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IMPACT OF TOTAL QUALITY MANAGEMENT ON THE PERFORMANCE OF HOTEL INDUSTRY IN INDIA AND JORDAN

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ABSTRACT

Total Quality Management (TQM) is the process of coordination that happens inside the organization with the intention of sweeping over the foundation's problems and in the intent of participating directly in fulfilling the desired outcomes. TQM is a philosophy and group of principals which aim to achieve excellence. It represents the basis for the organization which follows the constant improvement. It is also an application of the quantitative methods and the effective use of human resources within the organization's framework with the aim of fulfilling the current and future customer's needs. TQM is the process of coordination that happens inside the institution, in the intention of sweeping over the foundation's problems and in the intent of participating directly in fulfilling the desired outcomes. Total quality management concerns to all the actions that are performed by the people who are responsible for running foundation's affairs which include planning, implementation, and valuation. Taking this into cognizance, the present study has been conducted to examine the impact of TQM on the performance of hotel industry in India and Jordan.

INTRODUCTION

Total Quality Management (TQM) is developing and sustaining the organization's potentials in the aim of improving quality constantly and in the aim of fulfilling the beneficiaries' requirements and exceeding them. Thus, people must search for quality and apply it in any feature of the work features, starting from identifying the beneficiaries' needs and ending with identifying the beneficiary's degree of satisfaction with the services or products that are provided for him (Al-Lawzi, 2004). TQM is considered one of the most important waves which have attracted a great attention by leaders, practicing managers, and academic researchers, as being one of the popular widespread managerial concepts in the current period. The concept of TQM is linked with quality itself, which indicated the total qualities and features which

concern service, in the aim of fulfilling the apparent and fuel needs of beneficiaries. Most of the studies have confirmed that applying TQM would be reflected positively on the performance of the organizations which apply TQM. These positive reflections are represented in increasing productivity, improving the profitability rate, lowering costs, improving current performance, and raising the levels of the employees' job satisfaction. The TQM importance and its spreading speed have both increased due to the existence of indicators which reflect the effectiveness of applying TQM (Rao, et al, 1996).

Total quality management concerns to all the actions that are performed by the people who are responsible for running foundation's affairs which include planning, implementation, and valuation. TQM is the process of coordination that happens

inside the institution, in the intention of sweeping over the foundation's problems and in the intent of participating directly in fulfilling the desired outcomes. Therefore, it is an ongoing process for improving and sustaining quality (Al-Samerrai, 2012). TQM method includes a group of elements and rules which one must be committed to in the aim of achieving success in putting on this concept and the targets which the managerial method aims to accomplish. These objectives are represented in improving the managerial performance, and living up to the public's satisfaction with the furnished services or merchandise (Al-Lawzi, 2004). The main components of the TQM are represented through the following:

- i. The commitment and pledge of the senior management with the principal of improving quality management. It is necessary for the senior management to work on improving the quality of the provided services or the produced commodities. Therefore, it is necessary for the senior management and its workers to earn what the procedure of applying TQM can achieve, in what concerns rationalization, increasing earnings, offering funding for the managerial organizations, and supporting management and its ongoing success.
- ii. Setting plans constantly to improve the service level: The importance of planning does not have any less importance than any other managerial function. Every bit the successful planning represents the survival and continuation of arrangements. It is managed through the processes of predictions which are well-planned and regulates the future. It is also managed through setting possibilities and estimations on a scientific basis and identifying the programs that are desired to be carried out in a manner that adapts with the organization's capacities. And so, there must be a constant provision for improving the quality of the supplied services (Al-Awamleh, 1992).
- iii. Giving attention to the public that are provided with the service: Satisfaction the public is the main objective of any establishment, whether that was concerning public services in the public sector, or producing commodities in the secret sector. That is considered a proof for the addiction of the managerial organizations' success to the extent of these organizations' conviction and perception of the importance of providing services effectively and efficiently.
- iv. Training the employees on TQM: The success of TQM requires providing employees with the skills and capabilities

that are needed for applying TQM and its winner. That is made out through training those people through offering them with training programs that will qualify them and which deliver information and skills to them in a manner that would be reflected positively on the individual's functioning and capacities. As the operation of training employees must be founded on a scientific base that are able to ameliorate the functioning level of the individuals (Shiban, 1995)

