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

BY
KHALID ALHARBI

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
June 2016
THE MODERATING EFFECT OF CHANGE AGENT AND ORGANIZATIONAL CLIMATE ON THE TOTAL QUALITY MANAGEMENT AND ORGANISATIONAL SUSTAINABILITY IN SAUDI ARABIA HOTEL INDUSTRY

BY

KHALID ALHARBI

Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy
Kami, yang bertandatangan, memperakuan bahawa
(We, the undersigned, certify that)

MR. AL-HARBI, KHALID NAHI

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(candidate for the degree of)

DOCTOR OF PHILOSOPHY

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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 meneliti 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 pembolehuhubah- 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 berkalaan. 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 hirarki 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.

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

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<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>COCLIM</td>
<td>Organisational Climate</td>
</tr>
<tr>
<td>CHAAGENT</td>
<td>Change Agents</td>
</tr>
<tr>
<td>COSUS</td>
<td>Organisational Sustainability</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>HRR</td>
<td>His Royal Highness</td>
</tr>
<tr>
<td>SCTA</td>
<td>Saudi Commission for Tourism And Antiquities</td>
</tr>
<tr>
<td>UNCTAD</td>
<td>Untied Nation Conference on Trade And Development</td>
</tr>
<tr>
<td>TBL</td>
<td>Triple Bottom Line</td>
</tr>
<tr>
<td>CSF</td>
<td>Critical Success Factors</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
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<td>TOC</td>
<td>Total Organizational Change</td>
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<tr>
<td>RBV</td>
<td>Resource Based View</td>
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<tr>
<td>SET</td>
<td>Social Exchange Theory</td>
</tr>
<tr>
<td>EFA</td>
<td>Exploratory Factor Analysis</td>
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<tr>
<td>FA</td>
<td>Factor Analysis</td>
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<td>PCA</td>
<td>Principal Component Analysis</td>
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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
The contents of the thesis is for internal user only
REFERENCES


Mitchell, G. (2013). Selecting the best theory to implement planned change: Improving the workplace requires staff to be involved and innovations to be maintained. Gary Mitchell discusses the theories that can help achieve this. *Nursing Management, 20*(1), 32-37.


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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

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tbody>
<tr>
<td>1. Hotel Name</td>
<td>____________________________</td>
</tr>
<tr>
<td>For question No. 2 – 5, please (✓) in the appropriate box.</td>
<td></td>
</tr>
<tr>
<td>2. Region</td>
<td>1. Western Region 2. Central Region 3. Eastern Region</td>
</tr>
<tr>
<td>3. Hotel Classification</td>
<td>1. Below 3 stars 2. 3 stars 3. 4 stars 4. 5 stars</td>
</tr>
<tr>
<td>4. Manager Age</td>
<td>1. 20 years – 27 years 2. 28 years - 35 years 3. 36 years - 43 years 4. 44 years - 50 years 5. Above 50</td>
</tr>
</tbody>
</table>

