the employees' perception of it is the management's responsibility to implement human resource practices. In other words, management can facilitate a positive organisational climate through the use of human resource practices, where the perception of employees regarding such practices is important for the realization of the needed climate within the organisation. Successful change can be brought about if the top management aligns itself with the change and be a role model in embracing the new

climate change through communication and resource-sharing. Top management may only succeed in bringing about enhancements through system wide change in climate and culture when they create a shared vision that is relayed through its commitment to total organisational change (TOC) and its objectives.

In addition to top management, middle managers and supervisors also have a key role to play in relaying the envisioned change across the organisation's departments. On an individual level, they create and establish the practices and rewards required for sustained change in the areas they are responsible for. Lack of managers' and supervisors' complete understanding and commitment would lead to failed TOC. However, the knowledge and motivation among middle managers and supervisors come from top management as well as from their peers – in other words, group members in the middle management level can share information and learn from one another concerning the nature and the demands of the change, and they can support one another in achieving change. However, behaviors in this echelon can change under two conditions; first, middle managers and supervisors should consider themselves to belong to a united peer group – as this unity may assist in the promotion of communication, positive interaction and spread positive influence. The second condition is that the goals of middle managers and supervisor circles' should be aligned with those of TOC – as without this alignment, the change may be obstructed and resisted.

Many authors have identified a relationship between organisational climate and organisational performance, but with most of them considering only single aspects of organisational climate and outcomes related to the aspects – for instance, the

relationship between innovation climate and creativity that was focused on by Pirola-Merlo and Mann (2004). In this context, Putter (2010) urged further research to provide insights into the way the overall configuration of organisational climate is linked to the overall organisation's performance as only little is known concerning the underlying mechanisms explaining the organisational climate-performance indicators relationship. Along a similar line of argument, Patterson et al. (2004) proposed employee as a mediating factor between organisational climate and company performance, and found that employee job satisfaction did influence the relationship between the two variables. Despite their argument of the mediating role of employee on the relationship between organisational climate and organisational performance, they failed to explain why it was so.

In this context, among several theories, the Social Exchange Theory sheds light on the relationship between organisational climate and organisational performance. The theory has its basis on the premise that social exchanges are characterized by several actions that develop obligations, and relationships change over time reinforcing trust, loyalty and mutual commitments (Cropanzano&Mitchell, 2005). Such relationships can be found among two or more individuals and also among organisations. The most common exchange rule is reciprocity, where the action of a party urges the other party's reaction. In this context, employers can grant employees rewards through two ways namely through economic resources, and through socio-emotional resources. In the former, the rewards are tangible and are in the form of financial rewards; while in the latter, the rewards are intangible and they meet the social needs of the employees. Cropanzano and Mitchell (2005) explained that using these resources can develop strong employers-

employee relationships, as the latter tend to repay rewards with positive work behaviour as well as positive attitudes.

Despite the many arguments that link organisational climate to organisational performance or organisational sustainability considering the well-established link between sustainability and performance, little is known about the way organisational climate influences the relationship between organisational TQM and organisational sustainability. Thus, it is the purpose of this study to examine the moderating role organisational climate plays in the relationship between TQM and organisational sustainability.

2.9 Theoretical Underpinnings

The present study primarily aims to investigate the effect of total quality management practices on organisational sustainability in the Saudi hotel industry. This effect is also examined in terms of the moderating influence of change agent and organisational climate. In this section, the theoretical underpinnings used as the basis of the study are explained. According to Bernath and Vidal (2007), a theory refers to a unit of knowledge consisting of facts, assumptions and hypotheses, and such unit reveals the way the facts can be underpinned by general principles and their relationship to the principles. In other words, a theory generally aims to shed light on a specific reality. Bernath and Vidal (2007) added that any research requires a theory that could shed light on its basis and the relationship between variables. In the present study, the relevant theory that is proposed to underpin the study and to explain the relationships between the variables are the Resource Based View (RBV) and Social Exchange Theory

(SET)theories. The next section provides a detailed explanation of the theories and the related arguments for its selection.

2.9.1 Resource Based View Theory (RBV)

The resource based view (RBV) of business management addresses the way organizations can employ assets and resources in order to achieve competitive advantage in the global market (Barney, 1991; Wernerfelt, 1984). The theory posits that organizations possess various resources that enable their achievement of competitive advantage, and these resources may also lead to long-term sustainability and performance (Barney, 1991). Several aspects of the RBV theory is similar to that of sustainability theory, where a firm is able to employ its resources for long-term competitive advantage and development. The theory also posits that the resources possessed by firms provide them with the distinct element that would pave their way to achieving competitive advantage in a dynamic global market.

Moreover, the RBV has been an increasingly employed theory in literature dedicated to strategies that address the issues as to identity of the organization, and the source and nature of its strategic capabilities. This perspective is notably intra-organizational focused, where it argues that firm specific resources and capabilities are the reason behind firm performance (Barney, 1991; Wernerfelt, 1984).

In fact, the RBV is based on the premise that successful firms will achieve their competitiveness through the development of unique capabilities that could take the form of implicit or intangible assets (Teece et al., 1997). Hence, the strategy's essence should

be described by the distinct resources and the capabilities of the firm (Rumelt, 1984). Moreover, Conner (1991) claimed that the value creation of firm or its ability to establish and maintain a profitable market niche highly hinges on its capacity to generate its resources and capabilities.

The RBV theory argues that competitive advantage and performance stems from the resources and the capabilities of the firm that are costly in its imitation by competitors (Barney, 1986a, 1986b, 1991; Wernerfelt, 1984; Rumelt, 1987). The firm's resources and capabilities play a key role in its sustainable competitive advantage and superior performance only if they are distinct in nature. They should be valuable, with increased effectiveness and efficiency, rare, imperfectly imitable, and non-substitutable (VRIN) (Barney, 1991). This would enable the firm to maintain its competitive advantage through the market and its capability of identifying, developing, deploying and preserving specific resources and make a niche for itself in the market for successful competition (Amit&Schoemaker, 1993; Carmeli&Tishler, 2004; Collis&Montgomery, 1998; Dierick&Cool, 1989).

In this regard, resources are generally described as assets that the firm owns or controls (Amit&Schoemaker, 1993). Similarly, Wernerfelt (1984) described resources as the firm's tangible and intangible assets that are semi-tied to the firm (p.172). In relation to this, tangible resources refer to physical items/assets in the organisation (e.g., equipment, facilities and raw materials) (Carmeli&Tishler, 2004), while intangible ones refer to the assets that form the know-how, skills, knowledge, perceptions, product reputation, and culture of the firm (Peteraf, 1993).

The RBV theory is aligned with the objectives of the current study considering that the primary aim of this study is to investigate the effect of TQM practices on the sustainability of the Saudi hotel firms. Several reasons support this argument; first, the hotel industry is characterized by high competition indicating that the hotels should be able to maintain long-term competitive for survival and superior performance. In this context, RBV is a theory that assists organisations to obtain competitive advantage in a dynamic market and as such, the RBV philosophy is aligned with the research objectives – that is, to determine how Saudi hotels can establish competitive advantage in the dynamic market.

The second reason relates to the premise behind the RBV, which states that organisations can use their distinct resources to obtain competitive advantage. In relation to this, Peteraf (1993) revealed that organisations possess resources (tangible or intangible) that act as assets as they can be used in different ways to showcase the distinct quality of the organisation in the market. The present study aims to study the moderating role of change agent and organisational climate on the TQM practices-organisational sustainability relationship – where the two mentioned moderators may be viewed as unique intangible resources that could be effectively used so hotels can stand out from rivals. For instance, organisational climate is displayed in the practices and procedures that can be noted in the organisation, and such climate is temporary, under direct control with its limited aspects perceived by the members. As such, organisational climate can be easily influenced, after which changes in the climate may be notable over a short period. This is why organisational climate may be considered as a unique intangible resource that the organisation can manipulate to obtain competitive

advantage. The above justifies the selection of RBV as the theoretical framework of the present study. The next section provides an explanation of the second theory underlying this study, which is the social exchange theory (SET).

2.9.2 Social Exchange Theory

Social Exchange Theory (SET) has been extensively employed by researchers to provide a description of the motivations underlying the behaviors and attitudes of employees (Settoon, Bennett& Liden, 1996). The theory posits that a series of interactions are interdependent, dependent on the actions of partners in the social relationship, and they produce obligations (Blau, 1964; Cropanzano&Mitchell, 2005). Specifically, Cropanzano and Mitchell (2005) described the theory as one of the most influential conceptual paradigms for explaining the workplace behaviour phenomenon. They added that despite the emerging different views of social exchange, theorists are of the consensus that it entails a series of interactions producing obligations.

Among the fundamental pillars of SET is that relationships go through changes throughout time to eventually lead into trusting, loyal and mutual commitments and during such changes, the parties have to adhere to rules of exchange. These rules form a normative definition of the circumstance, forming among, or are leveraged by the participants during their exchanges (Emerson, 1976, p.351). In other words, the exchange rules and norms guide the exchange process, indicating that the use of SET in models of organizational behaviour is based on the exchange rule/principle that is adopted in the study. Effective management of such rules could lead to optimum organizational performance.

In the present study, the appropriateness of the theory matches the relationships between the variables. To reiterate, the study's main aim is to investigate the effect of TQM on organizational sustainability, with among the TQM dimensions being teamwork and involvement – dimension that rely on exchanging roles. This is expected to result in optimum organizational performance and judging from the sturdy relationship between performance and sustainability, it could be stated that roles exchange in the organization could lead to superior organizational sustainability. However, roles exchange is not confined to the two dimensions of teamwork and involvement but it also covers other TQM dimensions like training and education, information and analysis, process management, among others. Hence, the social exchange theory is chosen to be the underlying model in this study along with RBV. The coming sections provide an overview of the theoretical framework of the study.

2.10 Theoretical Framework

The primary goal of the present research is to examine the impact of total quality management practices on organisational sustainability in the hotel industry in Saudi Arabia. This impact is examined through the moderating influence of the two variables of change agent and organisational climate. This means that there are four variables in this study in which TQM practices represents the independent variable, organization sustainability represents the dependent variable, while the other two variables of change agent and organisational climate represent the moderating variables in this study. Based on these variables, the following figure (Figure 2.1) represents theoretical framework upon which this study is grounded.

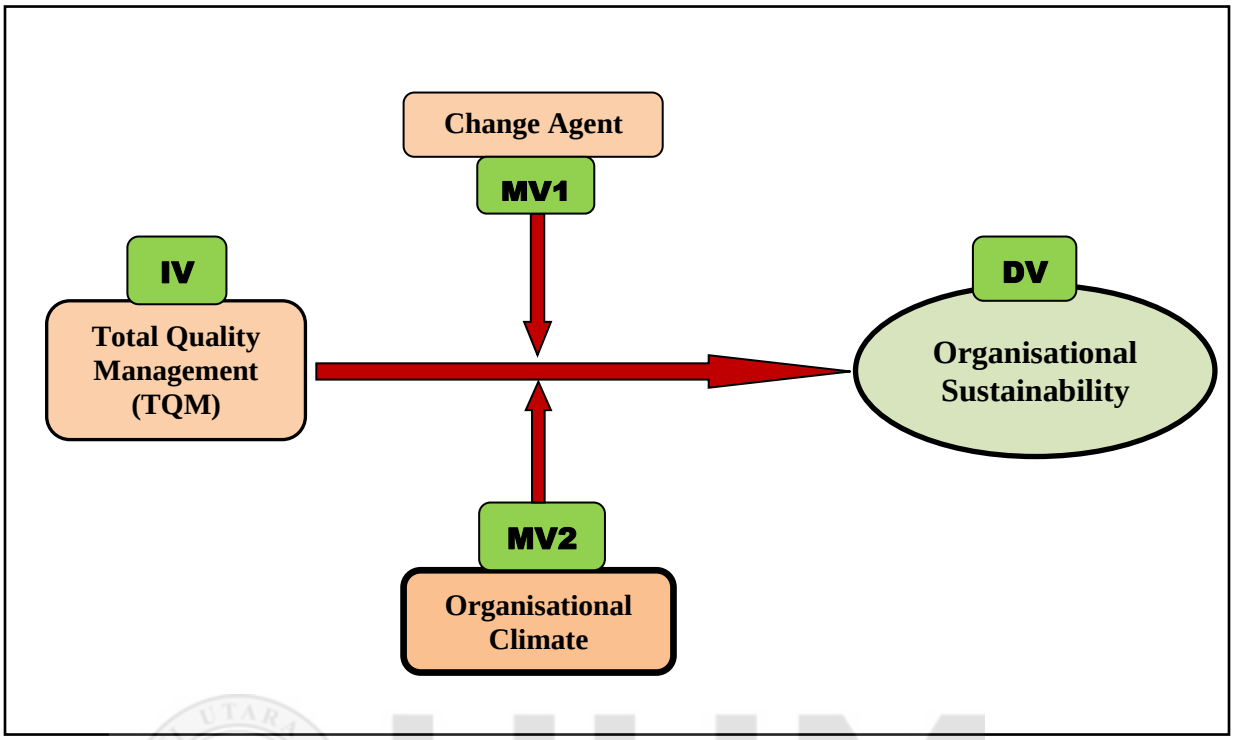

Figure 2.1
Theoretical Framework of the Study

It is evident from the above figure that change agent and organizational climate moderate the TQM-organizational sustainability relationship in what is termed as the moderating impact. Another kind of impact that is has been explained in literature is the mediating impact. According to Baron and Kenny (1986), there are four phases to establishing such mediating impact; first, the causal variable/s has to be related to the outcome variable – in other words, there has to be an effect to be mediated. In the second step the causal variable/s should be correlated with the mediator and this step treats the mediator as an outcome variable. In the next step, the mediator should affect the outcome variable in such a way that goes beyond establishing the correlation between the mediator and the outcome variables because the two may already be

correlated as they are caused by causal variables. It is therefore important to control the causal variable in order to establish the mediating effect outcome. In the final step, the mediator complete mediation on the relationship between the causal variable and the outcome variable is established in a way that the causal variable's effect on the outcome, controlling for mediator (path c') has to be equal to zero.

Satisfying all the four steps would show consistency of data with the hypothesis that the mediator mediates the causal-outcome relationship. In case the first three steps are met but not the last one, then partial mediation is said to exist. Nevertheless, the concept of moderation rather than mediation is considered in the present study, in that the moderating variable is examined for its effect on the TQM-organizational stability relationship, where such a moderating influence level may be influenced by another variable (e.g., organizational climate or change agent).

2.11 Hypotheses Development

This study's primary objective, as mentioned time and again throughout this chapter, is to examine the effect of TQM practices on the organisational sustainability of Saudi hotels. This effect is examined via the moderating role of two variables, which are organisational climate and change agent indicating that there are three man study variables, among which the relationships connecting all three are examined. Based on this statement, three hypotheses are developed in line with the framework of the study, with the first link addressing the TQM (independent variable) - organisational sustainability (dependent variable) relationship. The second link addresses the moderating role of change agent on the TQM-organisational sustainability relationship,

while the third one addresses the moderating role of organisational climate between the same. Each of the following sections address the relationships mentioned in light of literature.

2.11.1 The Relationship between TQM and Organisational Sustainability

Any organisation needs stakeholders to survive (Foley, 2005) and depending on the organisational context, the stakeholders include management, customers, suppliers, investors, co-workers and other market players that are related to the organisation (Freeman, 1984; Schilling, 2000; Foley, 2005). Instigated by stakeholders' demands, an organisation is motivated to handle a variety of issues, such as economic, quality and environmental issues in the pursuit of social responsibility satisfaction. As mentioned earlier, the aim of TQM is described in terms of the satisfaction of multiple stakeholders through the satisfaction of their needs in the quest for a profitable business in a manner that is grounded on the reduction of the amount of the utilised resources (Bergman&Klefsjö, 2003).

TQM is explained in terms of the application of the principles of quality management to all levels and aspects of an organisation (Dale, 1999). Moreover, TQM involves a managerial system that encapsulates tools, methodologies (Hellsten&Klefsjö, 2000), where the reduction and the preservation of resources is considered to be a central part of TQM, which in turn is associated with organisational sustainability. To that end, it is important to stress that TQM presents an organisational value that includes the overall cultural settings (Hellsten&Klefsjö, 2000). Nevertheless, the assignment of values varies across scholarship. For instance, Sila&Ebrahimpour (2002) studied the similarities and

differences of the values of TQM. Moreover, in line with resources-based view (Barney, 1991), Bergman and Klefsjö (2003) demonstrated that TQM benefits in terms of processes, continuous improvement, customers satisfaction, and organisational commitment.

As mentioned, TQM implementation is associated with the satisfaction of customers' expressed and latent needs, which in turn manifest in a better organisational financial performance, when compared with entities that do not utilise TQM (Hansson&Eriksson, 2002; Hendricks&Singhal, 1997). It is worth underscoring that Isaksson (2004) posited the central role of TQM in fostering organisational sustainability. Research also exemplified the benefits that follow the deployment of that strategic practice, including social, economic, and environmental benefits (Wreder, 2006; Bäckström, 2006).

Added to this, TQM combines the entire efforts of the organisation to improve, develop and maintain quality in order to satisfy the customers at all levels. It improves work quality and employee satisfaction through employee participation and involvement, and ultimately, the organisation image among the customers and the public as a whole (Yusuf et al., 2007). Such image could be greatly enhanced when the organisation gives back to the community and assists in elevating the social welfare of the people and in addressing environmental issues. On the basis of Barney's (1991) guiding theory, the present work proposes the following hypothesis to be tested;

Hypothesis 1: Total Quality Management (TQM) is positively associated with organisational sustainability.

2.11.2 The Moderating Role of Change Agents

Generally, a moderator may take the form of a qualitative moderator (sex, race, class) or a quantitative one (level of reward) and it impacts the direction or strength or both of the relationship between the independent (predictor) and dependent (criterion) variable as explained by Baron and Kenny (1986). They added that in a the context of a correlational analysis framework, a moderator is considered to be the third variable that impacts the other two variables zero-order correlation. They distinguished between the moderator and a mediator, in that the former specifies when specific effects will hold and while the latter explains how or why the effects arise in light of the predictor and criterion variables. Accordingly, in the present work, Baron and Kenny's (1986) conceptualisation of a moderator is used to provide a description of the two moderating variables namely change agent and organisational climate on the TQM-organisational sustainability relationship.

As far as the moderating role of change agent is concerned, a thorough review of the literature uncovered a hope of business firms in bringing about change; this notion suggests the significant role operated by such entities in addressing the challenges and crises in the pursuit of sustainable development. In relation to this, the Stockholm Declaration (1972) called business to consider "fuller knowledge and wiser action" (P.1), specifically, in handling issues with regards to the environment. To that effect, because of the emerging challenges that businesses and society at large are still facing today, the urgent need for the consideration of fuller knowledge and wiser action is particularly important. To that effect, Skoll (2006) stressed the urgency to "changes in

the way we live, think, and behave" (p. 5). Scholars have long recognised the need for strategic change that promotes the achievement of organisational sustainability (e.g., Dees, 1998).