- v. Involving the employees in the procedures of making decisions: Involving can be comprehended as a process of interaction of individuals mentally and emotionally with the study groups in the system. That will come in a manner that will enable these individuals from exerting the required efforts and energies to fulfill the organizational targets. The process of involving employees in the procedures of making decisions has attracted a great attention, especially in the current time, due to the heavy contribution of this participation in meeting objectives. As the employees bear a great influence upon the advancement of the production operation. That is because they are the ones who are well known the most with the work's problems and in identifying solutions (Al-Lawzi, 2004).
- vi. Forming work teams within the modern managerial organizations is one of the essentials of applying quality management which aims to resolve problems and determine answers. That is done through using what's called work team. As TQM requires from the senior management to figure out on organizing work teams which constitutes from individuals who possess skills and potentials that are necessary to resolve problems.
- vii. Identifying quality measurement standards: There are measures and which upon they measure the quality of the offered services. These criteria are the foundations and requirements of successful quality management. Employees must be devoted to these criteria to insure a more respectable carrying into action of the employees'. So, that will guarantee to supply the public with services of higher quality that can meet all desires and all preferences. Some standards include considering to accuracy, organizing and time in case of providing help. They likewise admit the necessity of supplying data and handling managerial and problems and challenges which face the public during obtaining the service.

viii. Rewarding employees: Applying QM requires giving individual incentives which will lead in filling their needs and which will pull them to exert efforts to meet the organization’s aims. As the systems of incentives and what fears they are considered an efficient method to develop the workers’ performance and increase their productivity along with improving their character. Incentives have multiple configurations. For example, they can be in the shape of financial rewards, promotions, or recognition. They can also allocate an a

locative ratio of the parcels for some special individuals in case the company is utilizing quality management in the private company. While in the public sector organizations, the tangible and intangible incentives and involving individuals in making decisions are entirely regarded as effective instruments (Al-Lawzi, 2004)

Table 1: Dimensions of TQM

Dimension of TQM	Author	Sector
Content	Turkson (2012)	Hotel
Process	Talib et al (2010)	Service
	Anela et al (2008)	Education
	Ladislav (2003)	Education & Training
	Sauwakon R (2012)	Education
Structure	Turkson (2012)	Hotel
	Talib et al (2010)	Service
	Alan Tait (1997)	Education
Strategic Planning	Alizwain (2012)	Education
	Jaafreh & Al-Abedallat (2013)	Service
	Mohammadi (2014)	Industry
	Prajogo & Sohal (2003)	Industry
	Shawawreh & Al-Mutairi (2010)	Industry
Customer Focus	Hassan et al (2012)	Industry
	Alizwain (2012)	Education
	Jaafreh & Al-Abedallat (2013)	Service
	Prajogo & Sohal (2003)	Industry
Employee Relation	Dilber et al (2005)	Health
	Alizwain (2012)	Education
	Jaafreh & Al-Abedallat (2013)	Service

Dimensions of TQM used in the study

- 1. Content:** Content in ensuring high quality standards of services or goods being created, employees must follow the standard operations of the company (Tucson, 2012). The previous study shows that content affects performance in the hotel sector. Thus, the first hypothesis attempts the find a relationship between content (a variable of TQM) and performance in the hotel industry in India and Jordan.
- 2. Process:** Process is the approach in which all the resources of an organization are used in more efficient and effectual way to attain desired performance (Talib et al, 2010).Tucson (2012) expected that process in TQM have a positive impression on performance of hotel sector because there is a need for interaction between the doers and the customers by a consistent

succession of natural process that must be watched and will co-ordinate, institutional evaluations point to the need to improve process control in lodge to reach greater efficiency of the assessed unit (Ladislav, 2003). Thus, the second hypothesis attempts to determine the relationship between process (a variable of TQM) and performance in the hotel industry in India and Jordan.