### 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:

<table>
<thead>
<tr>
<th>Strongly Disagree (0%)</th>
<th>Disagree (20%)</th>
<th>Somehow Disagree (40%)</th>
<th>Somehow Agree (60%)</th>
<th>Agree (80%)</th>
<th>Strongly Agree (100%)</th>
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<tr>
<td>1</td>
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<td>4</td>
<td>5</td>
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<th>DIMENSION/ITEM</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>TRAINING AND EDUCATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>Hotel employees are given education and training in how to identify and act on quality improvement opportunities.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Hotel employees are given education and training in statistical and other quantitative methods that support quality improvement.</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>3</td>
<td>Hotel employees are given the needed education and training to improve job skills and performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Hotel employees are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>TEAMWORK AND INVOLVEMENT</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Teamwork and consensus are important in our Hotel.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Our Hotel encourages employees to participate in decision making.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Our Hotel tries to understand the point of view of customers in defining the quality of services provided.</td>
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<td>8</td>
<td>Our Hotel’s senior management encourages teamwork across units and disciplines.</td>
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<td></td>
<td>STRATEGIC QUALITY PLANNING</td>
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<td>9</td>
<td>Hotel employees are given adequate time to plan for and test improvements.</td>
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<td>10</td>
<td>Each department and work group within this Hotel maintains specific goals to improve quality.</td>
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<td>11</td>
<td>The Hotel’s quality improvement goals are known</td>
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<td>12.</td>
<td>Hotel employees are involved in developing plans for improving quality.</td>
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<td>13.</td>
<td>Middle managers (e.g., department heads, program directors, and first line supervisors) are playing a key role in setting priorities for quality improvement.</td>
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<td>14.</td>
<td>External customers are playing a key role in setting priorities for quality improvement.</td>
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<td>15.</td>
<td>Non-managerial employees are playing a key role in setting priorities for quality improvement.</td>
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<tr>
<td></td>
<td>CUSTOMER FOCUS</td>
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<td>16.</td>
<td>The Hotel does a good job of assessing current customers’ needs and expectations.</td>
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<td>17.</td>
<td>Hotel employees promptly resolve customers’ complaints.</td>
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<td>18.</td>
<td>Customers’ complaints are studied to identify patterns and prevent the same problems from recurring.</td>
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<td>19.</td>
<td>The Hotel uses data from customers to improve services.</td>
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<tr>
<td>20.</td>
<td>The Hotel does a good job of assessing employees’ satisfaction with the hotel services.</td>
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<tr>
<td>21.</td>
<td>The Hotel uses data on customer expectations and/or satisfaction when designing new services.</td>
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<td></td>
<td>INFORMATION AND ANALYSIS</td>
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<td>22.</td>
<td>The Hotel collects a wide range of data and information about the quality of services provided.</td>
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<td>23.</td>
<td>The Hotel uses a wide range of data and information about the quality of services to make improvements.</td>
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<td>24.</td>
<td>The Hotel continually tries to improve how it uses data and information on the quality of services.</td>
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<td>25.</td>
<td>The Hotel continually tries to improve the accuracy and relevance of its data on the quality of services provided.</td>
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<td>26.</td>
<td>The Hotel continually tries to improve the timeliness of its data on the quality of services provided.</td>
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<td>27.</td>
<td>The Hotel compares its data to data on the quality of services at other hotels.</td>
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<td></td>
<td>CONTINUOUS IMPROVEMENT</td>
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<td>28.</td>
<td>Associates in the Hotel try to improve the quality of their services.</td>
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</tbody>
</table>
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

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<tr>
<td>31. Quality data (defects, complaints, outcomes, time, satisfaction, etc.) are available.</td>
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<td>32. Quality data are timely.</td>
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<td>33. Quality data are used as tools to manage quality.</td>
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<td>34. Quality data are available to hourly workers.</td>
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<td>35. Quality data are available to managers and supervisors.</td>
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<td>36. Quality data are used to evaluate supervisor and managerial performance.</td>
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### ROLE OF THE QUALITY DEPARTMENT

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<tbody>
<tr>
<td>37. Visibility of the quality department.</td>
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<td>38. Quality department's access to divisional top management.</td>
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<td>39. Autonomy of the quality department.</td>
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<td>40. Amount of coordination between the quality department and other departments.</td>
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<td>41. Effectiveness of the quality department in improving quality.</td>
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**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:

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<tbody>
<tr>
<td>Strongly Disagree (0%)</td>
<td>Disagree (20%)</td>
<td>Somehow Disagree (40%)</td>
<td>Somehow Agree (60%)</td>
<td>Agree (80%)</td>
<td>Strongly Agree (100%)</td>
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<td>6</td>
</tr>
</tbody>
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205
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:

<table>
<thead>
<tr>
<th>Strongly Disagree (0%)</th>
<th>Disagree (20%)</th>
<th>Somehow Disagree (40%)</th>
<th>Somehow Agree (60%)</th>
<th>Agree (80%)</th>
<th>Strongly Agree (100%)</th>
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<td>6</td>
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</table>

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. |   |   |   |   |   |   

206
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:

<table>
<thead>
<tr>
<th>Strongly Disagree (0%)</th>
<th>Disagree (20%)</th>
<th>Somehow Disagree (40%)</th>
<th>Somehow Agree (60%)</th>
<th>Agree (80%)</th>
<th>Strongly Agree (100%)</th>
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<tbody>
<tr>
<td>1.</td>
<td>The hotel’s management employs an internal change agent to lead change in the hotel.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>2.</td>
<td>The Hotel’s management recruits an external expert to facilitate change.</td>
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<td>3.</td>
<td>Change agent helps the hotel to adapt to change.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<td>4.</td>
<td>Change agent participates in shaping culture change for renewal and transformation.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<td>5.</td>
<td>Change agent makes sure that HR processes and programs increase the hotel’s ability to change.</td>
<td>O</td>
<td>O</td>
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</table>
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)

امتنان

عزيزي المشارك،

มาตรฐาน الإدارة،


وبصفتي مشاركًا في البحث، لن تواجه أي مخاطر أو تنازلات أو تعيينات. وثمة تأكد من خلاصك وأن البحث قويته، فكل البيانات التي تهتم بها مصمم على صرامة. وسأرحب بالبيانات التي تقدمها في جزء يعود إلى مشاركين من عيادات الفنادق. الخ، وسأقوم بتجميع البيانات معلوماتين للباحث تراكمًا وتستخدم بصورة علمية.

يرجى الاتصال بي من البيانات المتوفرة أدناه إذا كنت بحاجة لمعلومات إضافية أو إذا كانت لديك استفسارات.

عنوان:
Gun E:
رقم الهاتف: 0555144629
البريد الإلكتروني: kff005@yahoo.com

خالد الحربي
جامعة عتاورد ماليزيا

209
للجزء الثاني: التدقيق

اسم الفندق:_____________________________________________________

المنطقة
□ 1-المنطقة الغربية
□ 2-المنطقة الوسطى
□ 3-المنطقة الشرقية

تصنيف الفندق
□ 1/ أقل من 3 نجوم
□ 2/ 3-4 نجوم
□ 3/ 4-5 نجوم
□ 4/ أكثر من 5 نجوم

عمر المدير
□ 1/ 18-20 سنة
□ 2/ 21-27 سنة
□ 3/ 28-35 سنة
□ 4/ 36-43 سنة
□ 5/ أكثر من 43 سنة

ل الجزء 3: إدارة الجودة الشاملة

يرجى توضيح الحد الذي تعكس فيه كل إفادة مما يلي حالة إدارة الجودة الشاملة في الفندق الذي تعملون به طبقًا لمعرفتكم وخبراتكم. بإمكانكم استعمال قائمة الدرجات التالية:

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

التدريب والتعليم

تم تدريب موظفي الفندق وتعليمهم حول كيفية تحديد فرص تحسين الجودة والعمل عليها.

تم تدريب وتعليم موظفي الفندق في الطرق النسائية والطرق الأخرى التي تدعم تحسين الجودة.

تم تدريب موظفي الفندق وتعليمهم لتحسين مهارات العمل و...

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<tbody>
<tr>
<td>1</td>
<td>تدريب موظفي الفندق وعلىهم جدول الأمور اللحظي في برنامج تحسين جودة</td>
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<tr>
<td>2</td>
<td>تدريب موظفي الفندق على الطرق النسائية التي تدعم تحسين جودة</td>
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<td>3</td>
<td>تدريب موظفي الفندق على الطرق الأخرى التي تدعم تحسين جودة</td>
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</table>
4. يشجع فنادقنا إعادة الفحص على المشاركة في محادثات التحسين.

5. تتيح فنادقنا للموظفين إمكانية المشاركة في محادثات التحسين.

6. تشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

7. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

8. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

9. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

10. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

11. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

12. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

13. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

14. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

15. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

16. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.

17. يشجع فنادقنا الموظفين على المشاركة في محادثات التحسين.
تتم دراسة شكاوى العملاء لتحديد النماذج ومنع وقوع نفس المشاكل. يستخدم الفندق البيانات المقدمة من العملاء لتحسين الخدمات.

يقوم الفندق بعمل جيد حيال تقييم رضا الموظفين عن خدمات الفندق، حيث يتم استخدام بيانات الموظفين بشأن توقعاتهم ورضاهم أو اختلافاتهم.

يجمع الفندق نطاقاً واسعاً من البيانات والمعلومات بشأن خدمات الجودة المقدمة.