As posited earlier, a positive relationship is anticipated between TQM and organisational sustainability. By extrapolating on Elkington and Hartigan's (2008) assessment and resources-based view (Barney, 1991), strengthening the aforementioned nexus calls for changing the principles and rules of conducting business. The question arises whether employees are able to step up in implementing required changes. Based on Burke (2008) ideas, change intervention is employee-based, and thereby, adopting such a perspective is just, given that the success and failure of organisational change mainly relies on their effort to achieve designated goals. In other words, implementing strategic practices (e.g., TQM) in order to achieve organisational goals (e.g., sustainability) mainly results from employees' effort.

Prior studies like Benn et al. (2006) and Dunphy et al. (2003) noted that literature focused on the topic placed emphasis on organisational sustainability and the use of TQM in terms of achievement of change. Nevertheless, whatever few studies that concentrated on HRM role as a change agent for sustainability (Sharma, 2002), literature indicates that HRM promotes the significance of values congruence (strategic, objective, practice) at the organizational level, between managers and employees long-held values (Fyxell & Lo, 2003; Hemingway&Maclagan, 2004; Van Marreijk&Werre, 2002). It also promotes the relationship between the knowledge, commitment and concern of the employees and organisational sustainability (Bansal&Roth, 2000; Keogh&Polonsky,

1998), and the role of managers as change agents in HRM (Andersson&Bateman, 2000; Prakash, 2001; Walley&Stubbs, 1999). According to this review and citing the guiding theory (Barney, 1991), change agents generally change the relationship between TQM and organisational sustainability and therefore, the following hypothesis is proposed;

Hypothesis 2: Change agents moderate the relationship between TQM and organisational sustainability.

2.11.3 The Moderating Role of Organisational Climate

Organizational behaviour studies have long been focused on how to contribute to the understanding of employee-based perceptions in the work environment, and the way such perceptions effect work-based behaviours and attitudes. In earlier studies, it was proposed that the workplace atmosphere or the climate in the workplace has significant outcomes in the perceptions of the employees of the work context; in a sent that it influences the level to which workers taking part in TQM practices perform up to par, and ultimately, the it influences organisational sustainability (Katz&Kahn, 2004; Likert, 1997; McGregor, 2000). In fact, organisational climate is a construct that has been extensively examined and it is evidenced to promote the perceptions of the context at work (Denisson, 2006; Ostroff, Kinicki&Tamkins, 2007). It refers to the experiential-based description of the overall environment at work, or the employee-based perceptions of policies, both formal and informal, procedures, and practices within the organisation (Schneider, 2008).

In some studies like Hellriegel and Slocum (1994) and James and James (2004), the authors made a distinction between organisation and psychological climate. According

to them an individual's perceptions of the workplace environment covers his psychological climate at the individual level, while organisational climate is a unit-level construct. For instance, when organisational workers are of the consensus of their perceptions of the work place, an organisational climate is considered to be present (James&James, 2004; Joyce&Slocum, 2004). Several studies have evidenced that organisational climate moderates the outcomes that stem from the adoption of new practices (e.g., TQM) (Ostroff et al., 2007), while others provided a deeper insight into the relationship between psychological climate and a set of individual-level conditions. In this background, there are two notable limitations to the authors' efforts; first, the authors tended to concentrate on organisational/psychological climate in light of individual-based outcomes. This is a crucial finding as the relationship between TQM deployment and organisational sustainability may not only be elicited by the perceptions of the workplace by the individual but also by his shared perceptions with other workers of the same (Mathieu & Kohler, 2000). In fact, Kozlowski and Klein (2000) revealed that a shared perception among workers may affect individual attitudes towards TQM use.

Researches on the index reflection of a strategic climate (climate for safety/climate for hotels) have notably increased with the alternative (designating a set of climate-based dimensions) also holds true (Ostroff et al., 2007). Examining one dimension or a set of dimensions regarding the overall climate tend to overlook the general settings of operations. This limitation urges the examination of multiple dimensions of climate as a system despite the fact that is more likely for organisational attributes to be supportive of one another, and thus, making the total TQM effect higher on sustainability when

considering the attributes effects (Bowen&Ostroff, 2004). Additionally, several approaches have been put forward to provide an example of climate, with two specific methods standing out from the rest in terms of their support;

(1) Scheme approach

(2) Shared perception approach

The first approach considers organisational climate as a part of individual's perception combined with their cognitive representation of the workplace. That is to say, organisational climate is the manifestation of personnel perceptions, at the individual level. The second approach posits the importance of shared perceptions to be the centre of organisational climate (Whitley, 2002). Along a similar line of explanation, Wolpin, Burke and Green (1999) defined organisational climate in terms of the shared perception of the status quo under an organisational settings. Taken altogether, organizational climate (OC) is a fundamental force in any organisational context as it provides lines probing organizational behaviour, allowing researchers to explore individual and group behaviours (Asif, 2011; Denison, 1996; Ostroff, Kinicky, &Tamkins, 2003). To that end, it is ascribe with a special moderating influence, wherein the construct alter the relationships between strategic practices and aims (e.g., TQM and organisational sustainability) (Cullbertson&Rodgers, 1997; Vartia, 2008; Bartram, Robertson & Callinan, 2002). Therefore, guided by the resource-based view (Barney, 1991), the researcher posits the following hypothesis;

Hypothesis 3: Organisational climate moderates the relationship between TQM and organisational sustainability.

2.12 Summary of the Chapter

In this chapter, the literature relevant to the study variables is reviewed with the theoretical underpinnings of the study. The chapter provided an overview of the TQM construct as the independent variable. The chapter proceeded to introduce the construct of organizational sustainability being the dependent variable in this study in which the construct's definitions, foundation, and theoretical underpinnings were presented and discussed. The chapter then introduced the moderating variables of change agent and organisational climate including their definitions, foundations and theoretical underpinnings. A general view about the hotel industry in Saudi Arabia and the factors that contributed to its booming development were then presented. This is followed by the discussion of the theoretical background of the study, involving theories upon which the study is grounded. Specifically, RBV and SET theorieswere introduced and discussed including the argument on why this particular theory was adopted for this research. The chapter proceeded with presenting the framework upon which the study is grounded and it concluded with the hypotheses development, wherein the links between the study's variables are discussed in line with the available related literature.

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1 Introduction

The primary objective of this thesis is to examine the factors contributing to organisational sustainability of the Saudi hospitality firms (hotels) across the cities of Mecca, Medina, Riyadh, Jeddah and Eastern region. Accordingly, the research examines the direct effect of TQM on the overall organisational sustainability and investigates the moderating role of organisational climate and change agents on the above relationship. The chapter is developed based on how the primary goal of the research is achieved through the research design and methodology used. It begins with the research design employed in the study, followed by a discussion of the instrumentation and the measurements used to measure the study variables (TQM as the independent variable, organisational sustainability as the dependent variable, and change agents and organisational climate as moderating variables).

The chapter then moves on to explaining the population and sampling of the study followed by the procedures of data collection. Finally, the chapter provides a detailed explanation of the analysis techniques and several ethical considerations followed, throughout the carrying out of the study. The next section provides the research design used to meet the objectives of the study.

3.2 Research Design

This study extrapolates on O'Brien's (1993) premise to address the relevant enquiries that guide the theoretical paradigm involving thoughts about the world that remains to be proven. The frameworks containing the thoughts guiding our views of life, and providing sets of premises that is believed to be the nature of reality represents the general paradigms. Such paradigms guide the study and direct the researcher to examine nature on the basis of ontology, epistemology and methodology. In this regard, ontology is related with specifying the reality of the study (Mounton&Marais, 1990) whereas epistemology refers to the nature of knowledge, its possibility, scope and general basis (Honderich, 2005, p.260) or alternatively, it is the nature of the knowledge and the knower-would be known relationship (Mertens, 1998, p.6). Finally, the methodology is the practical understanding of what the researcher uses to conduct the research (Terre Blanche&Durrheim, 1999). On the above explanation's basis, the paradigm underlies the ability to enable action-taking in conduct a study (Lincoln&Guba, 1985).

The present study is based on the hypothesized model, and is categorised as employing the positivist paradigm. According to Shultze (2003) the paradigm choice is based on the ontological and epistemological conditions, where in the epistemological level, positivism is described as an organised method that covers two elements, which are deductive logic and empirical observations of a specific behaviour (Neuman, 2003). The two elements are combined for the prediction of behavioural patterns – in other words, positivism is an approach that primarily attempts to provide a scientific explanation of the phenomenon. It takes on reality in three aspects; 1) it is empirically distinct from

personal thoughts, ideas and facts, 2) it involves facts that are understood in light of laws of cause and effect, and 3) within the paradigm, the stability and additive nature of knowledge concerns the patterns of reality (Crotty, 1998; Neuman, 2003; Marczyk, De Matteo & Festinger, 2005). Based on positivism, the aim of science is to set up the most objective method to pursue the closest approximation of reality (Ulin, Robinson & Tolley, 2004).

Moreover, under this paradigm, a research is ontologically considered as objectivist or realist (Neuman, 2003) in that the method is developed on the notion of reality independence. It implies that ontologically, the reality is the outside world, and it requires the discovery of it via the use of scientific methods (Bassey, 1995). Essentially, observations and discoveries of the reality enable the expression in light of facts (Mutch, 2005) and as such, the researcher is not considered to be a variable in the thesis but someone that is detached from the subject of research. Therefore, in order to examine the phenomenon, it is important to consider it existing in the world where attaining knowledge about it becomes imperative through quantitative methods (Cohen, Manion&Morrison, 2000). Furthermore, the positivist paradigm also indicates that ontologically, knowledge is bound to be examined objectively and the findings should be obtained quantitatively via the use of numbers and figures as supported by Bassey (1995), Cohen, Manion and Morrison (2000) and Mutch (2005).

As far as research design is concerned, there are many research methods or techniques to conduct a research among which the qualitative and the quantitative methods are considered to be the most common research methodologies. For approving or

disapproving hypotheses and for conducting correlational studies, researchers seem to agree that a quantitative approach is best suited for this purpose (Cooper&Schindler, 2003). The present research is grounded on hypotheses testing, and thus correlational analysis constitutes an important section in this research, and this is why quantitative research design was chosen to be employed.

It is notable that the research design is basically the research structure showing the main research parts including measures, samples, data collection methods and analysis that work together to address and resolve the research questions (Creswell, 1998). The present study is deemed to be quantitative in nature. It should be noted that the selected design that is considered appropriate for a research is regarded as one of the most important step in any research work (Marczyk, DeMatteo&Festinger, 2005). As argued earlier, the selection of this specific design is grounded on theoretical considerations.

In addition to the above, on the basis of Sarantakos's (2005) premise, the present study's employed method indicates the strategy upon which the researcher interprets the elements of the research epistemologically and ontologically into driving constraints that guide the research. The paradigmatic design elements form the compass for the specific procedure that the research is governed by (Marczyk, De Matteo&Festinger, 2005). As mentioned, this study is based on the paradigm of positivism and thus, it employs a quantitative descriptive method in testing the proposed hypotheses through the hypothesised model.

Several considerations were kept in mind in light of the research enquiries following which a general linear model is used to provide the explanations. Specifically, a survey

method is used to empirically support the hypothesised relationships of the thesis.

3.3 Research Instrument

There are three main variables in the present research; independent, dependent and moderating. The independent variable is hypothesised to be TQM that is manifested in the Saudi hospitality industry while the dependent variable is hypothesised to be organisational sustainability in the same context, particularly across the cities of Mecca, Medina, Riyadh, Jeddah and Eastern region. Finally, the moderating forces in this study are change agents and organisational climate.

In this research, a questionnaire is deployed as the main research instrument. The items that used in the questionnaire were all adapted from well-established measure in the literature on total quality management, change agents, and organisational sustainability. The following section addresses the measures that used in the questionnaire.

3.4 Measurements

The suitable choice of measurement is considered to be the most important methodological phase in any study. In the hypothesised model, the latent variables (constructs that are not directly observed) are represented by one or more observed dimensions of the constructs. Such dimensions are obtained based on theory and empirical references guiding the thesis conceptualisation. In this regard, the use of different measures for each variable is considered to lead to higher reliability, where examining the validity and reliability of the constructs form the core of the methodological steps in a survey study. That said, the hypothesised framework portrays

a number of dependent variables, a moderating construct, and a dependent variable. To that effect, in the following sections, this thesis outlines and designates measuring scales for each encompassed variable.

3.4.1 Independent Variable of Total Quality Management

According to prior studies (Goh&Ridgway, 1994; Hackman&Wageman, 1995), TQM refers to a managerial means for ongoing organisational improvement, and therefore, all the participants within the organisation should be committed to implementing TQM (Ahire et al., 1996; Saraph et al., 1989). Moreover, TQM practices are critical forces aiming to improve the survival and successes of the organisation and they are evidenced to determine innovation as evidenced by Singh and Smith (2004), competitive advantage as reported by Powell (1995), Hackman and Wageman (1995) and Douglas and Judge (2001), and changes and new organisational culture as revealed by Irani et al. (2004).

Studies on TQM adopted different measures and the variance in these measures is due to the different objectives that the studies attempted to achieve. However, most of the measures used utilised a number of TQM practices. The following table (Table 3.1) shows a summary of the research studies on TQM including the practices they measured.

Table 3.1
Summary of TQM Measurements and Practices

Author	No. of Practices	TQM Practices
Abusa and Gibson, (2013)	6	Top management commitment, customer focus, people management, supplier quality management, continuous improvement and process management
Zehir et al (2012)	8	Leadership Management, Factual Approach to Decision Making, Employee Management, System Approach to Management, Supplier Management, Process Management, Customer Focus and Continual Improvement
Benavides-Velasco, Quintana-García and Marchante-Lara (2014)	5	Leadership, employees, strategy, partnership and resources
Wang, Chen and Chen (2012)	7	Customer focus, internal and external cooperation, continuous improvement, leadership, employee fulfillment, learning, process management,
Akgun et al (2014)	7	Process management, leadership, customer focus, strategic planning, information and analysis, and people management
Talib, Rahman and Qureshi (2013)	17	Top management commitment, customer focus, training and education, customer improvement, and innovation, suppliers management, employee involvement, information and analysis, process management, quality systems, benchmarking, quality culture, human resource management, strategic planning, employee encouragement, teamwork, communication, product and service design
Metha, Verma and Seth (2013)	13	Institution resource management, long term strategy and planning, excellence human resource management, continuous assessment and improvement, top management commitment and visionary leadership, student focus, employee focus, alumni focus, information management system, quality mission and vision statement, service culture, innovative academic philosophy and method, industry institution partnership, employee encouragement, teamwork, communication, product and service design
Yang and Yang (2013)	7	Customer focused, Quality system, total standardization, pursuit of zero defect, quality culture, and elimination of waste
Pereira-Moliner et al (2012)	10	Management commitment, customers focus, collaboration with intermediaries, collaboration with suppliers, staff training, employee motivation, staff involvement, service delivery improvement, objective compliance and monitoring, quality culture

According to prior empirical studies, the TQM practices are related with the performance of the firm and its stock price performance (e.g., Hendricks& Singal, 1996, 2001; Easton& Jarrel, 1998). In this regard, TQM practice was found to have a significant relationship with the following variables in different studies; productivity by

Rahman and Bullock (2005), Kaynak (2003), and Rahman 2001), with market competitiveness by Chong and Rundus (2004), market share and market share growth by Kaynak (2003), and employee morale by Rahman and Bullock (2005).

In a related study in the context of Saudi Arabia, Alharbi (2012) made use of a scale based on Social Exchange Theory (SET) and the resource-based view (Barney, 1991) to measure TQM in the public healthcare sector. Because the scale was employed in the context of Saudi Arabia, it was deemed to be suitable to be adopted in the present study and thus, the items used in Alharbi's (2012) study to measure the TQM scale were tweaked to suit the present one. More specifically, the respondents were requested to indicate their agreement/disagreement level to each of the items measuring TQM in the Saudi hotel sector based on their knowledge and experience. They were requested to rate the items on a six-point Likert scale that ranges from 1 denoting "strongly disagree" to 6 denoting "strongly agree". The items used to measure TQM in the present study are listed in Table 3.2.

Table 3.2
Measurement of TQM

No.	DIMENSION/ITEM
	TRAINING AND EDUCATION
1.	Hotel employees are given education and training in how to identify and act on quality improvement opportunities.
2.	Hotel employees are given education and training in statistical and other quantitative methods that support quality improvement.
3.	Hotel employees are given the needed education and training to improve job skills and performance.
4.	Hotel employees are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.

Table 3.2 (Continued)

No.	DIMENSION/ITEM
	TEAMWORK AND INVOLVEMENT
5.	Teamwork and consensus are important in our Hotel.
6.	Our Hotel encourages employees to participate in decision making.
7.	Our Hotel tries to understand the point of view of customers in defining the quality of services provided.
8.	Our Hotel's senior management encourages teamwork across units and disciplines.
	STRATEGIC QUALITY PLANNING
9.	Hotel employees are given adequate time to plan for and test improvements.
10.	Each department and work group within this Hotel maintains specific goals to improve quality.
11.	The Hotel's quality improvement goals are known throughout the organization.
12.	Hotel employees are involved in developing plans for improving quality.
13.	Middle managers (e.g., department heads, program directors, and first line supervisors) are playing a key role in setting priorities for quality improvement.
14.	External customers are playing a key role in setting priorities for quality improvement.
15.	Non-managerial employees are playing a key role in setting priorities for quality improvement.
	CUSTOMER FOCUS
16.	The Hotel does a good job of assessing current customers' needs and expectations.
17.	Hotel employees promptly resolve customers' complaints.
18.	Customers' complaints are studied to identify patterns and prevent the same problems from recurring.
19.	The Hotel uses data from customers to improve services.
20.	The Hotel does a good job of assessing employees' satisfaction with the hotel services.
21.	The Hotel uses data on customer expectations and/or satisfaction when designing new services.

Table 3.2 (Continued)

No.	DIMENSION/ITEM
	INFORMATION AND ANALYSIS
22.	The Hotel collects a wide range of data and information about the quality of services provided.
23.	The Hotel uses a wide range of data and information about the quality of services to make improvements.
24.	The Hotel continually tries to improve how it uses data and information on the quality of services.
25.	The Hotel continually tries to improve the accuracy and relevance of its data on the quality of services provided.
26.	The Hotel continually tries to improve the timeliness of its data on the quality of services provided.
27.	The Hotel compares its data to data on the quality of services at other hotels.
	CONTINUOUS IMPROVEMENT
28.	Associates in the Hotel try to improve the quality of their services.
29.	Associates in the Hotel believe that quality improvement is their responsibility.
30.	Associates in the Hotel analyse their work services to look for ways of doing a better job.
	PROCESS MANAGEMENT
31.	Quality data (defects, complaints, outcomes, time, satisfaction, etc.) are available.
32.	Quality data are timely.
33.	Quality data are used as tools to manage quality.
34.	Quality data are available to hourly workers.
35.	Quality data are available to managers and supervisors.
36.	Quality data are used to evaluate supervisor and managerial performance.
	ROLE OF THE QUALITY DEPARTMENT
37.	Visibility of the quality department.
38.	Quality department's access to divisional top management.
39.	Autonomy of the quality department.
40.	Amount of coordination between the quality department and other departments.
41.	Effectiveness of the quality department in improving quality.