- 3. Structure:** Structure have a positive impression on the operation of the hotel and service sector and because the physical facilities and the organizational design in the production of the service and the products must be enough and if necessary in excess (Tucson, 2012).Thus, the third hypothesis attempts to determine the relationship between structure as a factor of quality assurance and performance in the hotel industry in India and Jordan.

4. **Strategic Planning:** Strategic planning is that the organization will be able to analyze the external competitive environment established environment, and competitiveness compared to competitors and to identify opportunities and risks and threats and the needs and expectations of the beneficiaries and the market opportunities arising there from, through the identification and collection and analysis of information the occasion about the entity's business environment requirements, technological and other changes of the major changes that could affect the products or services and analysis of internal established environment and identify aspects of the strengths and weaknesses in the area of human resources and the other a resource, and should be the senior management know what the strategic objectives of the major long and short-term facility and how to link the vision and mission of the facility and schedule the implementation and delivery of the strategic plan and implementation requirements for the various administrative levels in the facility, and to know the main indicators and procedures for measurement of performance (Shawawreh & Al-Mutairi, 2010).
5. **Customer Focus:** Customer focus is the degree to which a firm's customers continually perceive that their demands are being satisfied by the firm's products and services. It's mentioned that many literatures reported that customer relationship must identify with the governing body to assess customer needs and outlooks in order to involve clients in quality improvement which helping organization to define client satisfaction (Jaafreh & Al-Abdallat, 2013). TQM believes that the client is the one who defines the standards that likes to be available in products will stick, not regulation. TQM is also centered on satisfying all customers, including internal customers, and produce a solid, long-term partnerships do not rely on lower prices with vendors. It is important to meet the customers, especially in the events of the competition; so as not to drop out to other competitors, means that the institution must give way beyond customer expectations centered on getting the client happy. If the client is happy with the product or service provided, it will tell a limited number of people do, but if the customer is unhappy, he will complain to the large number of people (Ayesh, 2008).

LITERATURE REVIEW

Hasan (2004) explore to what extent can take advantage of total quality management concepts to improve the quality of services provided in the Sudanese hotels, the researcher used the questionnaire obstacle to collect data and information from the study population has been distributed to a number seventy form a random sample was selected from workers Sudanese hotels study population, the study found that there is enough interest in the concept of TQM in the Sudanese hotel management, and there is a lack of awareness in many of the administrative leadership in the hotels to the concept of total quality, and lack of knowledge and understanding of the concept of the overall quality of the most important factors that influenced not to be applied in the Sudanese hotels, the study showed that there is a complete lack of attention to the needs of customers. **Mohsen (2009)** indicated that presentation of an integrated model in order to underpin the introduction of a TQM culture should apply in five star hotel operations, actual information sources and quality management processes used in five star hotel operations, this quality process based on the way of hotel managers and staff approach TQM in general. The survey also suggested that five star hotels in the UK using four processes in approach quality management, which includes the following: quality planning, character improvement, quality assurance, and quality auditing. **Butnaru (2009)** indicate that constant improvement of the qualitative performance of Romanian tourism in the direction of achieving the aims of quality for a product or service will be ascertained, in the case of execution of a quality management organization. The study also argues that Romanian tourist service quality consists of a set of methods with the in order to constantly bettering the caliber of products and services. This will be accomplished by improving the functioning and increasing the performance of the service providers mainly in the hotel industry. **Al-Swidi & Mahmood (2012)** examine the relationship between TQM, entrepreneurial orientation (EO) and performance and how these factors affected by the organizational culture. The study reported that there is a significant role of organizational culture to enhance total quality management (TQM), entrepreneurial orientation (EO) and performance. **Dilber et al (2005)** concentrates on continuous process improvement within organizations which received a bun in the oven to provide superior customer value and satisfy customer demands. The study reported that adopted info, maps and info charts for an information organization is a popular guideline of TQM for organizational management. The mediating role between organizational strategy and procedure can be touched by application of total quality management in formulating. **Nouri (2013)** reported that total quality management significantly, positively related to the separation of strategy and

