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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

Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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BY

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UUM
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**Thesis Submitted to
School of Business Management,
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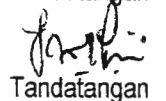
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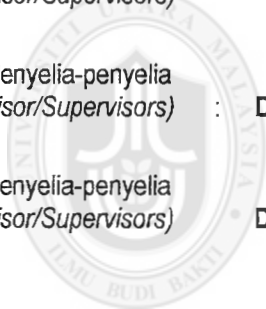
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ABSTRACT

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 kemampuan industri perhotelan di Arab Saudi. Selain itu, kajian ini juga bertujuan menyelidik kesan pengantaraan perubahan dan iklim organisasi terhadap hubungan amalan TQM dan kemampuan 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 pemboleh ubah iklim organisasi, dengan kemampuan. Percanggahan ini telah membawa kepada kemunculan aliran penyelidikan baharu yang mencadangkan agar kajian mengenai pemboleh ubah pengantara yang boleh menyumbang kepada hubungan antara pemboleh ubah- 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 kemampuan organisasi, dan hal ini menyokong kesan pengantaraan agen perubahan dan iklim organisasi terhadap hubungan antara TQM dan kemampuan organisasi. Implikasi pengurusan, dasar, implikasi secara teori, serta cadangan untuk kajian pada masa hadapan turut diketengahkan.

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

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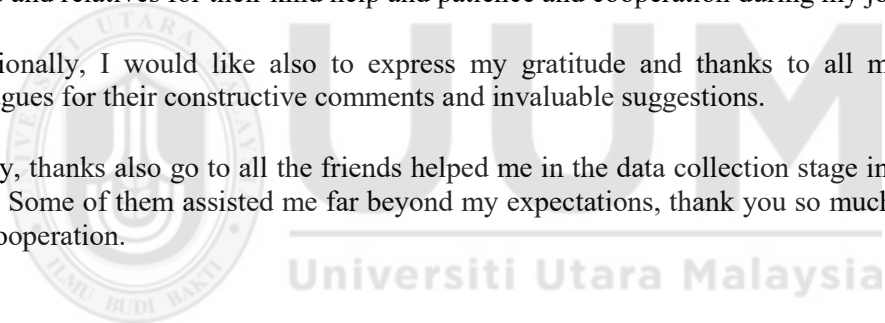


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LIST OF ABBREVIATIONS

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

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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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Hotel employees are given education and training in statistical and other quantitative methods that support quality improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Hotel employees are given the needed education and training to improve job skills and performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Hotel employees are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TEAMWORK AND INVOLVEMENT							
5.	Teamwork and consensus are important in our Hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Our Hotel encourages employees to participate in decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Our Hotel tries to understand the point of view of customers in defining the quality of services provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	Our Hotel's senior management encourages teamwork across units and disciplines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
STRATEGIC QUALITY PLANNING							
9.	Hotel employees are given adequate time to plan for and test improvements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	Each department and work group within this Hotel maintains specific goals to improve quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	The Hotel's quality improvement goals are known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Economic sustainable hotel management initiatives include local business partnerships with local investors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Economic sustainable hotel management initiatives include place marketing of host city.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Social sustainable hotel management initiatives include local cultural development programmes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Social sustainable event management initiatives include programmes for health and wellness enhancement of the local community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Environmental sustainable hotel management initiatives include waste recovery and minimization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Environmental sustainable hotel management initiatives include renewable energy usage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	My managers encourage me when I have problems so that I can solve them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	My suggestions about the work is listened to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Opportunities for training are offered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	If I need help because of a heavy workload, I am given the necessary means.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	The Hotel's management recruits an external expert to facilitate change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Change agent helps the hotel to adapt to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Change agent participates in shaping culture change for renewal and transformation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Change agent makes sure that HR processes and programs increase the hotel's ability to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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



Thanks You for Cooperation

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QUESTIONNAIRE (ARABIC VERSION)

استبيان

عزيمي المشارك،

تحيية طيبة من الباحث: خالد حبيبي

أنا خالد حبيبي، طالب درجة البكالوريوس في إدارة الأعمال في جامعة اوتارا ماليزيا. أنا وبمبحث اسم: نشر مجلس إدارة الجودة لشركة على سبيل المثال في: "حلقة صرنا على فن ادق في اللمعة للعبي الس عوي في تخدم هذا مسح نموذج بة التنبئة حيث يملئكم إكمال مسولة وسرعة (15-20 دقيقة) بساطة، أنا بحاجة لكم بيناء على معرفتكم وحيثتكم من خلال ممارسة أعمالكم في مجال الفن ادق كذلك لضررات لكم حصلتم على طيتم جالكتم.

بصفتي مشارك في البحث، لنتواجهوا أي مخاطر حيث حاجة ماء ولاوظيفة، بوزلك يمكن ارتباط ردوكم بكم. على ذلك لتتفهم عمل ومثل المس لبحا حثتكم لتست خدم ورؤس اسري ل غراض كايهية.