3.4.2 Moderating Variable of Organisational Climate

In essence, the organisational climate covers cognate sets of values, practices and attitudes that characterise the organisational members (Xaba, 1996; Low, 1997) in a sense that it represents a set of organisational attributes (Kaczka& Kirk, 1978). In relation to this, the behavioural science literature is rife with theories and empirical studies that examined the moderating role of behavior in organisational quality management and sustainability dimensions as in the studies by Rizzo et al. (1990), Friedlander and Margulies (1969), Litwin and Stringer (1968), Lawer et al. (1994), Payne et al. (1986), Pritchard and Karasick (1993) and Schneider (1982). Nevertheless, organisational climate has also been commonly deemed to be a relative variable and this indicates that climate is external to the employee but in cognition, it may be internal to the employee to the level that it influences the perceptions of the employee.

Climate is reality-based in that it may be shared among participants and observers may have a consensus despite the limitation to this consensus based on employee-based differences in perceptions. To this end, Social Exchange Theory (SET) and the RBV (Barney, 1991) consider this construct as a moderating variable, which was tested in Pena-Suarez I, Muniz I, Campillo-Alavarez I, and Fonseca-Pedrero (2013), where Schneider and Bartlett's (1968, 1970) agency climate questionnaire was reduced. More specifically, Fonseca-Pedrero (2013) adopted fifteen items scale to measure the construct. The items were covered by a 6-point semantic differential scale, with neutral depicting the middle point. These items encompass 6-point semantic differential

scalefrom 1 denoting “strongly disagree” to 6 denoting “strongly agree”. In sum, this study uses the following items to measure organisational climate;

1. The relationships with my managers are good.
2. My managers encourage me when I have problems so that I can solve them.
3. My suggestions about the work are listened to.
4. Opportunities for training are offered.
5. If I need help because of a heavy workload, I am given the necessary means.
6. The goals of my work are clearly defined.
7. The managers are willing to listen to their employees
8. Socially, my work has the prestige it deserves.
9. Innovative contributions are appreciated.
10. When I do something well, my superiors congratulate me.
11. My work is adequately defined.
12. Deadlines are adequately met.
13. My managers watch me closely.
14. My work is inadequately supervised.
15. Everything is decided from above.

3.4.3 Moderating Variable of Change Agents

Change agent is a concept that reflects the effort devoted to facilitate organisational change (Conner&Ulrich, 1996). This term is deemed to be strategically significant (Csoka, 1995), where Human Resources (HR) is posited to handle such challenging task in a given organisation (Greene, 2001). Moreover, the practitioners of HR are believed

to be of critical influence on the success of this endeavour, albeit through their key role in managing change process in their respective firms (Csoka, 1995). In that sense, a key for this strategic practice is the anticipation of HR department and its knowledge in carrying out the desired change (Ehrlich, 1997).

Furthermore, practitioners of HR as change agents are responsible of easing an effective change that does not compromise employees (Ulrich&Brockbank, 2005). Based on Burke's (2008) ideas, change interventions are employee-based, and thereby, adopting such a perspective is just, given that the success and failure of organisational change mainly relies on their effort to achieve designated goals. Burke (2008) added that in the context of change enforcement, the role of HRM especially significant. As posited earlier, HR as a change agent is the force altering the relationship between the strategic practice of TQM and the strategic goal of organisational sustainability. That said, onSocial Exchange Theory (SET) and resources-based view (Barney, 1991), this thesis posits the role of change agents in strengthening the relationship between TQM and organisational sustainability under the veil of hospitality industry.

To that end, it adopts Ulrich's (1997) scale of measure in reconciliation with Arrata, Despierre, and Kumra's (2007) assessment to tap change agent. As such, twelve items scale of measure is employed to measure the construct. The measure includes items that tap change agents directly in case the hotel employs a change agent (internal or external) and at the same time includes other items to tap HRM in case it is responsible for driving change in the hotel. These items encompass 6-point semantic differential scalefrom 1 denoting "strongly disagree" to 6 denoting "strongly agree".Added to this,

constrained by Arrata, Despierre, and Kumra's (2007) ideas, a dichotomous item is also presented. The measure of change agent encompasses the following items;

1. The hotel's management employs an internal change agent to lead change in the hotel.
2. The hotel's management recruits an external expert to facilitate change.
3. Change agent helps the hotel to adapt to change.
4. Change agent participates in shaping culture change for renewal and transformation.
5. Change agent makes sure that HR processes and programs increase the hotel's ability to change.
6. Change agent is an active participant in hotel renewal, change, or transformation.
7. In this hotel, HR is seen as a change agent.
8. HR effectiveness is measured by its ability to help the hotel to anticipate and adapt to future issues.
9. HR spends time on supporting new behaviour for keeping the firm competitive.
10. HR works to reshape behaviour for hotel change.
11. HR develops processes and programs to help the hotel transform itself.
12. HR's credibility comes from making change happen.

3.4.4 Dependent Variable of Organisational Sustainability

The concept of sustainability presents a challenge for those trying to define it in a universal sense. However, for matters of clarity and parsimony, this thesis defines the terms of organisational efforts as aimed at balancing economic, social, and ecological

ramifications of a specific business practices for current and future generations (World Commission on Environmental and Development, 1987). More importantly, in literature, the nexus between vast applications of organisational change (i.e., TQM, employing change agents, and the deployment of organisational climate) have received a massive scholarly interest (e.g., Buchanan et al., 2005; Dunphy et al., 2007; Doppelt, 2008; Benn&Baker, 2009; Burnes, 2004; 2009).

Moreover, the determinants of organisational sustainability have long required the identification of strategies and programs to foster such aim. In reconciliation withSocial Exchange Theory (SET), resources-based view (Barney, 1991), and extrapolating on Graetz and Smith's (2009) assessment, this paper posits the critical role of TQM in enhancing organisational sustainability, directly and moderated by change agents and organisational climate. To that effect, it adapts Stettler's (2011) scale of measure to tap organisational sustainability. As such, seven items scale of measure is employed to measure the construct. These items encompass 6-point semantic differential scale and a neutral response for the middle point, indicating the level of agreement (i.e.,"strongly disagree" to 6 denoting "strongly agree".). The measure of organisational sustainability encompasses the following items;

1. How important are sustainability concepts, practices and processes to your hotel?
2. Economic sustainable hotel management initiatives include local business partnerships with local investors.
3. Economic sustainable hotel management initiatives include place marketing of host city.

4. Social sustainable hotel management initiatives might include local cultural development programmes.
5. Social sustainable event management initiatives might include programmes for health and wellness enhancement of the local community.
6. Environmental sustainable hotel management initiatives include waste recovery and minimization.
7. Environmental sustainable hotel management initiatives include renewable energy usage.

3.5 Population and Sample

The population of the present study includes all hotels in the five cities of Saudi Arabia represented by the middle managers in charge of quality of those hotels. In this regard, Saudi Arabia has a total of 1165 hotels distributed around the country, with many of them located in the five cities of Mecca, Madinah, Riyadh, Jeddah, and Eastern Province (Alnashmi, 2012). Specifically, out of the 1165 hotels, 932 hotels are located in these five cities and these hotels represent the population in this study. In this sense, the current endeavour is guided by Sadi and Henderson's (2005) suggestions. Apart from that, the classification of these hotels as given by the Ministry of Tourism is involves four main categories, namely excellent classified hotels, first classified hotels, second classified hotels, and finally, third classified hotels (Ministry of Tourism, 2013). The following table (Table 3.2) shows the distribution of the hotels in the five cities of Mecca, Madinah, Riyadh, Jeddah, and Eastern Province in Saudi Arabia, which represent the population in this study.

Table 3.3
Population of the Study

City	Excellent Classified	1st Classified	2nd Classified	3rd Classified	Total	Calculation	Proportionate sampling
Mecca	21	103	261	221	**606**	**606/932*274**	**178**
Madinah	12	29	28	8	**77**	**77/932*274**	**23**
Riyadh	9	24	31	19	**86**	**86/932*274**	**25**
Jeddah	13	33	41	19	**106**	**106/932*274**	**31**
Eastern Province	7	13	23	14	**57**	**57/932*274**	**17**
Total			**932 Hotels**				**274**

In the present research, Krejcie and Morgan (1970) was used to determine the sample and which implies that for total population of 932 hotels in Saudi Arabia, 274 is the sample size as shown in Table 3.2 above and this should be enough to represent the population. However, in order to distribute the questionnaire, a proportional random sampling technique through Microsoft excel was adopted through which the number of questionnaire to be distributed to each hotel was determined. Table 3.2 depicts number of questionnaires that were distributed to each hotel.It is in the objective of the current study to cover all the hotels in Saudi Arabia. However, the population size is very large. Thus this study will use a representative sample. The specifics of the response rate are presented in the next chapter.

3.6 Data Collection Procedures

The procedure of data collection is crucial to the success of any research. In this regard therefore and considering that this study employs a questionnaire as the research instrument, the questionnaires were self-administered by the researcher with four other enumerators. In order to do this, the researcher educated the enumerators on the objectives and nature of the study as well as guided them through the collection process. It should be noted that the enumerators are experienced researchers and are also middle

level managers who are saddled with the quality responsibilities in their various hotels. Despite this however, the whole process of data collection was conducted within three and half months. As stated earlier, systematic sampling distribution technique was employed to distribute the questionnaire to the managers. In order to achieve this, the researchers first picked a manager from the sample size, and afterwards selected nth manager from the list moving forward until the required sample required was met.

3.7 Pilot Study

Prior to carrying out the field work and distributing the finalised set of questionnaires to the target sample, the researcher piloted the instrument on the basis of attained data from the hospitality sector in the cities of Mecca, Medina , Riyadh, Jeddah, and Eastern Province. The aim of the pilot study is to ensure the reliability of the questionnaire.

Reliability indicates the consistency of the measurement of the construct and one way to do this is to keep other factors under control by providing empirical evidence of the respondents' same score on the questionnaire upon twice completing it at two different points of time. Another way to confirm reliability is to empirically present evidence that reinforce the same score result when two respondents are the same in light of the measured construct. In other words, reliability is confirmed when sets or individual items generate support for the items consistency in the overall questionnaire.

Also, the use of split-half reliability is one of the simplest ways used to indicate reliability. In this method, data is divided into two – and strong reliability is confirmed when high correlation between the two halves is obtained throughout the respondents. However, the limitation attached to this method is the way data is divided.

Another alternative comes in the form of Cronbach's alpha, where Cronbach (1951) developed a method to deal with the confirmation of reliability. The measure splits data in every possible way and calculates the correlation coefficient of each split. The average of the values indicates their Cronbach alpha value (α). This is the most widely used reliability scale in research. Specifically, Cronbach alpha is calculated with the help of the following equation; α = the square of the number of items x the average of covariance between these items/the sum all items variances and their covariances. The acceptable values of alpha range from 0.7 to 0.8, with lower values deemed to be unreliable scales. This guidelines however has to be used with caution owing to the α reliance on several items on the scale as illustrated by Cortina (1993). In addition, there is an exception to this rule of thumb in certain cases where it is required.

Considering that the study population comprises hotels in five Saudi cities (Mecca, Madinah, Riyadh, Jeddah and the Eastern Province), and that the total number of hotels is 932, the number of participants used for pilot testing is 35 managers (10% of the targeted sample of 186 hotels). In the pilot study, the sample size determination has not been clearly defined in literature; for instance, Burns and Grove (2005) and Polit and Beck (2004) made not recommendations for the number of respondents in the pilot study. Nevertheless, several researchers indicated that the number should be at least 10% of the final study sample, especially in the case of social science studies (Lackey& Wingate, 1998). This is supported by Hulley et al. (2001) in the field of marketing and management.

3.8 Data Analysis

The present study employs several statistical tools and method for data analysis and hypothesis testing. More specifically, IBM SPSS Statistics, version 22is used for data procedure and analysis. According to social sciences methodological considerations, data analysis entails three main phases namely 1) clearing, and organising data for analysis also known as data preparation, 2) describing data also known as descriptive statistics, and lastly, 3) testing hypotheses and models also referred to as inferential statistics.

In the first phase, the quality of data was examined for the subsequent analysis – the objective behind this phase is to produce clear data set that is free from error. In this phase, the data screening procedure was adopted to detect and treat missing data, unengaged responses, and issues of normality with the help of SPSS (22). While Microsoft Excel is used to detect unengaged responses, descriptive statistics is more capable of demonstrating the features of the sample. The sample profile is summarized and outlined, highlighting the respondents' profile. After which, the second and third phases (descriptive and inferential statistics) were carried out to analyse data and to examine the level to which the antecedent factors impact TQM.

3.8.1Factor Analysis

Factor analysis in line with the argument of Bryman and Cramer (2009) entails a number of related statistical techniques that help the researchers to decide the features of items or indicators that converge to measure a factor. Three main reasons are provided

for the deployment of factor analysis. First, it avails the researcher to ascertain the extent to which the items are measuring the same concept. Second, it assists the researcher to decrease a large number of variables to a smaller set. Third, it helps to simplify social behaviour complexity by reducing it to a more fixed number of factors.

Consequently, scholars have suggested that factor analysis are in two forms primarily: exploratory factor analysis and confirmatory factor analysis (Hair *et al.,* 2010; Pallant, 2007) as each has its purpose. The researchers deploy exploratory factor analysis when the event under investigation is unknown or less researched. However, the confirmatory approach is adopted in circumstances where the researcher has a predetermined knowledge /structure of the constructs variables based on previous theoretical support. This therefore implies that confirmatory factor assesses the degree to which the constructs meets the expected structure.

For this study, the questionnaire items are gathered from previous research. It has been suggested that diverse research condition and areas can impact on the choice of items which would represent the research constructs when variables are adapted from prior studies (Pizam &Ellis, 1999). Therefore, the tendency for the items adapted to measure the constructs to be influenced by the contextual difference is very high. In view of this, Gunasekaran (1999) suggested that when researchers borrow items from past study to measure a construct (s) it is highly important to re-examine the items for validity purpose since such items will be used in another context.

For this study, the need to perform CFA is sacrosanct since the items are adapted for specific context of hotel industry in Saudi Arabia. This assists the researcher to ascertain the nature of a set of items that are employed to describe the constructs in the research conceptual model. In essence, in order to determine whether the measurement adapted in this study has validity, the researcher performed CFA on all items measuring the constructs of TQM, Change agent, organizational climate and Organizational sustainability. Consequently, the underlying factors from this analysis were used for further analysis with respect to the estimation of the research model and testing the hypotheses.

CFA requires that a particular factor structure be specified, in which the researcher indicates which items load on which factor (Kim and Muller 1978).In addition, CFA requires that a particular factor structure be specified, in which the researcher indicates which items load on which factor. Moreover, CFA allows the researchers to specify correlated measurement errors, constrain loadings or factor correlations to be equal to one another, perform statistical comparisons of alternative models, test second-order factor models, and statistically compare the factor structure of two or more groups (Gorsuch,1990).

According to Velicer and Jackson's (1990) assessment, the aforementioned types of EFA endeavour to reduce a set of observed constructs to a smaller set of latent factors in order to utilise the pattern matrix to provide the empirical basis for the description of the relationships between the new factors and the original constructs. Additionally, the new factors are derived from the obtained composite scores of the new factors, which in turn

facilitate the interpretation the representation of particular variables for further analyses.

However, the mathematical difference between FA and PCA, FA and PCA might yield similar results when the same number of factors or components is extracted (see, Velicer 1977; Michael, Bachelor, Bachelor &Michael, 1988; Burnett& Dart 1997) and this is particularly true when the constructs undergoing the analyses are highly reliable (Thompson &Daniel 1996) and when the sample size is large (Velicer, Peacock & Jackson 1982). That is to say, as the quality of the employed data increases (Velicer and Jackson 1990), the degree of the similarity between PCA and FA's result rises. In this thesis, PCA is chosen to carry out this type of factor analysis.

Nevertheless, while CFA is useful in assessing constructs validity, the procedure still suffer from certain shortcomings and is subjected to a number of criticisms. For instance, extracting a specific number of factors based on Cattell's scree test (Cattell 1966) or Guttman's rule of an eigenvalues greater than 1 (Guttman 1954) are suggested to be too subjective (Kline 1998) or to overestimate the number of factors (Cattell 1978), respectively. As such, depending on the number of factors decided to be retained by scholars, the names designated by them to obtained factors, and the utilised method of rotation, the same analysed correlation matrix might yield different interpretations (Comery, 1978). Following the theoretical considerations of the encompassed variables, the number of factors for the encompassed constructs is extracted. In this thesis, the orthogonal procedure is chosen as the method, given that it is expected to result in simpler interpretation for factorial solution (Field, 2001). The other related criteria to conducting PCA in this thesis are described in the next chapter.

3.8.2 Validity and Reliability Analysis

As mentioned in an earlier sub-section, validity and reliability of constructs form the core of the methodological steps in a survey research. In this study, Cronbach's alpha and factor analysis were used to analyse reliability. Reliability is described as the level to which items measuring a construct are consistent in their measurement (Hair, Tatham, Anderson& Black, 2006). Reliability is said to be confirmed when respondents give identical answers to the questionnaire items for a second time and under the same condition, where the questionnaire was answered the first time. Cronbach's alpha was used to assess all latent constructs and the results showed internal consistency/reliability. Meanwhile, convergent validity refers to the level to which measuring items of a particular construct share in common a high amount of variance (Hair, Anderson, Tatham & Black, 1998). It assesses whether or not the number of items representing the latent variable are assumed to measure it. In other words, convergent validity is confirmed when significant standard factor loadings are revealed for the respective variables are double than their standard errors (Gerbing &Anderson, 1988).

Moving on to discriminant validity, it is the level to which a latent variable stands out from its counterparts (Hair, Black, Babin &Anderson, 2010). This type of validity is confirmed through the use of two methods; first, if the square correlation between a latent variable and other variables is less than the AVE or KMO value of the variable then discriminant validity exists (Ewing &Napoli, 2005), and in this method, the threshold of AVE should not be less than 5.0. the second method supports the existence

of discriminant validity when the latent construct's correlations with all latent constructs is lower compared to the square root of the construct's AVE (Fornell& Larcker, 1981).