partially, the relationship between strategy and three separate performance criteria (product quality, product presentation and process innovation) will play a mediating role. **Al-Shobaki, Fouad, and Al-Bashir (2010)** classifying hotels in Jordan into groups based on their Total Quality Management (TQM) implementation, the study use a survey methodology, the TQM questionnaire was designed to measure the level of TQM implementation throughout Critical Success Factors (CSFs) which are necessary for TQM implementation. The study results classified Jordanian hotels based on the CSFs for TQM implementation. More specifically, using cluster analysis on the CSFs of TQM resulted in two groups of hotels: ‘low TQM adopters’ and ‘high TQM adopters’. These two groups showed significant differences across the TQM CSFs.

Objectives of the Study

1. To investigate the concept of total quality management.
2. To study the relationship between TQM and performance in the hotel industry in India and Jordan.
3. To put in some recommendations based on study results to improve quality assurance process in the hotel industry in Jordan and India.

Hypotheses of the Study

- Ho1:** There is no significant difference in the value of content between India and Jordan.
- Ha1:** There is a significant difference in the value of content between India and Jordan.
- Ho2:** There is no significant difference in the value of process between India and Jordan.
- Ha2:** There is a significant difference in the value of process between India and Jordan.
- Ho3:** There is no significant difference in the value of structure between India and Jordan.
- Ha3:** There is a significant difference in the value of structure between India and Jordan.
- Ho4:** There is no significant difference in the value of strategic planning between India and Jordan.
- Ha4:** There is a significant difference in the value of strategic planning between India and Jordan.

Ho5: There is no significant difference in the value of customer focus between India and Jordan.

Ha5: There is a significant difference in the value of customer focus between India and Jordan.

Ho6: There is no significant difference in the value of employee relation between India and Jordan.

Ha6: There is a significant difference in the value of employee relation between India and Jordan.

Ho7: There is no significant difference in the value of performance between India and Jordan.

Ha7: There is a significant difference in the value of performance between India and Jordan.

Demographic Profile of Employees

Table 2 highlights the demographic profile of employees in India and Jordan. The percentage of Jordanian male employees is 69.9% while the percentage of Jordanian female employees is (30.1%) but the percentage of Indian male employees is 70.5% while the percentage of Indian female employees are 29.5%. *Secondly*, the percent of Jordanian employees in the category 20-25 years is 45.4%, in category 26-30 years is 21.8%, in category 31-35 years is 17% while in category 36-40 years is 9.2% and in category 41 years & more is (6.6%). However, the percentage of Indian employees in category 20-25 years are 3.6% and in category 26-30 years are 24.1%, in category 31-35 years are 29.1%, in category 36-40 years are 25.5% and in category 41 years & more are 17.7%. *Thirdly*, Jordan’s hotels have the most employees between 20 and 25 years while as in India’s case they have the most employees between 31 and 35 years of age. *Fourthly*, the percentage of Jordanian employees having diploma degree is 7.4%, Bachelor degree 35.8%, M.A. degree 37.1%and PhD degree is 19.7%. Moreover, the percentage of Indian employees having diploma degree is 8.2%, Bachelor degree 29.1% M.A. degree 45.5% and PhD degree is 17.3%. Table 4.9 shows the statistics related to the employee experience, the percentage of Jordanian employee having experience of less than 5 years is 4.4% and 16% have experience more than 20 years. Indian employees having experience of less than 5 years were 27.3% and 15% have more than 20 years.