يرجى تصالبي من البيانات المتوفرة أناه إذ لعتب حاجة ل عمل ومات إضفلية أو إذا كنت لوك تفسر ارات.

تصلكم،

خالد حبيبي

جوال: 0555144629

بريد إلكتروني: kff005@yahoo.com



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لجزء الثاني من التقييم

اسم الفندق:

(في المكان الممنون به املن سؤال 2-5 يرجى وضع مة)

الضيقة

□ 2-الضيقة الوسطى

□ 1-الضيقة الغريبة

□ 3-الضيقة للشرب

تصريف فظن دق

□ 2/3 جوم

□ 1/3 من جوم

□ 4/5 جوم

□ 3/4 جوم

عمر المدير

□ 2/35-28 سنة

□ 1/20 - 27 سنة

□ 4/50-44 سنة

□ 3/36-43 سنة

□ 5/أكثر من 50 سنة

لجزء 2: إدارة لجودة لش المهمة

يرجى توضيح لحد الذي تتخسرفي هك لف ادمما يلي حللة إدارة لاجولقش امل في الفندق الذي يتعمل ونبه طقا ل معرفتكم و تجرتكم ب املن كم استعمل قوائم ال درجات التالفة:

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

No.	بعداد	1	2	3	4	5	6
التدريب والتعليم							
1	تتدريب موظفي الفندقة بتوعليهم حول انهي فت حجي فرصت حسيين ال جودة وال عمل علي ها.						
2	تتدري بتوعليهم موظفي الفندقة في الطرق الكمية الصلبيية وال طرق اى التي تدعتم حسيين ال جودة.						
3	تتدريب موظفي الفندقة بتوعليهم ممل حسيين م هارات ال عمل وا داء.						

○	○	○	○	○	○	4	تتم تمييز موظفي الفندق و اعرفهم (أي، مران احيى اللمية من نواحي أو اثنتين مع (لتحسين الجودة
6	5	4	3	2	1		تريق العمل والمشاركة
○	○	○	○	○	○	5	عمل الفيق و ا صاء مهين ففندقنا.
○	○	○	○	○	○	6	يشجع عبندقن ال موظفين على المش ارك فيصنع اعلق قرار.
○	○	○	○	○	○	7	يلح فونندقن اسبي عاب اراء ال عم لتحديد جودة الخدمات المقدمه.
○	○	○	○	○	○	8	يشجع اراقع اعليل ففندقنا عمل الفيق عبر ال وحدات ووا
6	5	4	3	2	1		تخطي طال جودة ا تريفجي
○	○	○	○	○	○	9	يضع وقت كافل موظفي الفندق كخطي طال تحسينات و اعب اراه.
○	○	○	○	○	○	10	لدى لكل إدارة و مجموعة عمل في هذا الفندق ا لها محددة لغرض تحسين الجودة.
○	○	○	○	○	○	11	أهدافت تحسين لاجودة بلندقن عرف في كل ارات.
○	○	○	○	○	○	12	يش ارك موظفي الفندق في تطوير خطط تحسين لاجودة.
○	○	○	○	○	○	13	يلعب ال مدر اعي ال مرتبب ا داي الة الوسيطة دورا (أي، رؤساء ارات، مدرء ال ارامج، والمش فين الة سريين) و سريفي اعداد ايات ال خاصة ب تحسين لاجودة.
○	○	○	○	○	○	14	يلعب ال عم لاخر يمين دورا و سريفي اعداد اول يانت تحسين لاجودة.
○	○	○	○	○	○	15	يلعب ال موظفي غير ايين دورا و سريفي اعداد اول يانت تحسين لاجودة.
6	5	4	3	2	1		تريفج على ال عمل
○	○	○	○	○	○	16	يقوم الفندق بعمل محدد في التقييم حاجات ال عم لا ليعين تروق عملهم.
○	○	○	○	○	○	17	يحل موظفي الفندق شركاوى ال ع را.