3.9 Hypothesis Testing

This procedure is designated to put the premises of the current endeavour into test. To that effect, a number of techniques are utilised to carry out the aforementioned mission, particularly, regression analysis. For that reason, a number of assumptions are required to be satisfied prior to these analyses (Hair, 1998). Moreover, multiple regression analysis is utilised to test the direct and moderated relationships. Furthermore, the direct relationships between TQM and organisational sustainability tested by using correlation and regression analysis. In addition, the moderated relationships of role of organisational climate and change agents between TQM and organisational sustainability were tested through the hierarchical regression analysis as provided in the next chapter.

3.10 Ethical Considerations

Research participants include a sample of middle managers of 295 hotels across five Saudi cities. Consent was sought prior to administering the questionnaires. Though, the personal details of the participants were guaranteed to be kept confidential in the course of the research. Participants were informed of their autonomy to withdraw from the project any time they feel like it, and they are assured that their information would be kept anonymous. The researcher's and assistants' contact numbers were also provided to encourage the participants to address issues that are ambiguous to them. Furthermore,

before the commencement of the study, each participant was asked to sign a Prescribed Consent Form (Attached together with the questionnaire) regarding their participation in the research. Therefore, it is believed that each participant was well-informed about the nature of the research and that confidentiality was retained when presenting the information collected in the process of the research.

As for the dissemination of research findings, respondents were promised that they will be informed of results obtained from the analysis and that such results might be presented at conferences or might be published. To ensure confidentiality, participants' identities are disguised in the final thesis, presentation and publications.

3.11 Testing of Pilot Study

The pilot study aims to ensure that the questions and instructions in the questionnaire are clear in order to confirm that the items are suitable in obtaining the relevant answers, and to obtain the approximate time of questionnaire completion. Thus, the internal consistency of the instrument's reliability was confirmed through a pilot study a month before the actual one. The pilot study is not conducted to obtain actual data but to shed light on the clarity of the research process, questionnaire, the language and content of questions and the statements within the questionnaire. Moreover, the pilot study also indicates whether or not the researcher is focused on the topic under study (Glesne, 1999). Hence, for the purpose of the pilot study, the researcher selected 35 managers that were excluded from the actual study sample. This ensured that no manager answers the questionnaire twice (for the pilot study and for the actual study). All the

Recommendations from the pilot study were used to improve the instruments for the final study.

3.12 Summary of the Chapter

The chapter provided a detailed explanation about the methodology employed in the current research through which data is collected and the research objectives are achieved. The chapter began with the research design upon which the study is grounded followed by measurements and instrumentation. The chapter proceeded with an explanation of the population and sampling followed by the data collection procedures. The chapter concluded by a detailed explanation about the analysis techniques and some ethical considerations that are followed during and after the process of conducting the research. Having collected the data, the following chapter (Chapter Four) presents and discusses the findings of the research.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, the data analysis and findings obtained are presented. The chapter starts with the provision of description regarding the rate of response, the non-response bias and the respondents' distribution. This is followed by the examination of the goodness of measure by tests confirming the validity and reliability of the measure through the use of factor analysis and internal consistency (values of Cronbach alpha). The hypotheses are tested through Pearson correlation analysis, linear regression analysis and moderation analysis following the examination of the regression assumptions. The chapter then ends with the chapter summary.

4.2 Response Rate

The focus of the present study is limited to the middle managers in charge of quality of the Saudi hotels, specifically, the middle managers of the hotels. A total of 1165 hotels are located around Saudi Arabia with majority of them divided in the cities of Mecca, Madinah, Riyadh, Jeddah and the Eastern Province (Alnashmi, 2012). A total of 932 hotels are located in the above mentioned cities and they represent the study population. This study is directed by the work conducted by Sadi and Henderson (2010). According to the Ministry of Tourism (2013), tourism is in four major categories, which are excellent classified hotels, first classified hotels, second classified hotels and third

classified hotels. Table 3.2 in Chapter Three presents the hotels distribution in the five cities Mecca, Madinah, Riyadh, Jeddah and the Eastern Province in the Kingdom.

With regards to the sample size, 20% of the total number of Saudi hotels (equating to 186 hotels) comprise the study sample size of this study. This percentage was calculated on the basis of the argument of Barlett, Kotrlike and Higgins (2001) who stated that 20% of the total number of population is sufficient to represent the study population. In this regard, the current study's target sample is the Saudi hotels located in the five cities. For the purpose of obtaining suitable rates of response, following a month after the distribution of questionnaires, the respondents were reminded through phone calls – a strategy suggested by Sekaran and Bougie (2010), Traina, Mac Lean, Park and Kahn (2005). The outcomes of the efforts produced 238 returned questionnaires form the originally distributed 295, indicating a rate of response of 81% according to Jobber's (1989) definition of the rate of response. From the 238 questionnaires, 34 were found to be incomplete and thus, the remaining usable questionnaires for analysis numbered 204, accounting for 70% rate of response. This is suitable for analysis as a response rate of 30% is said to be sufficient for surveys (Sekaran, 2006; Sekaran& Bougie, 2010).

Table 4.1
Response Rate of the Questionnaires

Response	**Frequency/Rate**
No. of distributed questionnaires	295
Returned questionnaires	238
Returned and usable questionnaires.	204
Returned and excluded questionnaires.	34
Questionnaires not returned	57
Response rate	81%
Valid response rate	70%

4.3 Non-Response Bias Assessment

Non-response bias is described as the difference of responses provided by the early and late respondents owing to the varying demographic factors (e.g., gender, age and educational level) (Chang&Lee, 2007; Sax, Gilmartin & Bryant, 2003), in which case, the late respondents were considered as non-respondents (Armstrong& Overton, 1982). The test of non-response bias was carried out to guarantee the similarity of some of the major criteria among the total population and participants. According to Armstrong and Overton (1977), the data should be separated into two time periods namely early response, which are those that return the surveys within a month following distribution, and late response, which are those that return the surveys after a month following distribution.

As earlier mentioned, the study made use of the survey questionnaire research approach where the questionnaire is the tool used to collect data. The questionnaires were distributed to all the selected locations after which a non-response test was applied as some respondents only returned the questionnaire following repeated reminders and visits.

For the assessment of the non-response bias, the researcher ran the independent samples T-test and compared the early and late responses in terms of the study variables. As suggested by Armstrong and Overton (1977) and Kannan et al. (1999), if the differences between the two groups are significant, this may be a representation of the differences between respondents and non-respondents.

The T-test was conducted between the two groups of respondents comprising 145 early respondents and 59 late respondents, with the variables of total quality management,

organizational climate, change agents and organizational sustainability taken into consideration. According to Chang and lee (2007), and Pallant (2005), non-response bias is tested between the early and late responses through an independent sample t-test (See Table 4.2 and Table 4.3 for the results).

Table 4.2
Early and Late Responses Descriptive Statistics Test (n=204)

Construct		Responses	N	Mean	Std. Deviation	Std. Error Mean
Total Quality Management	TQMRD	Early Responses	145	3.66	0.76	0.06
		Late Responses	59	3.55	0.70	0.09
	TQMWP	Early Responses	145	4.01	0.72	0.06
		Late Responses	59	3.94	0.71	0.09
	TQMP	Early Responses	145	3.91	0.63	0.05
		Late Responses	59	3.87	0.63	0.08
	TQME	Early Responses	145	5.26	0.97	0.08
		Late Responses	59	5.28	0.89	0.12
	TQMAI	Early Responses	145	5.16	1.01	0.08
		Late Responses	59	5.10	0.96	0.12
	TQMCI	Early Responses	145	5.24	1.05	0.09
		Late Responses	59	5.17	1.05	0.14
	TQMPM	Early Responses	145	5.03	0.96	0.08
		Late Responses	59	4.91	0.91	0.12
	TQMQ	Early Responses	145	4.74	1.16	0.10
		Late Responses	59	4.55	1.23	0.16
Organisational Climate		Early Responses	145	5.00	0.99	0.08
		Late Responses	59	4.82	1.05	0.14
Change Agents		Early Responses	145	5.18	0.88	0.07
		Late Responses	59	5.14	0.85	0.11
Organisational Sustainability		Early Responses	145	4.94	1.00	0.08
		Late Responses	59	4.78	0.97	0.13

In Table 4.2, it is evident that small differences of the mean scores exist between the early and late responses of every construct, indicating that the two groups are almost similar in their perceptions of the constructs. Nevertheless, prior to reaching to the

conclusion of the equality of variances between the two groups, the researcher employed the Levene's test of equality of means. Table 4.3 presents no significant differences between late and early respondents throughout the variable with the exception of responsiveness. It can thus be concluded that the equality of variance for the two groups was confirmed at the level of significance of 0.001.

Table 4.3
Independent Sample t-test Results for Non-Response Bias (n=204)

Construct	Levene's Test for Equality of Variances		T-test for Equality of Means		
	F Value	Significance	T-Value	DF	Significance
TQMRDEANDL	0.58	0.45	0.92	202	0.36
TQMWPEANDL	0.03	0.86	0.63	202	0.53
TQMPEANDL	0.03	0.86	0.49	202	0.63
TQMEEANDL	0.31	0.58	-0.16	202	0.88
TQMAIEEANDL	0.15	0.70	0.40	202	0.69
TQMCIEEANDL	0.02	0.90	0.46	202	0.65
TQMPMEANDL	0.22	0.64	0.85	202	0.40
TQMQEANDL	0.21	0.65	1.02	202	0.31
Organisational Climate	0.29	0.59	1.14	202	0.26
Change Agents	0.02	0.89	0.30	202	0.77
Organisational Sustainability	0.00	0.99	1.03	202	0.31

In Table 4.3, the presented results indicate no significant mean differences between the two groups of respondents throughout the entire variables at the level of significance of 0.001. To conclude, the samples obtained were representatives of the total study population (Armstrong& Overton, 1977).

4.4 Demographic Distribution of the Respondents

The respondents' demographic characteristics are displayed in Table 4.4. According to the results, the respondents had diversified characteristics in light of their location, hotel classification and manager's age.

Table 4.4
Sampling Profile of the Respondents

Demographic Characteristic	Category	Frequency	Percent %	Cumulative Percent %
Region	Western Region	162	79.4	79.4
	Eastern Region	20	9.8	89.2
	Central Region	22	10.8	100.0
	Total	204	100.0	
Hotel Classify	3 stars	72	35.3	35.3
	4 stars	85	41.7	77.0
	5 stars	47	23.0	100.0
	Total	204	100.0	
Age of Manager	20 years – 27 years	5	2.5	2.5
	28 years - 35 years	82	40.2	42.6
	36 years - 43 years	70	34.3	77.0
	44 years - 50 years	46	22.5	99.5
	Above 50	1	0.5	100.0
	Total	204	100.0	

To begin with, with regards to region, over 79% of the respondents work in the hotels located in the Westernl region, with only 10% working in the hotels located in the Eastern region and over 10% in the Central region.

As for the classification of hotels, almost 35% of the respondents were working in 3 star hotels, over 42% were working in 4 star hotels and 23% were working in 5 star hotels. Moving on to the age of the managers, 2% of the respondents were between 20-27 years of age, over 40% were between 28-35 years of age, and over 34% were between 36-43 years of age. The rest of the managers are divided as follows; 22% were between 44 and 50 years of age, and 0.5% of the respondents were above 50 years old.

4.5 Descriptive Analysis of the Variables and Normality

Descriptive statistics test of minimum, maximum, mean and standard deviation were examined and calculated. As previously mentioned, a six-point Likert scale was used in measuring the entire variables, where 1 depicted the least value, and 6 depicted the highest value. The result is displayed in Table 4.5.

Table 4.5
Mean and Standard Deviation of the Variables and Normality

Construct	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TQMRD	1.00	5.00	3.63	0.75	-1.09	0.17	3.32	0.34
TQMWP	1.25	5.00	3.99	0.72	-1.11	0.17	1.81	0.34
TQMP	1.71	5.00	3.90	0.63	-0.53	0.17	0.89	0.34
TQME	1.00	6.00	5.27	0.94	-2.12	0.17	5.82	0.34
TQMAIE	1.00	6.00	5.14	1.00	-1.76	0.17	3.67	0.34
TQMCIE	1.00	6.00	5.22	1.05	-2.11	0.17	5.29	0.34
TQMPM	1.00	6.00	5.00	0.94	-1.24	0.17	2.06	0.34
TQMQ	1.00	6.00	4.68	1.18	-0.83	0.17	0.05	0.34
Organisational Climate	1.40	6.00	4.94	1.01	-0.96	0.17	0.11	0.34
Change Agents	1.08	6.00	5.17	0.87	-1.41	0.17	2.29	0.34
Organisational Sustainability	1.57	6.00	4.90	0.99	-0.77	0.17	-0.19	0.34

The result of the above analysis showed normality of data with the values of output lying between, ±3 and kurtosis analysis ranged between ±10 (Kline, 1998). On the basis of the criteria established by several researchers, the values of skewness fall in the acceptable range as recommended by Kline on the basis of Table 4.5. From the table it is evident that the entire variables obtained above average scores with the exception of change agents, which displayed the greatest core at 5.17.

As for organizational sustainability, it obtained a score of 4.90, showing that the respondents perceived the organizational sustainability of Saudi hotels as above average. Lastly, for organizational climate, the mean value of 4.94 shows that the respondents scored the Saudi hotel providers with a good climate.

4.6 Goodness of Measure

Prior to running more analysis, it was crucial to first confirm the validity and reliability of the instrument and as such factor analysis was carried out to gauge the construct validity of the instrument. The basic purpose of factor analysis is to determine a smaller and more manageable number of themes, dimensions, components or factors that underlie a large variable set (Meyers, Gamst & Guarino, 2006). Because a single item represents a portion of a construct, a group of them are needed to represent the whole construct.

4.6.1 Reliability Analysis

The values of Cronbach's Alpha were used to examine the internal consistency of the measures. Based on the results presented in Table 4.6, all the constructs alpha values

ranged from 0.893 to 0.967 which confirms the internal consistency of the items measuring the constructs. Hence, the data collection instrument was proven to be valid and reliable in producing generalizable results in terms of the study hypotheses.

Table 4.6
Result of Reliability Analysis

Construct	Number of Items	Initial Cronbach's Alpha	Items Deleted	Final Cronbach's Alpha
Total Quality Management	41	0.960	Deleted	0.945
Organisational Climate	15	0.967	Nil	0.967
Change Agents	12	0.946	Deleted	0.954
Organisational Sustainability	7	0.889	Deleted	0.893

4.6.2 Construct Validity

The researcher conducted the confirmatory Factor Analysis (CFA) to enable just the relevant items to represent the construct, and that the construct shows good construct validity. A suitable sample size for factor analysis is 300 as established for Tabachnick and Fidell (2007). Therefore, a sample size of 204 was deemed sufficient to be exposed to factor analysis.

In consistent with this analysis, the KMO is the index employed to conduct a comparison of the magnitude of the observed correlation between the entire variables pairs (Kaiser, 1974; Field, 2009). The proximity of KMO to 1.0 indicates the appropriateness of factor analysis. According to Kaiser (1974), KMO of around 0.90 is deemed marvelous, that of 0.80 is meritorious, that of 0.70 is middling, and that of 0.60 is mediocre. Lastly, a KMO value of 0.50 is miserable and that below 0.50 is unacceptable. To sum up, factor analysis is appropriate to be run if the Bartlett Test of

Sphericity is significant and the KMO values of sampling adequacy is higher than 0.60. The antecedent variables of total quality management, organizational climate, change agents and organizational sustainability were therefore exposed to factor analysis.

4.6.2.1 Factor Analysis of Total Quality Management

Prior to the factor analysis, the procedures were employed to confirm the data factorability regarding total quality management. This can be confirmed through the values of Kaiser-Meyer-Olkin (KMO) and Bartlett's test. The factor analysis outcomes for the items that represent total quality management are displayed in Table 4.7. The KMO values for the entire dimensions are in the vicinity of 0.894 while Bartlett's test indicated a significant p-value for the data for each individual dimensions. The results show that the data of PSQ can be run on factor analysis based on the factorability indicators of the entire TQM dimensions. Evidently, the factor loadings of all items that represent TQM were significantly high and they were over the cut off value of 0.70 (as recommended by Hair et al., 2010).

Table 4.7
Result of Factor Analysis for Total Quality Management

Construct	Items	Factor Loading	Variance %	KMO	EigenValue
Total Quality Management					
Total Quality Management	TQMAI26	0.811	57%	0.894	8.565
	TQMAI27	0.713			
	TQMCI28	0.750			
	TQMCI29	0.767			
	TQMPM31	0.744			
	TQMPM32	0.744			
	TQMPM33	0.672			
	TQMPM34	0.835			
	TQMPM35	0.759			
	TQMPM36	0.802			
	TQMQ37	0.729			
	TQMQ38	0.743			
	TQMQ39	0.773			
	TQMQ40	0.718			
	TQMQ41	0.758			
Bartlett's Test of Sphericity	Approx. Chi-Square		3080.477		
	df		105		
	Sig.		0.000		

* TQM 1 to 25 + TQM30 were deleted.

4.6.2.2 Factor Analysis of Organisational Climate

The factor analysis results for items representing organizational climate is displayed in Table 4.8. The value of KMO sampling adequacy was found to be 0.911 indicating that the construct has good factorability coupled with the Bartlett's test being significant for every dimension. Clearly, the factor loadings of the entire items that represent organizational climate were considerably high and they exceeded the cut-off value of

0.70 (0.72-0.90). Moreover, the used items constitute 69% of the variance in the construct of organizational climate.

Table 4.8
Result of Factor Analysis for Organisational Climate

Construct	Items	Factor Loading	Variance %	KMO	EigenValue
Organisational Climate					
Organisational Climate	COCLIM1	0.78	69%	0.911	10.421
	COCLIM2	0.85			
	COCLIM3	0.88			
	COCLIM4	0.84			
	COCLIM5	0.72			
	COCLIM6	0.85			
	COCLIM7	0.83			
	COCLIM8	0.88			
	COCLIM9	0.88			
	COCLIM10	0.90			
	COCLIM11	0.88			
	COCLIM12	0.78			
	COCLIM13	0.81			
	COCLIM14	0.78			
	COCLIM15	0.83			
Bartlett's Test of Sphericity	Approx. Chi-Square		3331.509		
	df		105		
	Sig.		0.000		

4.6.2.3 Factor Analysis of Change Agents

As for the change agents, the factor analysis results of the items measuring the construct are presented in Table 4.9 with the value of KMO being 0.899 showing high factorability of items and a p value of Bartlett's test significant for all the dimensions.

Moreover, the results indicate that the entire factor loadings of the items that represent change agents were considerably high and they exceeded the cut-off value of 0.70 (0.74-0.90). The items constitute 71% of the variance in the change agents construct.