Table 2: Demographic Profile of Employees in India and Jordan

Categories	Jordan		Indian	
	Frequencies	%	Frequencies	%
Male	160	69.9	155	70.5
Female	69	30.1	65	29.5
Total	229	100.0	220	100.0
Age				
20 - 25 years	104	45.4	8	3.6
26 - 30 years	50	21.8	53	24.1
31 - 35 years	39	17.0	64	29.1
36 - 40 years	21	9.2	56	25.5
41 years and more	15	6.6	39	17.7
Total	229	100.0	220	100.0
Education				
Ph.D	45	19.7	38	17.3
Master	85	37.1	100	45.5
Bachelor	82	35.8	64	29.1
Diploma	17	7.4	18	8.2
Total	229	100.0	220	100.0
Experience				
Less than 5 years	10	4.4	3	1.4
6-10 years	66	28.8	60	27.3
11-15 years	75	32.8	92	41.8
16 -20 years	41	17.9	32	14.5
Above 20 years	37	16.2	33	15.0
Total	229	100.0	220	100.0

RELIABILITY

Reliability is made up of stability and internal consistency is the degree to which measures are free from error and yield consistent results. Stability is the ability of the measures to produce consistent results over time while internal consistency is concerned with the homogeneity of the measures that tap the constructs. This is made up of inter-item consistency reliability and the split-half test. However, this study used the Cronbach’s alpha to get the inter-item consistency reliability. The acceptable

value for reliability, with Likert scale items is Cronbach’s alpha ≥ 0.6 (Cavana et al., 2001). The minimum acceptable Cronbach’s alpha is 0.60. Content has cronbach’s alpha values 0.86; process 0.863; structure 0.904; strategic planning 0.884; customer focus 0.892; employ relation 0.891 and performance 0.882. The alpha values for the factors ranged from 0.863 to 0.904 exceeding the minimum alpha of 0.6 and Cronbach’s alpha value for over all the variables is 0.943.

Table 3: Cronbach’s Alpha

No.	Variable	Cronbach's Alpha	No. of Item
1	Content	0.867	8
2	Process	0.863	8
3	Structure	0.904	8
4	Strategic Planning	0.884	8
5	Customer Focus	0.892	8
6	Employee Relation	0.891	8
7	Performance	0.882	7
All		0.943	55

Table 4: Correlation Matrix

	Content	Process	Structure	SP	CF	ER	Per
Content	1	.364**	.320**	0.068	.334**	.779**	.228**
Process	.364**	1	.278**	.116*	.374**	.445**	.346**
Structure	.320**	.278**	1	0.09	.351**	.256**	.310**
SP	0.068	.116*	0.09	1	0.086	0.034	0.034
CF	.334**	.374**	.351**	0.086	1	.408**	.308**
ER	.779**	.445**	.256**	0.034	.408**	1	.244**
Per	.228**	.346**	.310**	0.034	.308**	.244**	1

SP: Strategic planning

CF: Customer Focus

ER: Employee Relations

Per: Performance

*Sig. at 95% level of sig.

** Sig at 99% level of sig.

CORRELATION

Table 4 shows the result of correlation between content and process, structure, customer focus, employee relation and performance. The mean correlation between all the parameters is statically significant. But the result between content and strategic planning is statistically significant because the value of sig=0.015<0.05. The correlation between process and content, structure, customer focus, employ relation, and performance. The mean correlation between all the parameters is statistically significant. The result between process and strategic planning is not statically significant because the value of sig=0.116 >0.05.

The result in correlation between structure and content, process, customer focus, employ relation and performance is statically significant. But structure and strategic planning is not statistically significant the value of sig=0.090>0.05. The correlations between strategic planning and content, process, structure, and customer focus is no statically significant because the value of sig> 0.05. Between strategic planning, employee relation and performance it is statistically significant the value of sig <0.05.