يحاول الفندق دائماً تحسين الطريقة التي يستخدم بها البيانات والمعلومات بشأن خدمات الجودة.

يحاول الفندق دائماً تحسين دقة وصحة بياناته بشأن خدمات الجودة المقدمة.

يحاول الفندق باستمرار تحسين الخطوط الزمنية للبيانات بشأن خدمات الجودة المقدمة.

يقارن الفندق بيانات خدماته الجودة مع الخدمات المقدمة في جميع الفنادق.

يحاول الزعماء في الفندق تحسين جودة الخدمات التي يقدمونها.

يحاول الزعماء في الفندق تحليل خدمات عملهم للبحث عن طرق لتقديم عمل أفضل.

إدارة
بيانات الجودة (العيوب، الشكاوى، النتائج، الوقت، الرضى … الخ)

تستخدم بيانات الجودة كوسائل …ارة الجودة.

بيانات الجودة متوفرة للمدراء والمشرفين

تستخدم بيانات الجودة لتقييم المشرف.

لتناسب إدارة الجودة

تشمل المبادرات …ية وإدارة الجودة و شركاء العمل المحليين مع المستثمرين المحليين.

تشمل المبادرات …ية وإدارة الجودة و شركاء العمل اقتصادية المدنية.

بطاقة إلى حد ما (100%) موافق إلى حد ما (80%) موافق إلى حد ما (60%) موافق (40%) موافق (20%) موافق (0%)

6 5 4 3 2 1
تشمل المبادرات الاجتماعية المستدام، تطوير البرامج الثقافية المحلية.

تعزز برامج الصحة والرعاية للمجتمع المحلي.

تشمل المبادرات البيئية المستدام، معالجة النفايات والتقليل منها.

تشمل المبادرات البيئية المستدام، استخدام الطاقة المتجددة.

<table>
<thead>
<tr>
<th>الرقم</th>
<th>الهدف</th>
<th>الوافق بشدة</th>
<th>موافق إلى حد ما</th>
<th>موافق إلى حد ما</th>
<th>موافق</th>
<th>أوافق بشدة</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>مع مدربي جيدة.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
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<tr>
<td>2</td>
<td>يشجعني مدربي عند وجود مشاكل في العمل.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>يتم إعطائي راحة من العمل.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
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<tr>
<td>4</td>
<td>يتم عرض فرص التدريب.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>إذا كنت بحاجة إلى مساعدة، يمكنني اللجوء إلى الإدارة.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>6</td>
<td>الحد من عملني متعب وقاس.</td>
<td>6</td>
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<td>4</td>
<td>3</td>
<td>2</td>
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<tr>
<td>7</td>
<td>ترغب في مزيد من التمتع وماضيًا.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>بمثابة تدريب للعمل في وميزة للعملاء.</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>
ابتداع المساهمات مقدر.

عندما انجز امر بصورة جيدة، يهنئني المشرفين على ذلك.

عملي محدد بصورة واضحة.

يفاء بالمواعيد النهائية على نحو مثمر.

مدرائي عن كثب.

تم اتباع معايير التغيير بطريقة تامة.

كل شيء يتم وضع القرار بشأنه من أعلى.
يتم قياس فعالية إدارة موارد البشرية في الفندق لمدى قدرتها على مساعدة الفندق في المشاركة في المسائل المستقبلية والتكيف معها.

تستخدم الموارد البشرية في دعم السلوكيات الجديدة للحفاظ على تنافسية الشركة.

تعمل الموارد البشرية على تشكيل السلوك الخاص بتغيير الفندق.

تطور الموارد البشرية العمليات والبرامج لمساعدة تحول الفندق نفسه.

تنبع مصداقية الموارد البشرية من إحداث التغيير.

شكرًا على مساعدتكم.
June, 25th 2015

Cultural Mission of Royal Embassy of Saudi Arabia

Saudi Arabian Cultural Attaché 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 3 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 ZEI B. YUSOFF
Assistant Vice Chancellor
College of Business
Universiti Utara Malaysia
The impact of total quality management on organizational sustainability: The case of the Hotel industry in Saudi Arabia.

Wahab Alhajj Ali

April 20, 2019