Table 4.9
Result of Factor Analysis for Change Agents

Construct	**Items**	**Factor Loading**	**Variance %**	**KMO**	**EigenValue**
Organisational Climate					
Organisational Climate	CHAAGENT1	0.74	71%	0.899	7.135
	CHAAGENT2	0.81			
	CHAAGENT3	0.85			
	CHAAGENT4	0.83			
	CHAAGENT5	0.85			
	CHAAGENT6	0.87			
	CHAAGENT7	0.83			
	CHAAGENT8	0.89			
	CHAAGENT9	0.90			
	CHAAGENT10	0.86			
Bartlett's Test of Sphericity	Approx. Chi-Square		2135.508		
	df		45		
	Sig.		0.000		

* CHAAGENT11+12 were deleted.

4.6.2.4 Factor Analysis of Organisational Sustainability

As for organizational sustainability, the factor analysis of its items and KMO test results are presented in Table 4.10, where the KMO was found to be 0.838. All the factor loadings of the items obtained high values that exceeded the cut-off value of 0.70 (0.75-0.86), with the items explaining 66% of the organizational sustainability variance.

Table 4.10
Result of Factor Analysis for Organisational Sustainability

Construct	Items	Factor Loading	Variance %	KMO	EigenValue
Organisational Climate					
Organisational Climate	COSUS1	0.79	66%	0.838	3.953
	COSUS2	0.85			
	COSUS3	0.81			
	COSUS5	0.86			
	COSUS6	0.75			
	COSUS7	0.81			
Bartlett's Test of Sphericity	Approx. Chi-Square		827.548		
	df		15		
	Sig.		0.000		

* COSUS4 was deleted.

4.7 Regression Analysis Assumptions

Prior to the examination of the hypothesized model, the regression assumptions have to be tested first (Hair et al., 2010). The following sub-sections deal with this testing of assumptions.

4.7.1 Normality Testing

The normality assumption was examined through the normality probability plots. Normality was established by using a histogram and normal probability plot (P-P plots) of the regression standardized residuals. The data distribution behavior stayed in the normal curve (See Figure 4.1, 4.2 and 4.3) indicating that the data is normally distributed.

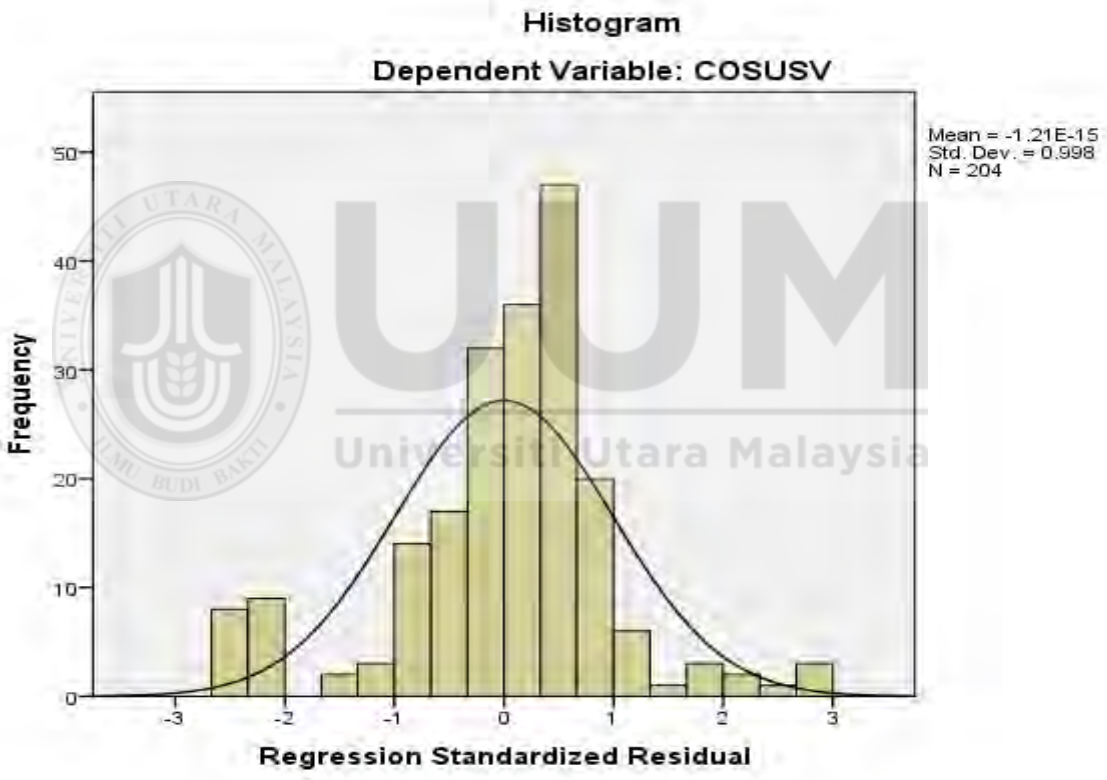

Figure 4.1
Histogram of the regression residuals

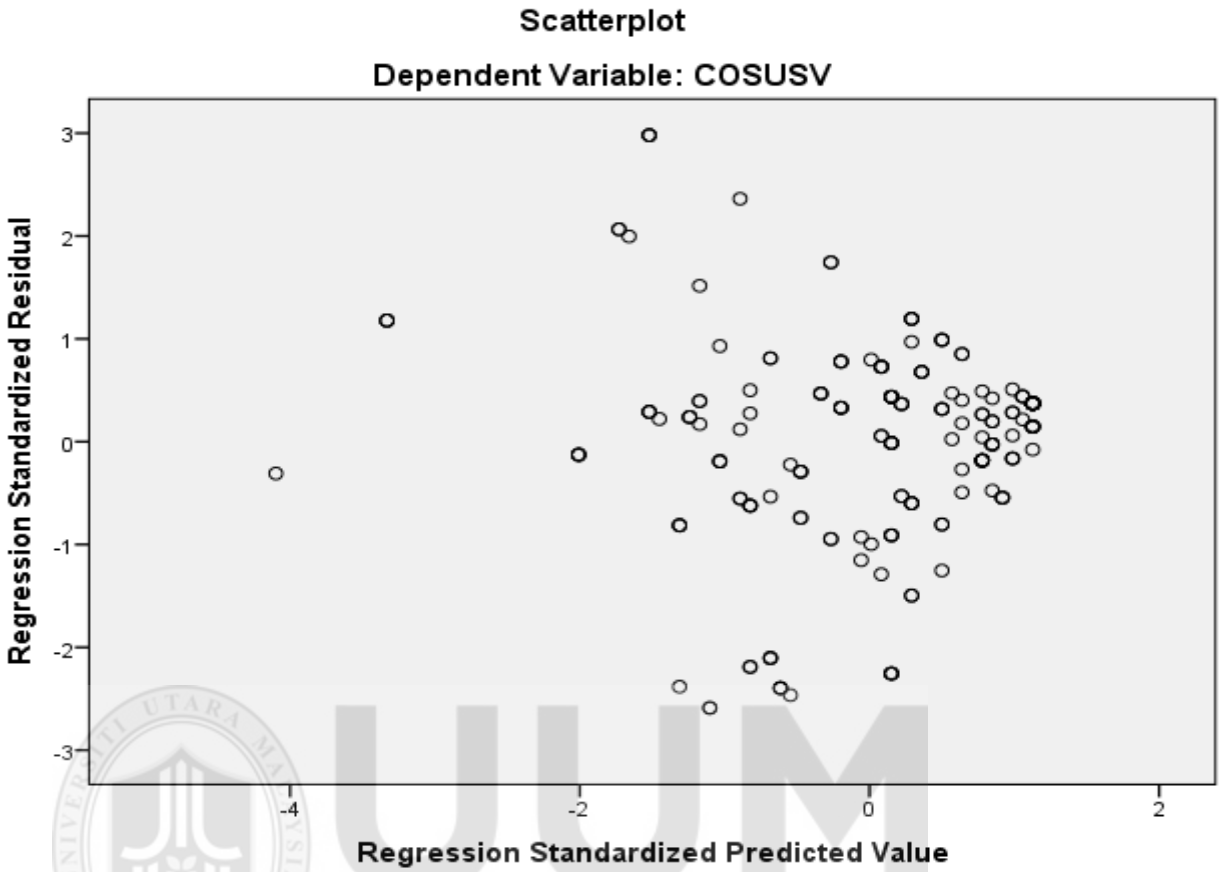

Figure 4.2
The Scatterplot of the regression residuals

Normality was also established through P-P plot where the two plots showed that the data is located in a straight line in both graphs confirming its normal distribution.

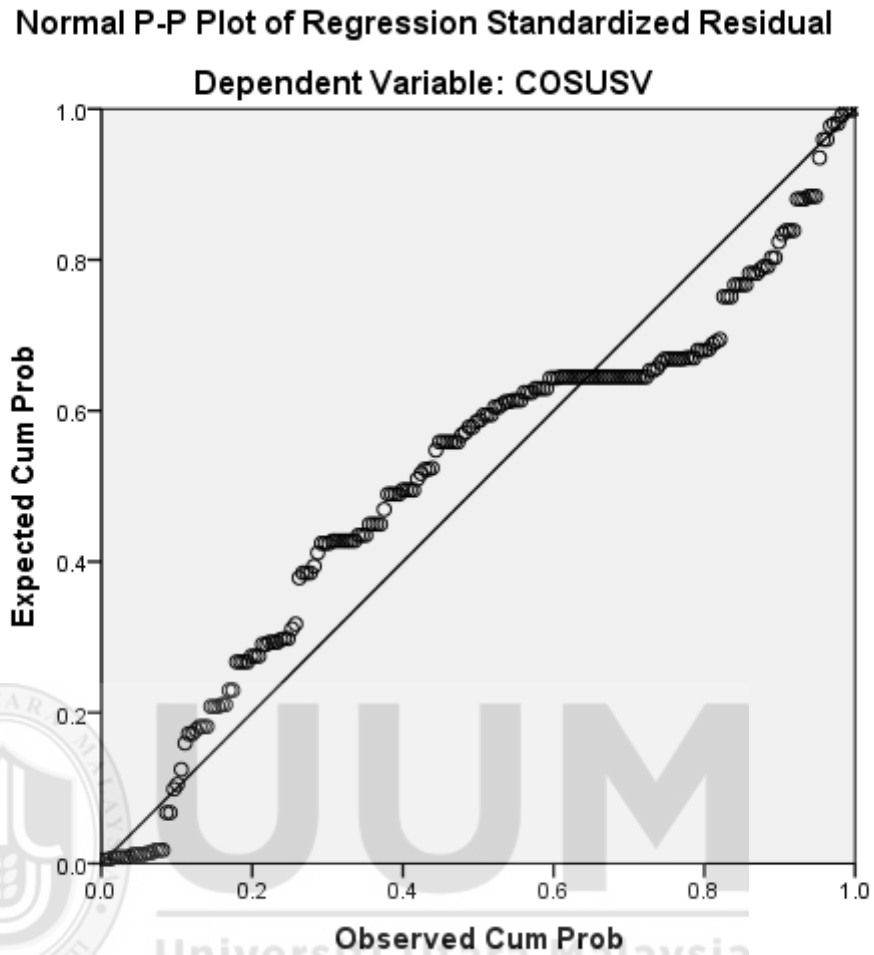

Figure 4.3
Testing Normality using Normal Probability Plot

Further confirmation was carried out by examining data skewness and kurtosis values. The results show that both the skewness and kurtosis values were in the range of -1.0 and 1.0. This confirms approximate residuals normality (Hair et al., 2010) as presented in Table 4.11.

Table 4.11

Testing Normality using Skewness and Kurtosis

Indicator	Statistic	Std. Error
Skewness	-0.878	0.170
Kurtosis	-0.089	0.339

On the basis of the above discussion of results, the normality of error terms was established and after this confirmation, the following assumptions are tested; linearity, homoscedasticity and independence of error terms.

4.7.2 Detection of Outliers

The detection of influential outliers is important prior to moving with further data analysis. Accordingly, the Mahalanobis distance (d^2) was used for the outliers detection as proposed by Tabachnick and Fidell (2007), the number of variables (i.e., 4) was used to show the level of freedom at $p<0.001$.

In this regard, the Mahalanobis values that went over this benchmark were dropped. According to this condition, four multivariate outliers (i.e., 16.79, 11.10, 11.01, and 11.10) were indiscernible as owing to their lack of impact on the data analysis accuracy. This shows that non-existence of outliers, indicating that the obtained results are safe from being affected by them. This study's final data set went down to 204.

4.7.3 The Issue of Multicollinearity

Prior to conducting the advanced multivariate analysis, it is first crucial to check for the existence of multicollinearity. The assumption regarding the absence of multicollinearity is among the fundamental assumptions that need to be met prior to conducting multiple regression analysis. Multicollinearity is described as the presence of significant relations among independent variables.

The multicollinearity issue was examined through the calculation of variance inflation factor (VIF) – this shows the effect of independent variables on the standard error of regression coefficient. In cases where VIF exceeds 10, a multicollinearity issue is considered to exist (Hair et al., 2010). Table 4.12 presents that the entire VIF values did not exceed 5 much less 10 and this shows that the problem of multicollinearity does not exist.

Table 4.12
Testing Multicollinearity

Variable	**Collinearity Statistics**	
	Tolerance	**VIF**
TQM	1.000	1.000

4.7.4 Testing the Linearity, Homoscedasticity and the Independence of Errors

The residual scatterplot was employed in this study to examine linearity, homoscedasticity and the independence of error terms (See Figure 4.2).

From Figure 4.2, it is evident that no clear relationship exists between the residual and the predicted value, and thus according to Hair et al. (2010), owing to the lack of such relationship, the linearity, homoscedasticity and the independence of residuals are established to exist.

Following the verification and satisfaction of the regression assumptions, the researcher carried out the regression analysis employing SPSS 22 for the examination of the hypothesized model's predictive strength. The primary aim behind multiple regression analysis is to highlight the exploratory predictive strength of individual independent variables towards the dependent variable.

According to Hair et al. (2010), the size of the study sample directly impacts the predictive power of multiple regression analysis and for highly reliability and valid results, there should at least be 15-20 observations for every independent variable. He added that the coefficient of determination (R^2) represents the model's goodness of measure by revealing the variance of the dependent variable constituted by the independent variables. In this study, the sample size exceeds 204, and therefore, it is considered sufficient for conducting multiple regression analysis. The findings of the hypotheses testing are presented in the next sections.

4.8 Testing of Hypotheses

In this stage of the study, the instruments' validity and reliability are confirmed, and therefore, the study moved on to testing the proposed hypotheses, and for this correlation analysis was used to test H1, and hierarchical regression was used to test H2 and H3.

Regression analysis determines the impact of independent variables on their dependent counterpart. Hierarchical regression analysis was also used to examine the moderating effects of organizational climate and change agents on the TQM-organizational sustainability relationship.

4.8.1 Pearson Correlation Analysis

Correlation analysis is employed to describe both the strength and direction of the linear relationship between two variables (Pallant, 2011). In particular, the Pearson correlation analysis (continuous variables) was used for the assessment and clarification of the strengths of the relationship among the variables of this study. To determine the correlation strength, the correlation of 0 indicates no relationship and that of (±1.0) indicates perfect relationship. Another interpretation comes from Cohen (1988) who stated that the correlation values (r) between ±0.1 and ±0.29 is considered small, that between±0.30 and ±0.49 is considered medium and that above ±0.50 is considered a strong relationship. This study conducted the Pearson correlation test on TQM and organizational sustainability (H1).

4.8.1.1 The Relationship between Total Quality Management and Organisational Sustainability

In order to examine the hypothesis concerning the impact of total quality management on organizational sustainability, the correlation analysis was used to test the developed first hypothesis (H1) that states;

H1: A positive relationship exists between total quality management and organizational sustainability.

The relationship between total quality management and organizational sustainability was revealed to be significant, positive and strong at the significant level of 0.01 ($r=0.703^{**}$, $p<0.01$) as presented in Table 4.13 and 4.14.

Table 4.13

Pearson Correlation Analysis Results of Total Quality Management

Variable	**COSUS**
Total Quality Management	0.703**

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.14

Regression Results of Model (Dependent= Organisational Sustainability)

Variables	**Standardized Coefficients Beta**	**t-value**	**Sig.**
Total Quality Management (TQMV)	0.703	14.041	0.000
R^2			0.494
Adjusted R^2			0.491
F-value			197.162
F-Significant			0.000
Durbin Watson statistics			1.521

4.11 The Moderating Influence of Organisational Climate and Change Agents

4.11.1 The Moderating Influence of Organisational Climate

A moderating variable refers to a variable that moderates the strength of causal effects from the independent variable (X) (i.e., TQM) to the dependent variable (Y) (i.e., organizational sustainability). Organizational climate is considered to a moderating variable on the TQM-organizational sustainability relationship. According to Hair et al. (2010), the moderating variable can either contribute to the strength of the relationship or change it from stronger to weaker or the other way around. The moderating hypothesis states;

H2: Organizational climate moderates the relationship between TQM and organizational sustainability.

The moderating effect of organizational climate on the TQM-organizational sustainability relationship was examined through the hierarchical regression analysis. Three models were generated in the process as presented in Table 4.15. Based on the results, three models validity and goodness of fit were confirmed with adjusted values of R^2 being 49%, 53% and 54% respectively. Moreover, based on the results, organizational climate positively and significantly moderates the relationship between TQM and organizational sustainability (See Table 4.15 and Figure 4.4) indicating support for H2.

Table 4.15

The Moderation Effect of Organisational Climate on the relationship between TQM and the Organisational Sustainability

Variables	Model 1			Model 2			Model 3		
	Beta	T Value	p Value	Beta	T Value	p Value	Beta	T Value	p Value
TQM	0.703	4.041	0.000	.324	3.278	.001	-.078	-.391	.696
COCLIM				.434	4.395	.000	.007	.034	.973
TQM_ COCLIM							.809	2.317	.022
R Square			0.494			0.538			0.550
Adjusted R Square			0.491			0.534			0.544
F Value			197.162			117.175			81.605
F Value Sig			0.000			0.000			0.000

***:p<0.01;**:p<0.05;*:p<0.10

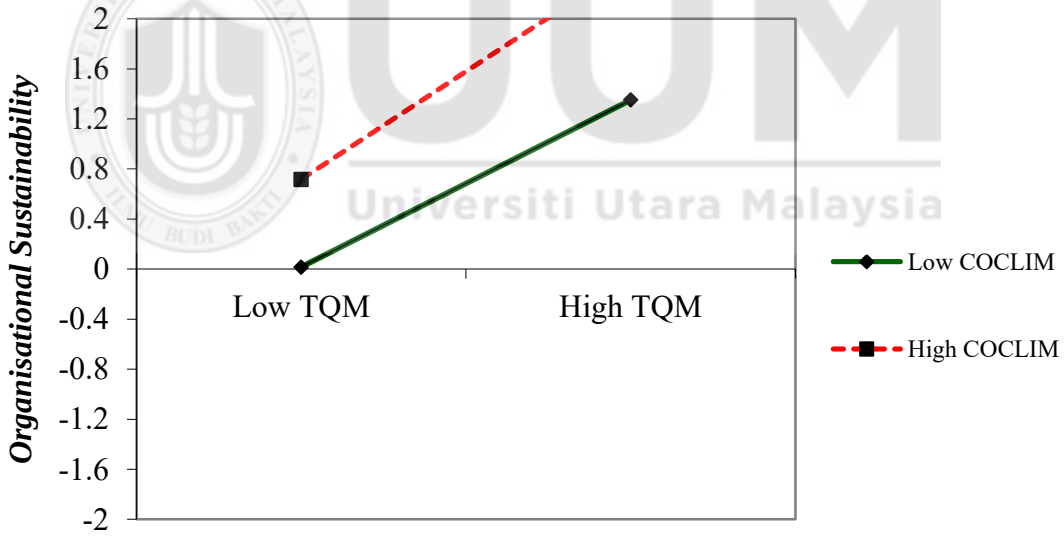

Figure 4.4

The Moderation Effect of Organisational Climate on the relationship between TQM and the Organisational Sustainability

More specifically, Figure 4.4 shows that both low and high organizational climate moderates a high TQM that ultimately leads to high organizational sustainability.