HYPOTHESES TESTING

Table 5: Results of t Test in Abridged Form

Dimensions of TQM	India		Jordan		T Value	Sig Value
	Mean	SD	Mean	SD		
Content	4.507	.262	3.526	1.092	-12.914	.000
Process	4.423	.4005	3.365	1.066	-13.753	.000
Structure	4.547	.3173	3.429	1.209	-13.216	.000
Strategic Planning	3.397	.9260	3.378	1.128	-.193	.000
Customer Focus	4.485	.3234	3.475	1.176	-12.359	.000
Employee Relations	4.514	.271	3.572	1.202	-11.253	.000
Performance	3.905	.4532	2.980	1.007	-12.405	.000

The result of correlation between customer focus and content, process, structure, employee relation and performance is statistically significant the value of sig< 0.05. And correlation between customer focus and strategic planning is not statically significant the value of sig>0.05. Correlation between employee relation and content, process, structure, customer focus and performance it is statistically significant the value of significance <0.05. And the correlation between employee relation and strategic planning is not statically significant the value of sig>0.05. The correlation between performance and content, process, structure, customer focus, and employ relation is statistically significant the value of sig< 0.05. But the correlation between performance and strategic planning is not statically significant the value of sig>0.05. Table 4.18 shows the summary of the hypothesis for both India and Jordan. The result shows that in India three hypotheses namely process, structure and strategic planning are accepted but content, customer focus and employ relation are rejected. In the case of Jordan only one hypothesis, which is process is accepted and the rest of the hypothesis are rejected.

Independent sample t-test has been applied to determine the significant difference on content, process, structure, strategic planning, customer focus, employee relation and performance between India and Jordan. The result of the test in abridged form is shown in table 5. It shows that the mean value of India (mean=4.5072) is more than Jordan on content. Further the difference is statistically significant as value of significance (0.000) is less than 0.05 (0.95% level of sig), Therefore Ho₁ is rejected. Besides, the mean value of India (mean=4.423) is more than Jordan on process. And the difference is statistically significant as the value of significance (0.000) is less than 0.05 (0.95% level of sig). Therefore Ho₂ is rejected. The mean value of India (mean=4.547) is more than Jordan on structure. And the difference is statically significant as value of significance (0.000) is less than 0.05 (0.95% level of sig). Therefore Ho₃ is rejected. Furthermore, in strategic planning between India and Jordan, mean value in India (mean=3.397) is more than Jordan on strategic planning. The value of significance, (0.000) is less than 0.05 (0.95% level of sig), therefore Ho₄ is rejected. However, the mean value of India (mean=4.485) is more than Jordan on customer focus, and the value of sig (0.000) is less than 0.05 (0.95% level of sig) and Ho₅ is rejected. Moreover, the mean value of India (mean=4.514) is more than Jordan on employ relation. The value of significance (0.000) is less than 0.05 (0.95% level of sig), and Ho₆ is rejected. Finally, the mean value of India (mean=3.905) is more than Jordan on performance. The value of sig (0.000) less than 0.05 (0.95% level of sig) and therefore Ho₇ is rejected.

CONCLUDING REMARKS

TQM method includes a group of elements and rules which one must be committed to in the aim of achieving success in putting on this concept and the targets which the managerial method aims to accomplish. TQM is a philosophy and group of principals which aim to achieve excellence. It represents the basis for the organization which follows the constant improvement. It is also an application of the quantitative methods and the effective use of human resources within the organization's framework with the aim of fulfilling the current and future customer's needs. The study's main goal is to examine the relationship between quality assurance (content, process, structure, strategic planning, customer focus, employee relation) and performance in hotel industry in India and Jordan. The importance of this study stems from its objectives and expected results. It may help decision makers to improve performance of hotel in Jordan and India through a systematic and accurate quality assurance as one of the most important part of total quality management TQM.