○	○	○	○	○	○	18	بتم واسة شركاوى العم لتحيدالنم اذج من ع وقوعفس المش
○	○	○	○	○	○	19	يست خدم الفين دق للهيئات المقدمه من الع نئحسرينالخدمات.
○	○	○	○	○	○	20	يقوم الفين دق بعمل محيدحي التقييم رضىال موظين عن خدمات الفين دق.
○	○	○	○	○	○	21	يست خدم الفين دق للهيئات المقدمه من الع بشأنتوقعهم ورضاهم أو اثنيين معا عخصص بهم خدمات جيدة.
6	5	4	3	2	1	العملومات والتحويل	
○	○	○	○	○	○	22	يجمع الفين دق نظما واسعا من الهيئات والعمل ومنتبشان خدمات لاجودة المقدمه.
○	○	○	○	○	○	23	يست خدم الفين دق نظما واسعا من الهيئات والعمل ومنتبشان خدمات لاجودة عمل النئحسريناتعليها.
○	○	○	○	○	○	24	يحاول الفين دق نظمئحسرينالطريقه التييستخدمها الهيئات والعمل ومنتبشان خدمات لاجودة.
○	○	○	○	○	○	25	يحاول الفين دق نظمئحسريندقة وصح قيارنئبشان خدمات لاجودة المقدمه.
○	○	○	○	○	○	26	يحاول الفين دق استمرات حسرينالخطوط للزبي ليليل انتبشان خدمات لاجودة المقدمه.
○	○	○	○	○	○	27	يقارن الفين دق قيارنئبشان خدمات لاجودة المقدمه في جي عملين ادق.
6	5	4	3	2	1	نئحسرين المهمت مر	
○	○	○	○	○	○	28	يحاول للزم في الفين دق حسرين جودةالخدمات التييقدمنها.
○	○	○	○	○	○	29	يحاول للزم في الفين نئحسرين لاجودة مومبوليتهم.
○	○	○	○	○	○	30	يجلل للز في الفين دق خدمات عمل لهلبحث عن طرقئتيقيم عملأفضل.
6	5	4	3	2	1	إدارة ا	

○	○	○	○	○	○	تشمل المبادرات ا ت م ا عي الم استخدام ارة الفين دقت تطوير اليرام على افي اة ال ح ا ل ية .	4
○	○	○	○	○	○	تشمل المبادرات ا ت م ا عي الم استخدام ارة الفين دقت عني زبرام ج الص حة و ل ا ر ع ل ق ل م م م ع ا ل م ل ح ي .	5
○	○	○	○	○	○	تشمل المبادرات ال ه ي ه ي الم استخدام ارة الفين دق م ع ل ج ة ل ل ن ا ي ا ت ن ط ل ق ل ه ل ف ي م ا .	6
○	○	○	○	○	○	تشمل المبادرات ال ه ي ه ي الم استخدام ارة الفين دق ا س ت خ د ا م ا ل ط ل ق ة ا ل م ج د د ة .	7

لجزء 4: في ا ع ل ش ر ك ة

يرجى توضيح ل احد ال ذ ي ت م ع س ر ف ي ه ك ل ف ا د ق م ا ي ل ي ح ل ة ا د ا ر ة ل ا ج و ل ف ق ش ا م ل ف ي ا ف ي ن د ق ل ذ ي ت ع ل و ن ب ه ط ق ا ل م ع م ن ت ك م و م ي ا ت ك م ب ا ل م ع ن ك م ا س ت ع م ا ل ق ط ا م ة ا ل د ر ج ا ت ا ل ت ا ل ي ة :

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

الرقم	البيانات	1	2	3	4	5	6
1	مع مدرسي جيده.	○	○	○	○	○	○
2	يشجعني مدرسي عود وجود المش ت و ب ذ ل ك ا س ي ط ي ع ح ل الم ش	○	○	○	○	○	○
3	تم ا ت م ا ع ل م ت ر ح ل م ي ش ا ن ا ل ع م ل .	○	○	○	○	○	○
4	يتم عرض فرص التدريب.	○	○	○	○	○	○
5	اذ ا ن ت ب ح ا ج ق ل م س ا ع د ق س ب ب ق ل ح ج م ا ل ع م ل م ق د م ل ي ا ل و س ر ط ا ا م ة ل ل ف ل ك .	○	○	○	○	○	○
6	الهدف من عملي م ح د ب و ض و ح .	○	○	○	○	○	○
7	يرغب ال م د ر ا ف ي ا ت م ا ع ل م و ظ ي ه م .	○	○	○	○	○	○
8	مزال ناجية ا ت م ا ع ي ة ل ع ل ه ي ا ح ت ر ا م ا ت م ا ع ي ل ذ ي ي س ت خ ه .	○	○	○	○	○	○

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تتمقي اسرف عي ة إدارة ال موار دلبشري ة م لقوت ه اعلى مس اعدة الفين دوقبي المش ارك قبي المسائل الموقبب لبي ة والتليف مع ه ا.	8
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تسوخ دم ال موار دلبشري قبي دغلم سل وكي اتل اجد يلهق حفاظ بي بي اف سري ة ل اش ركة .	9
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تعمل ال موار دلبشري ة بي ا اع اققش لي ال سل و ك ل خ اصريت بي ر اف ين دق .	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تطور ال موار دلبشري ة الع بي ات والهر ام ج لم س اعدت حول الفين دوقب س ه .	11
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	تبع ع ص لقي ة ال موار دلبشري ة من احدثات بي ر .	12

ش ا ك ر ا عل بحت ع ا ف ا ك م .



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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



Universiti Pengurusan Terkemuka
The Eminent Management University





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 المنحقة.

وتقبلوا أطيب تحياتي وتقديري ،،،

الملحق الثقافي في ماليزيا

أ.د. زايد بن عجيل الحارثي



Universiti Utara Malaysia



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