Nevertheless, it can be noted that this impact appears to be greater in case of low organizational climate compared to high organizational climate. In other words, organizational climate of a firm can lead to organizational sustainability even if TQM is comprised as in the case of Arab firms.

4.11.2 The Moderating Influence of Change Agents

As mentioned, a moderating variable refers to a variable that has a moderating effect on the strength of the independent variable's effect on the dependent variable. In this study, change agent is considered to moderate the relationship between TQM and organizational sustainability. According to Hair et al. (2010), the moderating variable can contribute to the strength of the relationship or change the relationship form from stronger to weaker or the other way around. The moderating effect hypothesis of change agents states;

H3: Change agents moderate the relationship between TQM and organizational sustainability.

The above hypothesis was examined through the use of hierarchical regression analysis where three models were produced in the process (See Table 4.16 for results).

Based on the results, the validity and goodness of fit of all three models are confirmed with adjusted (R^2) values being 49%, 50% and 52% respectively. The results support the positive and significant moderating effect of changes agents on the relationship between TQM and organizational sustainability as presented in Table 4.16 and Figure 4.5 indicating support for H2.

Table 4.16

The Moderation Effect of Change Agents on the relationship between TQM and the Organisational Sustainability

Variables	Model 1			Model 2			Model 3		
	Beta	T Value	p Value	Beta	T Value	p Value	Beta	T Value	p Value
TQM	.703	4.041	0.000	.529	5.417	.000	-.070	-.335	.738
CHAAGENT				.202	2.073	.039	-.227	-1.383	.168
TQM_ CHAAGENT							1.005	3.220	.001
R Square			0.494			0.505			0.529
Adjusted R Square			0.491			0.500			0.522
F Value			197.162			102.338			74.860
F Value Sig			0.000			0.000			0.000

***:p<0.01;**:p<0.05;*:p<0.10

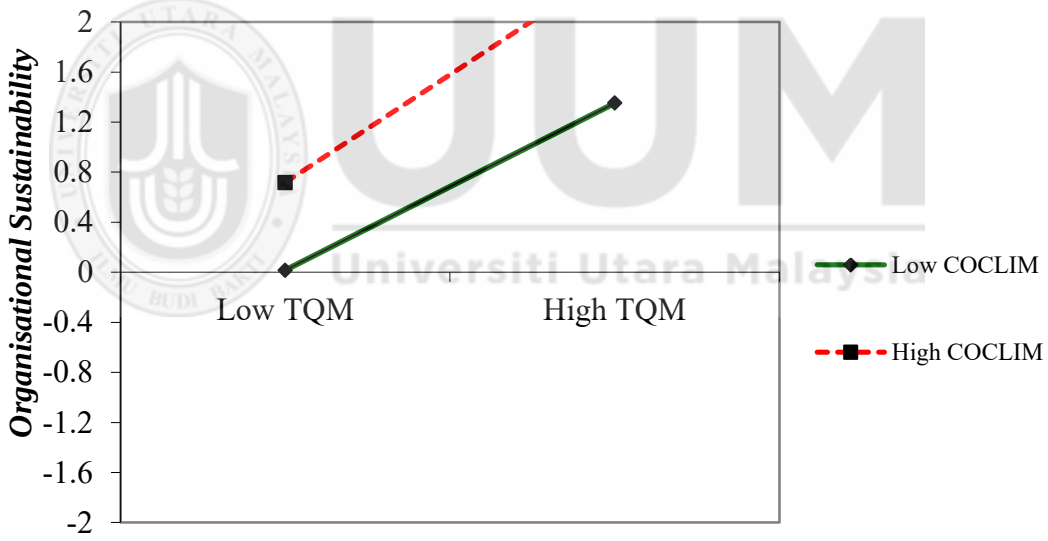

Figure 4.5

The Moderation Effect of Change Agents on the relationship between TQM and the Organisational Sustainability

Figure 4.5 presents a graph that shows both low and high change agents to lead to high TQM, which in turn precipitates organizational sustainability. This effect is more prominent in low change agents compared to their higher counterparts. This shows that

the company's organizational climate can lead to organizational sustainability even with a compromised TQM – as in the case of Arab nations.

The multiple regression analysis and moderating analysis results are summarized in Table 4.17.

Table 4.17

Summary of Hypotheses Testing Analysis

Hypothesis	**Description**	**Decision**
H1	A positive relationship exists between total quality management on the organisational sustainability.	Supported
H2	Change agents moderates the relationship between TQM and the organisational sustainability.	Supported
H_3	Organisational climate moderates the relationship between TQM and the organisational sustainability.	Supported

4.12 Summary of the Chapter

This chapter presented the study findings beginning with the discussion of the validity and reliability of the instruments, followed by the factor analysis and the assessment of Cronbach's alpha values of the latent variables. After the factor analysis, the hypothesis testing was conducted through regression analysis to investigate the predictive power of the independent variables. The moderating effect was then examined using the hierarchical regression analysis and the analytical and graphical results provided the

basis on which the conclusion was made. On the whole, the findings showed that all the hypotheses were supported. The next chapter provides a discussion of the findings and their implications.

CHAPTER FIVE

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the study findings and their implications as well as the study contributions, both theoretical and practical are provided. Section 5.5 provides the study limitations and on the basis of such limitations, suggestions for future studies directions are discussed in Section 5.6. The chapter concludes with the study summary.

5.2 Summary of the Study

The primary goal of the present study is to examine the impact of total quality management practices on organizational sustainability in the hotel industry in Saudi Arabia and through this achievement, attain theoretical as well as practical significance. The study attempts to contribute to literature dedicated to the total quality management in the hotel industry. In the same line, this study examines the moderating influence of change agent on the relationship between total management practices and organizational sustainability in the hotel industry in Saudi Arabia. Moreover, it also examines the moderating influence of organizational climate on the relationship between total management practices and organizational sustainability in the hotel industry in Saudi Arabia.

Accordingly, the study investigates the relationship between total quality management, change agent, organizational climate and organizational sustainability – variables that

have been extensively investigated in literature but in the context of various countries. This study contributes to literature by taking a step further and focusing on the important variables and moderating factors highlighted by prior researches to impact various industries and environments.

The corporate sustainability initiatives standards constant evolution has urged companies to adopt sustainability initiatives and incorporate it in their organizational processes, management practices as well as culture (Shelly&Walker, 2007). Integrating sustainability into the management practices could facilitate competitive advantage to the company to help it maneuver in the competitive and dynamic marketplace (Shelly&Walker, 2007) and for this matter firms have resorted to employing high-quality management practices and holistic methods in order to meet their short-term needs and to plan for their long-term success. Nevertheless, despite the generally acknowledged notion that total quality management practices can produce sustainable competitive advantage, only a few theories can be employed to underpin it (Reed, Lemak&Mero, 2000; Mero, 2014).

Regardless of the consensus of the researchers regarding the relationship between TQM practices and organizational sustainability (Fuentes&Montes, 2006), some other factors have been posited to impact or to have a moderating impact on TQM practices and effective organizational sustainability such as organizational climate. In this regard, Bowen and Ostroff (2004) described organizational climate as a shared perception of what the organization is like in light of its practices, policies, procedures, routines, and rewards, the important behaviors, the expected rewards, on the basis of the shared

perceptions of employees in formal organizational units. Moreover, organizational climate can moderate the relationship between TQM and organizational sustainability in that TQM can be deemed as a managerial practice that differs from perceived practices (Putter, 2010).

More specifically, little is understood concerning the way organizational climate impacts sustainable performance in firms to better shed a light on the way the overall configuration of organizational climate is linked to overall sustainable performance – for this, more studies are called for (Putter, 2010). Added to this, since TQM is posited to impact organizational sustainability, such an impact should affect the practices, policies, procedures, routines and reward systems - all of which constitutes the organizational climate. Hence, in this study, Putter's (2010) recommendation is followed as the researcher investigates the moderating impact of organizational climate on the TQM and organizational sustainability relationship.

Along with organizational climate, the change agent is also examined in this study in light of its moderating role on the TQM-organizational sustainability relationship. Changes agents refer to leaders who push through organization business units regardless of the traditional hierarchy. They are men and women who are not encumbered by daily tasks and are focused on leading and driving change. They implement new and better work methods either directly or indirectly (Arrata, Despierre&Kumra, 2007). According to Arrata, Despierre and Kumra (2007), an effectively developed change agent initiative is a must for successful operational transformation. Firms that are looking to transform their operations often forget the crucial role of change agents. On top of this,

organizational sustainability is a relatively new term in developing nations (UNCTAD, 2013). This underlines the importance of establishing sustainability policies and the role of change agents in this transformation to make sure that effective change is undergone and that sustainability driven practices are successfully implemented.

Majority of the prior studies dedicated to TQM practices and organizational sustainability relationship have been carried out in the Western nations with the exception of developing and emerging nations (Johnston, 2007). The present study answers the call for studies to be conducted in emerging nations, as it examines the relationship in the context of Saudi Arabia.

Accordingly, the present study's aims are several; first, it aims to examine the total quality management practices-organizational sustainability relationship in the context of the Saudi hotel industry firms. The second aim is to examine the moderating impact of change agent on the relationship between total quality management practices and organizational sustainability in the same context and the third one is to explore the moderating influence of organizational climate on the total quality management practices-organizational sustainability relationship in the same context.

The developed research model demonstrates that organizational sustainability is interrelated with several variables namely total quality management practices, change agent and organizational climate, with the ultimate objective of;

1 – To examine the relationship between total quality management practices and organizational sustainability among the Saudi hotel industry firms.

2 – To examine the moderating impact of change agent on the total quality management practices-organizational sustainability relationship among Saudi hotel industry firms.

3 – To examine the moderating impact of organizational climate on the total quality management-organizational sustainability relationship among the Saudi hotel industry firms.

The researcher developed the research model and hypotheses on the basis of the expectancy disconfirmation theories – in other words, the theories were used as the basis to develop the relationship among the study variables. Collection of data was carried out through self-administered questionnaires that consisted of items measuring the constructs. The questionnaires were hands to the respondents among the Saudi hotels; the rate of response obtained was 70%.

On the basis of the obtained results, total quality management practices significantly and positive impacted organizational sustainability. Moreover, organizational climate positively and significantly moderated the relationship between total quality management practices and organizational sustainability. Lastly, change agent positively and significantly moderated the relationship between total quality management practices and organizational sustainability.

Following the collection of data, it was analyzed by employing SPSS 22 and the findings obtained are discussed in the coming sections.

5.3 Discussion

The findings of the study are discussed in this section.

5.3.1 The Relationship between Total Quality Management on Organisational Sustainability

Prior studies and theories were used to develop the hypotheses of the present study regarding the positive relationship between total quality management and organizational sustainability in Saudi hotels. More specifically, the obtained statistical results showed a positive and significant relationship between the two variables at the level of significance of 0.01 (β= 0.703, t=14.041, $p<0.01$). This findings evidences that total quality management positively impacts organizational sustainability, indicating that the greater the TQM level, the better the sustainability level. This result empirically supports H1.

The above result is consistent with those reported by prior studies that revealed a positive significant relationship between TQM and organizational sustainability. In regards to this, the likely description for such positive and significant relationship is displayed in good sustainability with TQM being the application of the quality management principles throughout the organizational levels (Dale, 1999). TQM implementation entails a managerial system that provides tools and work methodologies (Hellsten& Klefsjo, 2000). The minimization and preservation of resources is deemed to be the core of TQM, and this in turn is related with organizational sustainability – it is thus crucial to emphasize that TQM is a representative of the organizational value that

encapsulates the overall cultural environment (Hellsten& Klefsjo, 2000), where the assignment of values vary throughout scholarships. For example, according to Sila and Ebrahimpour (2002), there are differences and similarities among TQM values. Added to this, in consistent with the resource-based view (Barney, 1991), TQM facilitates processes, continuous improvement, customer satisfaction and organizational commitment (Bergman& Klefsjo, 2003).

The aspect of quality has now become the top factors in the global market competition. Increased customer demands for superior product quality in the market have urged firms to bring about quality product/services to be able to compete successfully. In their quest to meet the global competition challenges, several businesses have turned to investing in resources that assist them in adapting and implementing TQM practices throughout their operations. TQM refers to an action plan that generates and delivers commodities and services that are aligned to the needs of customers through better, cheaper, faster, safer, easier processes compared to rivals, where all the employees participate under the direction of an effective top management leadership (Lakhal et al., 2006). Hence, manufacturing companies should keep quality in top consideration as this positively affects business performance through production costs and earnings (Gaspersz, 2005).

Owing to the theoretical relationship between competitive advantage and performance, it is expected that TQM or other quality management practices are invaluable in generating competitive advantage (Curkovic&Pagell, 1999; Feigenbaum, 1990, 1992; Hewitt, 1994; Noori, 1991; Reich, 1994; Seawright&Young, 1996; Tobin, 1990). Other studies like Cyert (1993), Flynn et al. (1995), Harber et al. (1993), Hendricks and

Triplett (1989), Spitzer (1993) and Tilton (1994) claimed that TQM results in the sustainability advantage. Evidently, this premise has its appeal and coupled with the presumption of causality in literature, it is clear that they have obtained face validity.

In a related study, Shelly and Walker (2007) argued that because of the evolution of the standards of corporate sustainability, firms are beginning to employ sustainability capabilities and integrating them in their processes and culture. Early adopters of such initiatives expect to leverage corporate sustainability on multiple fronts, following the steps of the predecessors during the quality revolution twenty years back. However, owing to the ambiguous aspects of corporate sustainability, the parallel to TQM movement is considered instructive.

Moreover, the implementation of TQM is related with customer satisfaction displayed through their latent needs, and manifested in better organizational financial performance, in comparison to their non TQM-employing counterparts (Hansson&Eriksson, 2002; Hendricks&Singhal, 1997). Additionally, TQM fosters organizational sustainability as evidenced by Isaksson (2004), and the benefits of deploying such a strategic practice, among others, are social, economic and environmental advantages (Wreder, 2006; Backstrom, 2006).

5.3.2 The Moderating Influence of Change Agent on the Relationship between Total Quality Management Practices and Organisational Sustainability

In this study, another proposed moderating hypothesis is the one of change agent on the relationship between total quality management practices and organizational sustainability of Saudi hotels.

The obtained statistical findings showed support for the hypothesis (H2) where a positive and significant moderating influence of change agent was found on the relationship between total quality management and organizational sustainability at the level of significance of 0.01 (β= 1.005, t=3.220, p<0.01).

The positive moderating impact of change agent on the TQM practices-organizational sustainability relationship may be explained by the fact that change agents are leaders that drive their aims throughout the organization regardless of the traditional hierarchy. They are men and women who are not responsible for daily tasks but have their focus only on leading and bringing about change. They facilitate the implementation of new processes, employee training on new procedures, and they act as role models in illustrating new work methods either directly or indirectly (Arrata, Despierre&Kumra, 2007). Additionally, an effectively developed change agent initiative is crucial in the successful transformation of any organizational operation (Arrata, Despierre&Kumra, 2007). However, firms that are desirous of bringing about transformation in their operations often ignore the importance of change agents.

In relation to the above organizational sustainability is a relatively new concept in developing nations (UNCTAD, 2013) and firms that look to adopt sustainability policies are also looking to transform such policies and this requires change agents to guarantee that change and implementation of sustainability driven practices are successful. Moreover, organizational sustainability focuses on the social and environmental issues that are external to the organization and such issues require expert individuals who are capable of keeping abreast of the new emerging issues. In other words, the availability

of change agents in light of the relationship between TQM and organizational sustainability could keep the organization abreast with the mentioned issues, and in turn, assist the organization in transforming their practices and policies (TQM) to adapt to the changes. It is thus crucial for the present study to investigate the moderating impact of change agent on the TQM-organizational sustainability relationship.

Accordingly, a change agent may transform processes and work methods within the firm or it may change some aspect of how the business is being run. A change agent may also be assigned the role or they may naturally take the lead – as some change are leaders, instigators or role models for change in cultural, social or human behavior, A change agent is also known to instigate change, help others in comprehending the need for change, and what is involved, garner support for the change, manage the process of change or resolve conflict due to the change (Arrata, Despierre&Kumra, 2007).

5.3.3 The Moderating Influence of Organisational Climate on the Relationship between Total Quality Management Practices and Organisational Sustainability

The present study hypothesized that organizational climate moderates the relationship between total quality management practices and organizational sustainability in the Saudi hotel industry firms as presented in the chapter dedicated to the study methodology. The empirical results showed a positive and significant moderating influence of organizational climate on the relationship between total quality management practices and organizational sustainability at the level of significance of 0.05 (β= 0. 809, t=2.317, $p<0.05$) indicating that H3 is supported.

The obtained positive and significant moderating impact of organizational climate on the TQM practices-organizational sustainability relationship may be attributed to the fact that organizational climate refers to the shared perception of what the organization is in light of its practices, policies, procedures, routines and rewards in the eyes of the organizational members. The above factors are integrated HRM practices aspects of an organization and organizational climate is considered to represent perceptions of them – in other words, organizational climate is predictive value for organizational performance rather than mere HRM practices (Bowen&Ostroff, 2004).

While organizational climate and organizational culture seem similar, they are not the same. The two are concerned with the way individuals attempt to understand their environments and they are learned via interactions with a specific group of individuals (Kuenzi&Schminke, 2009). Basic differences between the two concepts do exist as highlighted by Denison (1996). He stated that organizational culture is the underlying organizational structure that is integrated with the values, beliefs, and assumptions of its members. On the other hand, organizational climate refers to the practices and procedures that are discernible at the surface of the organizational activities. It is stressed as being temporary, under direct control, and confined to aspects that can be perceived by organizational members. From the viewpoint of management, organizational climate is an interesting concept and it can be relatively influenced easily, where changes in it can be observed in a short period.