The population is consisting of all Jordanian and Indian hotels. A sample of 500 employees based

on 10 hotels was selected from the two cities Amman city in Jordan and Delhi city in India. The study found that there are positive attitudes toward quality assurance (content, process, structure, customer focus, employee relation). The study also found that there are negative attitudes toward strategic planning. Moreover, study found that there is positive attitude toward performance. The results indicate that the correlation between dependent variable dimensions is positive and medium and low in value with some variables. The results also indicate that there was a positive and medium relationship between the independent variable and dependent variable. The results provide evidence to reject null hypothesis. It means that there are significant differences between TQM dimensions and performance in hotel industry in India and Jordan.

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APPENDIX

Table 6: ANOVA for Gender group

	Male			Female			Sig
	Mean	SD	T	Mean	SD	T	
Content	3.964	.954	-1.348	4.098	.903	-1.409	0.169
Process	3.966	1.002	-3.866	4.148	.827	-4.175	0.000
Structure	3.966	1.067	-.215	3.989	1.021	-.219	0.161
Strategic planning	3.397	1.041	0.301	3.365	1.015	0.304	0.197
Customer Focus	3.958	1.020	-.411	4.001	0.984	-.417	0.269
Employee Relation	3.994	1.019	-1.019	4.109	.943	-1.160	0.041
Performance	3.473	0.891	1.600	3.323	0.956	1.55	0.013

Table 7: ANOVA for Age

Variable	20-25 years		26-30 years		31-35 years		36-41 years		41 or more		T	Sig
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Content	3.415	1.080	4.068	.884	4.260	.758	4.302	.723	4.193	.792	17.869	.000
Process	3.260	1.011	4.058	.869	4.015	.888	4.230	.793	4.079	.824	18.393	.000
Structure	3.338	1.177	3.943	1.066	4.385	.733	4.250	.864	4.164	.913	18.421	.000
Strategic planning	3.248	1.097	3.475	1.012	3.456	1.006	3.417	1.024	3.338	.998	.853	.492
Customer focus	3.317	1.147	4.047	.957	4.181	.842	4.359	.768	4.224	.767	19.477	.000
Employ Relation	3.446	1.188	4.167	.946	4.255	.835	4.224	.755	4.259	.775	14.361	.000
Performance	3.063	1.017	3.466	.908	3.565	.864	3.619	.804	3.579	.723	6.624	.000

Table 8: ANOVA for Education

Variable	Ph.D.		Master's		Bachelor's		Diploma		T	Sig
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Content	4.607	.136	3.946	.962	3.959	.962	4.513	.463	4.700	.003
Process	4.535	.243	4.040	.897	3.638	1.037	4.011	.845	6.892	.000
Structure	3.392	1.311	3.845	1.100	4.025	1.032	4.563	.451	5.719	.001
Strategic planning	2.464	.316	3.370	.986	3.307	1.073	3.988	.944	5.866	.001
Customer focus	4.107	1.090	4.104	.919	3.727	1.115	4.324	.717	6.602	.000
Employ relation	4.642	.340	4.003	.980	3.938	1.053	4.556	.645	4.602	.003
Performance	3.785	.936	3.542	.860	3.298	.957	3.320	.939	2.816	.039

Table 9: ANOVA for Experience group

Variable	Less than 5 years		5-10 years		10 or less than 15 years		15 or less than 20 years		20 year or more		T	Sig
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Content	3.736	1.045	4.037	.932	3.932	.980	4.166	.876	3.998	.894	1.091	.360
Process	3.758	1.024	3.858	.955	3.872	.971	3.982	.976	3.861	.987	.278	.389
Structure	3.428	1.120	4.051	1.025	4.106	1.003	3.714	1.131	3.898	1.061	2.983	.019
Strategic planning	3.714	1.252	3.445	1.085	3.399	1.018	3.174	.926	3.420	1.029	1.230	.297
Customer focus	3.263	1.167	4.004	1.002	4.160	.909	3.853	1.055	3.714	1.067	4.620	.001
Employ Relation	3.747	1.195	4.095	.995	4.021	1.000	3.996	.998	4.012	.971	.723	.792
Performance	3.208	.982	3.485	.896	3.485	.932	3.431	.887	3.442	.922	.452	.771