TOTAL QUALITY MANAGEMENT
AND PRODUCTIVITY
IN INDUSTRIAL CORPORATIONS IN JORDAN

by

Khleef A Al-Khawaldeh

A thesis
Presented to the
University of Western Sydney
In partial fulfilment of the requirements
For the degree of
Doctor of Philosophy

June, 2001

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PLEASE NOTE

The greatest amount of care has been taken while scanning this thesis,

and the best possible result has been obtained.
ACKNOWLEDGMENTS

It is my pleasure to acknowledge my greatest and deepest thanks and gratitude to all people who gave me full support throughout the PhD Journey. My sincere thanks go to my Principal Supervisor Professor Ross Chapman for providing me with valuable suggestions and helping me in many circumstances during the study period. Special thanks also go to my Associate Supervisor Dr Terrence Sloan who gave me valuable advice on data collection and analysis methods. The Six Monthly Seminar Days, held by the InCITe Research Centre, allowed me to get feedback on my research through the discussion and interaction between PhD students, Supervisors, InCITe members, and internal and external researchers. I am extremely grateful to all people who attended these seminar days and provided me with some ideas and comments on my research.

I wish to thank Associate Professor Robert Mellor for giving me advice in using appropriate statistical analysis. I would like also to thank Professor Raja Junankar for his comments on research proposal (literature review, research framework, and methodology). Also, I wish to thank Ms Sue Went (Professional Membership Manager, Quality Society of Australia) for reviewing the survey instrument and providing me with valuable comments and suggestions.

I would like to acknowledge the support provided by Amman Stock Exchange. My thanks go to all people from the Industrial Corporations in Jordan who participated in the completion of the questionnaire and personal interviews. Finally, a kind message of appreciation goes to my father, my brother and my sisters in Jordan for encouraging me during the study period. A special message of love goes to my wife for inspiring and supporting me at various stages of the PhD.

I dedicate this thesis to my father, my wife, and my daughter.
Statement of Authentication

The work presented in this thesis is, to the best of my knowledge and belief, original except as acknowledged in the text. I hereby declare that I have not submitted this material, either in whole or in part, for a degree at this or any other institution.

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ABSTRACT

The purpose of this analytical study is to determine the degree of application of Total Quality Management (TQM) philosophy and practices in the industrial corporations in Jordan. Through detailed examination of primary and secondary empirical data from these corporations, the study examines the link between TQM and labour productivity. The population of the study consists of all Jordanian shareholding corporations listed under the industrial category in Amman Stock Exchange. In late 1998, this consisted of a total of 90 companies. Both quantitative and qualitative data were collected and analysed in investigating the relationship between TQM implementation and labour productivity.

Detailed survey responses from 76 participating companies were classified into two groups: high-level TQM implementation and low-level TQM implementation. About 60% of these companies were classified as companies with high-level TQM. Descriptive analysis of the survey responses plus company report data found that mean labour productivity measurements for companies with high-level TQM were significantly higher than for those with low-level TQM over the years (1993-1998). Also, mean growth rates of labour productivity measurements for companies with high-level TQM were higher than for those with low-level of TQM during this period. Regression analysis demonstrated a statistically significant positive relationship between TQM and labour productivity. This relationship showed a high positive slope in companies with ISO 9000 certification, and considerably lower (but still positive) slope in companies without ISO 9000 certification.