Prior studies defined organizational climate as the personnel perceptions manifestations at the individual level while others like Whitley (2002) proposed the significance of

shared perceptions to be the core of organizational climate. Meanwhile, Wolpin, Burke and Green (1999) defined the concept in light of the shared perception of the status quo underlined by the settings of the organization. On the whole, organizational climate is a basic force of an organization and it provides lines for delving into organizational behavior, enabling the exploration of both individual and group behaviors (Asif, 2011; Denison, 1996; Ostroff, Kinicky&Tamkins, 2003). It is attributed with the moderating influence where it changes the relationship between strategic practices as well as aims (e.g., TQM and organizational sustainability) as evidenced by Cullbertson and Rodgers (1997), Vartia (2008) and Bartram, Robertson and Callinan (2002).

Management has a key role on the perceptions of employees regarding the organizational climate as the former is responsible for the implementation of human resource practices. In other words, while management can facilitate the required organizational climate through particular human resource practices, the perceptions among employees regarding these practices is key to its realization. This may be possible if top management members must move their respective parts of the organization according to the change and embody and model the essence of the new climate through communication and sharing of resources among departments. A successful top management is one that can deliver sustained enhancements in the system, climate and culture depending on the ability of the team to share vision and to be consistently committed to the total organizational change (TOC) and its objectives.

5.4 Contributions of the Study

This study's main objective is to examine the impact of total quality management practices on organizational sustainability in the context of the firms in the Saudi hotel industry. This impact was examined through the moderating influence of change agent and organizational climate. The achievement of these objectives would facilitate the contribution of the study in both theory and practice of TQM-organizational sustainability relationship in different industries, particularly the hotel industry. More specifically, the study findings are expected to contribute to the Saudi nation and its people as the findings can be used as guidance by hotels whereby environmental and social issues can be tackled to improve people's lives. The theoretical and practice contributions of the research are detailed in the next sub-sections.

5.4.1 Theoretical Contributions

In the past decades, sustainability has been considered as the reason behind top performance of firms and their securing of competitive advantage in the market, and long-term survival (Vanagas&Zirgutiene, 2005; Bertels, 2010). Moreover, organizations that often employ a holistic method to corporate sustainability are more capable of meeting their short-term needs while positioning themselves for long-term survival and successful performance in a dynamic market rife with competition (Shelly&Walker, 2007). Added to this, Reed, Lemak and Mero (2000) stated that researchers appear to be of a consensus that TQM practices are related to organizational sustainability regardless of the lack of theory that underpins the relationship. This indicates the need for more studies to examine the relationship and the present study attempts to fill this literature

gap by examining and confirming the TQM practices-organizational sustainability relationship in the context of the Saudi hotels.

Majority of the prior studies dedicated to examining the mentioned relationship concentrated on the way TQM practices influence organizational sustainability (e.g., Easton&Jarrell, 1998; Samson& Terziovzki, 1999; Eclles, Ioannou&Serafeim, 2013) with only a few that attempted to investigate the influence of moderating factors on the relationship (e.g., Fuentes&Montes, 2006). This research takes the examination to another level by examining the role of moderating influence of both organizational climate and change agent on the TQM-organizational sustainability relationship. It is hoped that by doing so, the study attains theoretical contributions by minimizing the literature gap regarding the potential moderating influence of factors on the relationship.

Lastly, majority of the past studies on the relationship between TQM practices and organizational sustainability were conducted mainly in the Western nations, with the developing and emerging ones largely ignored (Johnston, 2007). Aside from this, only few studies have been carried out specifically on organizational sustainability in the latter group of countries and most of them were attributed to the works of Western scholars who are not as familiar with the customs and culture of the developing countries. In the present study, a Saudi researcher conducts the examination of the relationship in the context of Saudi Arabia in attempt to fill the gap in literature concerning the topic.

5.4.2 Managerial Contributions

The primary aim of any business is to create, generate and supply goods and services to customers in a way that would bring about profit (a business prerequisite) as this is the basis of societal prosperity (Noren, 2004). Firms that are profitable can sustain their activities in the long-term and they are capable of creating goods, services, processes, return on capital, work opportunities as well as a tax base. Noren (2004) added that business is the core of societal prosperity wherein firms create the resources allowing for social development and societal welfare. In this background, several studies contended that companies can do well by doing good (e.g., Godfrey, 2005; Margolis et al., 2007; Porter&Kramer, 2011). The present study attempted to investigate the level of involvement of the Saudi hotel industry in the development of social and environmental welfare of the country and its people. The findings of the study in this regard indicate that Saudi hotel industry is contributing to the social and economic development of Saudi Arabia by creating number of employment, contributing to GDP and offering other social responsibilities that would ensure continued sustainability of the country. Holistically therefore, the findings are expected to be of practical and managerial significance as it generates useful recommendation for management and policy makers for Saudi hotel business. Such recommendations would significantly influence Saudi Arabia's social and environmental aspects.

5.5 Limitations of the Study

Although the study objectives were fulfilled and the findings contribution to literature and practice are evident, its limitations should be kept under consideration when

interpreting the findings. The first limitation is the focus that is limited to the hotel industry to the exclusion of others.

The study's second limitation is the adopted cross-sectional approach employed to examine the relationship at a certain point in time. The psychological human aspects are constantly evolving and hence, a longitudinal study is called for to examine the impact of total quality management, change agent and organizational climate on organizational sustainability.

The third limitation concerns the context of the study, which is the Saudi context – in this regard, future authors should examine the same variables in the context of GCC countries (e.g., Oman, Qatar, Bahrain, Kuwait etc.) to help policy makers to enhance the determinants of TQM, change agent and organizational climate in the hopes of enhancing organizational sustainability.

The fourth limitation pertains to the moderating variables examined, which are change agent and organizational climate. In relation to this, there are other variables that could contribute to organizational sustainability but were not examined in this study and they include Islamic perspective, culture, regulations, foreign factors, Islamic work ethics, just to name a few. Future authors can concentrate on them to examine the level of organizational sustainability.

The fifth limitation concerns the primary objective, which is the examination of the relationship between TQM practices and organizational sustainability – other factors

have the potential of contributing to organizational sustainability can be focused on by future studies like leadership and organizational culture.

Lastly, some limitations provided by prior studies could be compared to this study by other authors. Because this study is one of the few studies conducted in this context, benchmarking the findings to provide a deep insight is impossible and hence, more studies of this caliber are called for, for this purpose.

5.6 Suggestions for Future Research

The present study provides avenues for future studies in many ways. The first recommendation pertains to the data collection procedure that was conducted at a single point in time (cross-sectional method). Because strategies like TQM, change agent and organizational climate as well as organizational sustainability and the relationships among them are rife with complexity, it is important for future studies to adopt a longitudinal design to shed better light on the phenomenon. The latter design is more suitable to examine the developing variables over time to determine the changes in the relationships among them. Added to this, the call for the employment of longitudinal design of study is compounded by the fact that psychological human aspects are ever-evolving and this aspect can only be captured through such a method.

The second recommendation for future authors is the examination of variables in the context of other countries other than Saudi Arabia; for instance, the GCC countries like Oman, Qatar, Bahrain, and Kuwait in order to contribute to the policy makers agenda of

improving the antecedent variables of TQM, change agent and organizational climate with the objective of enhancing organizational sustainability.

The third recommendation is the examination of future studies of moderating variables other than what was examined in the present study. Other variables such as Islamic perspective, culture, regulation, foreign factors, Islamic work ethics and other may also moderate the relationship between TQM and organizational sustainability.

Another recommendation for future studies is the relationship of other variables with organizational sustainability aside from TQM. Other variables may also have the potential to enhance the level of organizational sustainability like leadership and organizational culture – these variables can be employed by future authors.

As this study is confined to the resource-based view theory and social exchange theory as the underpinning theory, future studies can take other theories to provide a deeper insight into organizational sustainability. The last recommendation pertains to the result that the (R^2) of sustainability was 49% as explained in the fourth chapter of this thesis. This indicates that there are other variables that could explain organizational sustainability and future studies can examine them.

5.7 Conclusion

The present study essentially conducted an investigation of the relationship between TQM practices and organizational sustainability in the Saudi hotel industry. The study also investigated the moderating impacts of change agent and organizational climate on the above stated direct relationship in the context of the Saudi hotel industry. The study

sample comprised of hotels located in Mecca, Madinah, Riyadh, Jeddah and the Eastern Province. The questionnaires were distributed to the hotels located in all five cities .

In the first chapter, the researcher expounded on the motivation behind the study, which is primarily the existing gap in literature and the lack of studies focused on the relationship between TQM and organizational sustainability in the context of developing nations, like Saudi Arabia. The study rose to the occasion of examining the relationship in the context of Saudi hotel industry taking the help from the resource-based view theory and Social Exchange Theory (SET) to relate both independent (TQM) and dependent variable (organizational sustainability). Moreover, the study also explored the moderating impact of change agent and organizational climate on the relationship between TQM practices and organizational sustainability.

The need to study organizational sustainability stems from the fact that it is still one of the major issues that are related to the development of a country in terms of enhancing the public sector as evident from the focus of management and decision makers in developing nations. A literature review reveals that TQM is the most effective strategy that assists firms to improve its organizational sustainability and achieve competitive advantage. Although TQM strategies have been concentrated on in studies in the Saudi context, the practical aspects of the strategies are still relatively new.

In comparing the present findings with prior ones, the hypothesized relationships were supported by some and rejected by others. Despite the fact that the strategies originate from the Western thought and theories, they can also be employed in developing nations

to investigate the industry sectors organizational sustainability, particularly the hotel industry.

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APPENDICES

QUESTIONNAIRE (ENGLISH VERSION)

Dear Participant,

Warm greetings from the researcher, Khalid Alharbi.

I am a PhD candidate at Universiti Utara Malaysia, Malaysia. I am doing a research titled "The Impact of Total Quality Management on Organisational Sustainability: The Case of the Hotel Industry in Saudi Arabia". This survey uses a fixed-response format so that you will be able to complete it easily and quickly (around 15-20 minutes). I simply want your opinions based on your knowledge and experience of practice in your hotel and in your field of expertise.

As a participant in this survey you face no risks as your name and identity will not be collected, so your responses cannot be associated with you. Furthermore, survey data will only be available to the researcher in aggregate and will be used mainly for academic purposes.

If you require additional information or have questions, please contact me at the details listed below.

Sincerely,

Khalid Alharbi
Mobile no.: +966555144629
E-mail: kff005@yahoo.com

PART (ONE): DEMOGRAPHICS

1. **Hotel Name :**

   _____

For question No. 2 – 5, please (√) in the appropriate box.

2. **Region**

   1.☐ Western Region 2.☐ Central Region

   3.☐ Eastern Region

3. **Hotel Classification**

   1.☐Below 3 stars 2.☐ 3 stars

   3.☐ 4 stars 4.☐ 5 stars

4. **Manager Age**

   1.☐ 20 years – 27 years 2.☐ 28 years - 35 years

   3.☐ 36 years - 43 years 4.☐ 44 years - 50 years

   5.☐ Above 50

PART (TWO): TOTAL QUALITY MANAGEMENT (TQM)

Please indicate the extent to which each of the following statements reflects the case of total quality management in your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%
1	**2**	**3**	**4**	**5**	**6**

No.	**DIMENSION/ITEM**	**1**	**2**	**3**	**4**	**5**	**6**
	TRAINING AND EDUCATION						
1.	Hotel employees are given education and training in how to identify and act on quality improvement opportunities.	○	○	○	○	○	○
2.	Hotel employees are given education and training in statistical and other quantitative methods that support quality improvement.	○	○	○	○	○	○
3.	Hotel employees are given the needed education and training to improve job skills and performance.	○	○	○	○	○	○
4.	Hotel employees are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.	○	○	○	○	○	○
	TEAMWORK AND INVOLVEMENT	**1**	**2**	**3**	**4**	**5**	**6**
5.	Teamwork and consensus are important in our Hotel.	○	○	○	○	○	○
6.	Our Hotel encourages employees to participate in decision making.	○	○	○	○	○	○
7.	Our Hotel tries to understand the point of view of customers in defining the quality of services provided.	○	○	○	○	○	○
8.	Our Hotel's senior management encourages teamwork across units and disciplines.	○	○	○	○	○	○
	STRATEGIC QUALITY PLANNING	**1**	**2**	**3**	**4**	**5**	**6**
9.	Hotel employees are given adequate time to plan for and test improvements.	○	○	○	○	○	○
10.	Each department and work group within this Hotel maintains specific goals to improve quality.	○	○	○	○	○	○
11.	The Hotel's quality improvement goals are known	○	○	○	○	○	○

	throughout the organization.						
12.	Hotel employees are involved in developing plans for improving quality.	○	○	○	○	○	○
13.	Middle managers (e.g., department heads, program directors, and first line supervisors) are playing a key role in setting priorities for quality improvement.	○	○	○	○	○	○
14.	External customers are playing a key role in setting priorities for quality improvement.	○	○	○	○	○	○
15.	Non-managerial employees are playing a key role in setting priorities for quality improvement.	○	○	○	○	○	○
CUSTOMER FOCUS		**1**	**2**	**3**	**4**	**5**	**6**
16.	The Hotel does a good job of assessing current customers' needs and expectations.	○	○	○	○	○	○
17.	Hotel employees promptly resolve customers' complaints.	○	○	○	○	○	○
18.	Customers' complaints are studied to identify patterns and prevent the same problems from recurring.	○	○	○	○	○	○
19.	The Hotel uses data from customers to improve services.	○	○	○	○	○	○
20.	The Hotel does a good job of assessing employees' satisfaction with the hotel services.	○	○	○	○	○	○
21.	The Hotel uses data on customer expectations and/or satisfaction when designing new services.	○	○	○	○	○	○
INFORMATION AND ANALYSIS		**1**	**2**	**3**	**4**	**5**	**6**
22.	The Hotel collects a wide range of data and information about the quality of services provided.	○	○	○	○	○	○
23.	The Hotel uses a wide range of data and information about the quality of services to make improvements.	○	○	○	○	○	○
24.	The Hotel continually tries to improve how it uses data and information on the quality of services.	○	○	○	○	○	○
25.	The Hotel continually tries to improve the accuracy and relevance of its data on the quality of services provided.	○	○	○	○	○	○
26.	The Hotel continually tries to improve the timeliness of its data on the quality of services provided.	○	○	○	○	○	○
27.	The Hotel compares its data to data on the quality of services at other hotels.	○	○	○	○	○	○
CONTINUOUS IMPROVEMENT		**1**	**2**	**3**	**4**	**5**	**6**
28.	Associates in the Hotel try to improve the quality of their services.	○	○	○	○	○	○

29.	Associates in the Hotel believe that quality improvement is their responsibility.	○	○	○	○	○	○
30.	Associates in the Hotel analyse their work services to look for ways of doing a better job.	○	○	○	○	○	○
PROCESS MANAGEMENT		**1**	**2**	**3**	**4**	**5**	**6**
31.	Quality data (defects, complaints, outcomes, time, satisfaction, etc.) are available.	○	○	○	○	○	○
32.	Quality data are timely.	○	○	○	○	○	○
33.	Quality data are used as tools to manage quality.	○	○	○	○	○	○
34.	Quality data are available to hourly workers.	○	○	○	○	○	○
35.	Quality data are available to managers and supervisors.	○	○	○	○	○	○
36.	Quality data are used to evaluate supervisor and managerial performance.	○	○	○	○	○	○
ROLE OF THE QUALITY DEPARTMENT		**1**	**2**	**3**	**4**	**5**	**6**
37.	Visibility of the quality department.	○	○	○	○	○	○
38.	Quality department's access to divisional top management.	○	○	○	○	○	○
39.	Autonomy of the quality department.	○	○	○	○	○	○
40.	Amount of coordination between the quality department and other departments.	○	○	○	○	○	○
41.	Effectiveness of the quality department in improving quality.	○	○	○	○	○	○

PART (THREE): ORGANISATIONAL SUSTAINABILITY

Please indicate the extent to which each of the following statements reflects the situation in your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%
1	**2**	**3**	**4**	**5**	**6**

No.	Item	1	2	3	4	5	6
1.	Sustainability concepts, practices and processes are important to our hotel.	○	○	○	○	○	○
2.	Economic sustainable hotel management initiatives include local business partnerships with local investors.	○	○	○	○	○	○
3.	Economic sustainable hotel management initiatives include place marketing of host city.	○	○	○	○	○	○
4.	Social sustainable hotel management initiatives include local cultural development programmes.	○	○	○	○	○	○
5.	Social sustainable event management initiatives include programmes for health and wellness enhancement of the local community.	○	○	○	○	○	○
6.	Environmental sustainable hotel management initiatives include waste recovery and minimization.	○	○	○	○	○	○
7.	Environmental sustainable hotel management initiatives include renewable energy usage.	○	○	○	○	○	○

PART (FOUR): ORGANISATIONAL CLIMATE

Please indicate the extent to which each of the following statements reflects the situation regarding the climate within your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%
1	**2**	**3**	**4**	**5**	**6**

No.	Item	1	2	3	4	5	6
1.	The relationships with my managers are good.	○	○	○	○	○	○
2.	My managers encourage me when I have problems so that I can solve them.	○	○	○	○	○	○
3.	My suggestions about the work is listened to.	○	○	○	○	○	○
4.	Opportunities for training are offered.	○	○	○	○	○	○
5.	If I need help because of a heavy workload, I am given the necessary means.	○	○	○	○	○	○

6.	The goal of my work are clearly defined.	○	○	○	○	○	○
7.	The managers are willing to listen to their employees.	○	○	○	○	○	○
8.	Socially, my work has the prestige it deserves.	○	○	○	○	○	○
9.	Innovate contributions are appreciated.	○	○	○	○	○	○
10.	When I do something well, my superiors congratulate me.	○	○	○	○	○	○
11.	My work is adequately defined.	○	○	○	○	○	○
12.	Deadlines are adequately met.	○	○	○	○	○	○
13.	My managers watch me closely.	○	○	○	○	○	○
14.	My work is inadequately supervised.	○	○	○	○	○	○
15.	Everything is decided from above.	○	○	○	○	○	○

PART (FIVE): CHANGE AGENT

Please indicate the extent to which each of the following statements reflects the situation regarding the change agents within your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%
1	**2**	**3**	**4**	**5**	**6**

No.	Item	1	2	3	4	5	6
1.	The hotel's management employs an internal change agent to lead change in the hotel.	○	○	○	○	○	○
2.	The Hotel's management recruits an external expert to facilitate change.	○	○	○	○	○	○
3.	Change agent helps the hotel to adapt to change.	○	○	○	○	○	○
4.	Change agent participates in shaping culture change for renewal and transformation.	○	○	○	○	○	○
5.	Change agent makes sure that HR processes and programs increase the hotel's ability to change.	○	○	○	○	○	○

6.	Change agent is an active participant in hotel renewal, change, or transformation.	○	○	○	○	○	○
7.	In this hotel, HR is seen as a change agent.	○	○	○	○	○	○
8.	HR effectiveness is measured by its ability to help the hotel to anticipate and adapt to future issues.	○	○	○	○	○	○
9.	HR spends time on supporting new behaviour for keeping the firm competitive.	○	○	○	○	○	○
10.	HR works to reshape behaviour for hotel change.	○	○	○	○	○	○
11.	HR develops processes and programs to help the hotel transform itself.	○	○	○	○	○	○
12.	HR's credibility comes from making change happen.	○	○	○	○	○	○

Thanks You for Cooperation

QUESTIONNAIRE (ARABIC VERSION)

استبيان

عزيزي المشارك،

تحية طيبة من الباحث: خالد الحربي

أنا خالد الحربي، طالب درجة الدكتوراه بجامعة الإمارات العربية المتحدة. أقوم بإجراء بحث اسمه: تأثير ممارسة إدارة الجودة الشاملة على استدامة التنظيمية: "حالة صناعة الفنادق في المملكة العربية السعودية" ستخدم هذا النموذج من الاستبانة كأداة رئيسية لجمع البيانات. أرجو منكم التكرم بالإجابة على جميع أسئلة الاستبانة بكل دقة وسرعة (15-20 دقيقة). نظرا لأهمية إجاباتكم على مصداقية نتائج البحث، نأمل منكم عدم ترك أي سؤال دون إجابة.

نؤكد لكم أن جميع المعلومات التي ستقدمونها ستعامل بسرية تامة ولن تستخدم إلا لأغراض البحث العلمي فقط، وبذلك يمكن الاتصال بكم في حال وجود أي استفسارات حول ردودكم.

نرجو التكرم بالإجابة على جميع الأسئلة الواردة في الاستبانة، حيث أن صحة النتائج تعتمد على مدى دقة إجاباتكم.

مع خالص شكرنا وتقديرنا،

خالد الحربي
جوال: 0555144629
البريد الإلكتروني : kff005@yahoo.com

الجزء 1: البيانات الديموغرافية

اسم الفندق: _____

(في حال كان الفندق يندرج تحت سلسلة فنادق يرجى وضع اسم السلسلة)

الموقع

□1- الموقع الغربي □2- الموقع الوسطى

□3- الموقع الشرقي

تصنيف الفندق

□1/ أقل من 3 نجوم □2/ 3 نجوم

□3/ 4 نجوم □4/ 5 نجوم

عمر المدير

□1/ 20 – 27 سنة □2/ 28-35 سنة

□3/ 36-43 سنة □4/ 44-50 سنة

□5/ أكثر من 50 سنة

الجزء 2: إدارة الجودة الشاملة

يرجى توضيح الحد الذي تختاره في كل فقرة مما يلي حيال إدارة الجودة الشاملة في الفندق الذي تعمل به وفقا لرغباتكم و خبراتكم بإلقاء استعمال القائمة الدرجات التالية:

أوافق بشدة (0%)	أوافق (20%)	أوافق إلى حد ما (40%)	محايد إلى حد ما (60%)	أوافق (80%)	أوافق بشدة (100%)
1	2	3	4	5	6

No.	أبعاد	1	2	3	4	5	6
	التدريب والتعليم						
1	تتحمل إدارة الفندق مسؤولية تدريب الموظفين على مفاهيم الجودة والعمل على تحقيقها.	○	○	○	○	○	○
2	تتحمل إدارة الفندق مسؤولية تدريب الموظفين على الطرق الكمية والطرق الأخرى التي تدعم تحسين الجودة.	○	○	○	○	○	○
3	تتحمل إدارة الفندق مسؤولية تدريب الموظفين على مهارات العمل الجماعي.	○	○	○	○	○	○

4	ت تخ يز موظ ي الن دق وا ع ر اف ب م)أي، م ال ن اج ي ة ال ل ي ة ه من ن واح ي أو ا ث ن ي ن مع ا (ل ت ح س ي ن ال ج ودة	○	○	○	○	○	○
ف ي ق ال ع م ل وال م ش ار ك ة		1	2	3	4	5	6
5	ع م ال ف ي ق وا ص اء م ه ي ن ف ن د ق ن ا.	○	○	○	○	○	○
6	ي ش ج ع ن د ق ن ا ال م وظ ي ن ع ل ى ال م ش ار ك ف ي ص ن اع ال ق ر ار.	○	○	○	○	○	○
7	ي ل ح ف ن د ق ن ا ال س ي ع اب ار اء ال ع م ل ت ح ي د ج ودة ال خ د م ات ال م ق د م ة.	○	○	○	○	○	○
8	ي ش ج ع ار ا ف ع ل ي ف ي د ق ن ا ع م ال ف ي ق ع ر ال و ح دات وا	○	○	○	○	○	○
ت خ ي ط ال ج ودة ا ت ر ي ج ي		1	2	3	4	5	6
9	ي ي ق وم ت ك اف ل م وظ ي الن دق ل ت خ ي ط ال ح س ي ن ات وا ت ب ار ه ا.	○	○	○	○	○	○
10	ل د ى ك ل إ د ارة وم ج م وع ة ع م ل ف ي ه ذ ا الن دق ا ف ا م ح د د ة ل غ ر ض ت ح س ي ن ال ج ودة.	○	○	○	○	○	○
11	أ ه داف ت ح س ي ن ال ج ودة ق ب ال ن دق ع ر وف ق ي ك ل ار ات.	○	○	○	○	○	○
12	ي ش ار ك م وظ ي الن دق ف ي ت ط ي ر خ ط ط ح س ي ن ال ج ودة.	○	○	○	○	○	○
13	ي ل ع ب ال م د ر اء ف ي ال م ر ب ا د ار ة ال و س ي ط ة دورا)أي، رؤساء ار ات، م د ر اء ال ر ام ج، وال م ش ف ي ن ال ي ئ ي ن (ي ئ ي ف ي إ ع داد ا ي ات ال خ ط ة ت ح س ي ن ال ج ودة.	○	○	○	○	○	○
14	ي ل ع ب ال ع م ل ال خ ار ج ي ن دورا ي ئ ي ف ي إ ع داد أ و ل ي ات ت ح س ي ن ال ج ودة.	○	○	○	○	○	○
15	ي ل ع ب ال م وظ ف ي ن غ ي ر ار ي ن دورا ي ئ ي ف ي إ ع داد أ و ل ي ات ت ح س ي ن ال ج ـــ ودة.	○	○	○	○	○	○
ت ر ك ي ز ع ل ى ال ع ي ل		1	2	3	4	5	6
16	ي ق وم الن دق ب ع م ل ع د ح ي ال ت ق ي م ح اجات ال ع م ل ال خ ا ي ن ت و ق ع ك م.	○	○	○	○	○	○
17	ي ح ل م وظ ف ي الن دق ش ك اوى ال ع ر ا.	○	○	○	○	○	○

18	تم مواسرة شراكاوى العم لتحديد المذاج من ع وقوع فس المش	○	○	○	○	○	○
19	يستخدم الفندق بيانات المقدمة من الع لتحسين الخدمات. .	○	○	○	○	○	○
20	يقوم الفندق بعمل مسح دوري لمستوى رضى الموظفين عن خدمات الفندق.	○	○	○	○	○	○
21	يستخدم الفندق بيانات المقدمة من الع بشأن توقعاتهم ورضاهم أو استيائهم عن الخدمات الجديدة. .	○	○	○	○	○	○
العلومات والتحليل		1	2	3	4	5	6
22	يجمع الفندق نطاقا واسعا من البيانات والعلومات بشأن خدمات الجودة المقدمة. .	○	○	○	○	○	○
23	يستخدم الفندق نطاقا واسعا من البيانات والعلومات بشأن خدمات الجودة لعمل تحسينات عليها.	○	○	○	○	○	○
24	يحاول الفندق تتبع التحسينات الطريقة التي يستخدمها البيانات والعلومات بشأن خدمات الجودة.	○	○	○	○	○	○
25	يحاول الفندق تتبع تحسينات دقيقة وصريحة بشأن خدمات الجودة المقدمة.	○	○	○	○	○	○
26	يحاول الفندق استمرار تحسين الخطوط الزمنية بشأن خدمات الجودة المقدمة.	○	○	○	○	○	○
27	يقارن الفندق بيانات خدمات الجودة المقدمة في جميع الفنادق.	○	○	○	○	○	○
التحسين المستمر		1	2	3	4	5	6
28	يحاول الزم في الفندق تحسين جودة الخدمات التي يقدمها.	○	○	○	○	○	○
29	يحاول الزم في الفندق تنا أتحسين لجودة موظفيه.	○	○	○	○	○	○
30	يحلل الزم في الفندق خدمات عمل له البحث عن طرق لتقديم عمل أفضل.	○	○	○	○	○	○
إدارة ا		1	2	3	4	5	6

31	ي ات ال جودة ال ع وب ال ش ك اوى، ال ت ط ج، ال وق ت، ال رض ى ...ال خ(.	○	○	○	○	○	○
32	ي ن ات ال ج وف قي وق ت ال م ح دد.	○	○	○	○	○	○
33	ن ست خ دم ي ات ال ج ودة ك وس ائل ارة ال ج ودة.	○	○	○	○	○	○
34	ي ات ال ج ودة ت وف ر ال ع م ال ع ى م دار ال س اع ة.	○	○	○	○	○	○
35	ي ات ال ج ودة ت وف ر ال م دراء وال م ش ف ين.	○	○	○	○	○	○
36	ن ست خ دم ي ات ال ج ودة ل ت ق ي م ال ش ف ي اري.	○	○	○	○	○	○
دور إدارة ال جودة		1	2	3	4	5	6
37	ج دوى إدارة ال ج ودة.	○	○	○	○	○	○
38	ال ط ري ق س ال ك ب ين إدارة ال ج ودة وا دارات ال ي ا.	○	○	○	○	○	○
39	ن ش ري ح إدارة ال ج ودة.	○	○	○	○	○	○
40	ح ج م ال ت س ري ق ب ين إدارة ال ج ودة و ارات ا رى.	○	○	○	○	○	○
41	ف ع ال ي ة إدارة ال ج ودة ف ي ت ح س ين ال ج ودة.	○	○	○	○	○	○

ال ج زء 3 ب ل ت دام ق ش ر ك ة

ي ر ج ى ت وض ي ح ال ح د ال ذ ي ت خ س ف ي ه ك إ ف اد ت م ا ي ل ي ح ال ة إدارة ال ج ودة ال ش ام ل ة ف ي ال ف ن دق ال ذ ي ت ع م ل ون ب ه ط ق ا ل م ع ف ت ك م و خ ر ت ك م ب إ م ك ان ك م اس ت ع م ال ق ائ م ة ال د ر ج ات ال ت ال ي ة:

أ وا ف ق ب ش دة)%0(	اف ق)%20(	م ا ف ق إ ل ى ح د م ا)%40(	م ا ف ق إ ل ى ح د م ا)%60(	م ا ف ق)%80(	ف ق ب ش دة)%100(
1	2	3	4	5	6

ال ر ق م	ال ب ن د	1	2	3	4	5	6
1	اس ت خ دام ة ال ف ه اي م وال م م ار س ات وال ع م ل ي ات ه ام ق ب ال ن ب ف ن د ق ا.	○	○	○	○	○	○
2	ن ش م ل ال ب ادر ت ص اي ة ال م ت خ دام ارة ال ف ن د ق ش ر ك اء ال ع م ل ال ح ال ي ين م ع ال م ت ش م ري ن ال ح ال ي ين.	○	○	○	○	○	○
3	ن ش م ل ال ب ادر ت ص اي ة ال م ت خ دام ارة ال ف ن د ق س وق ال م ح ل ي ة.	○	○	○	○	○	○

4	نشمل المبادرات ا تماعي ة المستدام ارة الفن دق تطوير المهارات الخاصة في افي ة الحالي ة.	○	○	○	○	○	○
5	نشمل المبادرات ا تماعي ة المستدام ارة الفن دق تعزيز برامج الصحة والرعاية الم تمع المحلي.	○	○	○	○	○	○
6	نشمل المبادرات البيئي ة المستدام ارة الفن دق م عالجة النفايات بطرق آمنة بيئي ة.	○	○	○	○	○	○
7	نشمل المبادرات البيئي ة المستدام ارة الفن دق استخدام الطاقة المتجددة.	○	○	○	○	○	○

الجزء 4: ممارسات الشركة

يرجى توضيح الحد الذي تخسر فيه كل إفادة مما يلي حالة إدارة الجودة الشاملة في الفن دق الذي تعمل وفقا لرغباتكم و خبراتكم بالإشارة إلى مستوى الموافقة الدرجات التالية:

أوافق بشدة (0%)	افق (20%)	موافق إلى حد ما (40%)	موافق إلى حد ما (60%)	موافق (80%)	فق بشدة (100%)
1	2	3	4	5	6

الرقم	البند	1	2	3	4	5	6
1	ال مع مدربي جيدة.	○	○	○	○	○	○
2	يشجعني مدربي على وجود المشا ت وذلك لاستطلاع حلول المشا	○	○	○	○	○	○
3	تتم ا تماعات تحديد احتياجات التعلم.	○	○	○	○	○	○
4	يتم عرض فرص التدريب.	○	○	○	○	○	○
5	إذا كنت بحاجة لمساعدة بسبب نقص حجم العمل قدم لي الوسائل ا مة للقيام بذلك.	○	○	○	○	○	○
6	الهدف من عملي محدد بوضوح.	○	○	○	○	○	○
7	يرغب المدراء في ا تماعل موظفيهم.	○	○	○	○	○	○
8	مرالن اجية ا تماعية، لعملي احترام ا تماعي الذي يستحقه.	○	○	○	○	○	○

9	بلتداعالمساهماتقدر.	○	○	○	○	○	○
10	عندلمانجزامرمبصورةجيدةيوميالمشفينيفيذلك.	○	○	○	○	○	○
11	عملي محددبصورةوضحة.	○	○	○	○	○	○
12	تمايعالمواعيدالنهائيةعلىنحوم .	○	○	○	○	○	○
13	يراقبنيمديرئيعنكثب.	○	○	○	○	○	○
14	تمارافعلىعملييبصورةمنتظمة.	○	○	○	○	○	○
15	لقىشيتمتوضيحالقرارباشرأهمنالعلي.	○	○	○	○	○	○

الجزء 5: عاملالتغيير

يرجىتوضيحالحدالذيتخبرفيهكإفرادمماييليحلةإدارةالجودةالشاملةفيالفندقالذيتعملونبهوفقا لرغباتكمو خبراتكمباستخدامالقائمةالدرجاتالتالية:

أوافق بشدة (0%)	افق (20%)	موافق إلى حد ما (40%)	موافق إلى حد ما (60%)	موافق (80%)	فق بشدة (100%)
1	2	3	4	5	6

الرقم	البند	1	2	3	4	5	6
1	توظف إدارةالفندقوليلتغييرداخليإدةالتغييرفيالفندق.	○	○	○	○	○	○
2	توظف إدارةالفندقخبراخارجيالتسييلالتغيير.	○	○	○	○	○	○
3	يساعدوليلالتغييرفيالتكيفمعالتغيير.	○	○	○	○	○	○
4	يشاركوليلالتغييرفيتشكيلتغييراتفاقةلغرضتجديدوالتحول. .	○	○	○	○	○	○
5	يتأكدوليلالتغييرانعمليات إدارةالمواردالبشريةوبرامجهاتزيدمنقدرة الفندقعلىالتغيير.	○	○	○	○	○	○
6	وليلالتغييرمشاركشطفيتجيدالفندقوتغييروتحوله.	○	○	○	○	○	○
7	فيالفندقتعتبرإدارةالمواردالبشريةعاملتغيير.	○	○	○	○	○	○

8	تتمتع إدارة الموارد البشرية بالكفاءة في تقديم المساعدة للموظفين في المشاركة في المسابقات الوظيفية المتاحة.	○	○	○	○	○	○
9	تستخدم الموارد البشرية في دعم المسؤولية الاجتماعية للشركة.	○	○	○	○	○	○
10	تتعامل الموارد البشرية مع الشكاوى بسلوك لائق وخاص بالموظفين.	○	○	○	○	○	○
11	تطور الموارد البشرية البرامج والدورات التدريبية للموظفين.	○	○	○	○	○	○
12	تتبع الموارد البشرية من أحداث التغيير.	○	○	○	○	○	○

شكرا على تعاونكم.

PEJABAT PENOLONG NAIB CANSELOR
OFFICE OF THE ASSISTANT VICE CHANCELLOR
UUM Kolej Perniagaan
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

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Faks (Fax): 604-928 6525
Laman Web (Web): http://www.cob.uum.edu.my

June, 25th 2015

Cultural Mission of Royal Embassy of Saudi Arabia

Saudi Arabian Cultural Attached in Malaysia

Dear Sir,

I write to bring to your kind attention that PhD candidate AL-HARBI, KHALID NAHI has ethical approval from University Utara Malaysia to conduct his study.

Title of the study: THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANISATIONAL SUSTAINABILITY: THE CASE OF THE HOTEL INDUSTRY IN SAUDI ARABIA

With permission of the Saudi Commission for Tourism and Antiquities in Saudi Arabia he may collect data from 186 hotels from 5 regions.

He has pre-approved explanatory statements for those interested in participating. The main instrument for data collection in this study is questionnaire.

Mr. AL HARBI, KHALID NAHI will further interview Executive Manager in hotels.

If you have any enquiry please do not hesitate to contact me.

Yours sincerely,

PROF. DR. RUSHAMI ZIEN B. YUSOFF
Assistant Vice Chancellor
College of Business
Universiti Utara Malaysia

ROYAL EMBASSY OF SAUDI ARABIA
CULTURAL MISSION
KUALA LUMPUR

سفارة المملكة العربية السعودية
الملحقية الثقافية
كوالالمبور

إلى من يهمه الأمر

تود الملحقية الثقافية السعودية بدولة ماليزيا الإفادة بأن الطالب/ خالد بن ناحي الحربي/ سجل مدني (1054738362) دارس على حسابه الخاص لمرحلة الدكتوراه في التسويق في أوتارا بماليزيا وعنوان بحثه:

(The impact of total quality management on organizational sustainability: The case of the Hotel industry in Saudi Arabia).

وتم منحه هذا الخطاب بناء على خطاب مشرفه الدكتور روشامي زين بن يوسف لجمع بيانات (مرفق صورة من خطاب المشرف).

وأعطي له هذا الخطاب بناء على طلبه دون أدنى مسؤولية على الملحقية.

وتقبلوا أطيب تحياتي وتقديري ،،،

الملحق الثقافي في ماليزيا

أ.د. زايد بن عجيل الحارثي

No. 17, Jalan Keranji 2, Off Jalan Kedondong, Ampang Hilir, 55000 Kuala Lumpur. Tel: +603-4251 2001 Fax: +603-4251 2281
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