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**THE IMPACT OF THE APPLICATION OF TOTAL QUALITY  
MANAGEMENT ON THE SATISFACTION OF WORKERS:  
CASE OF PRIVATE SCHOOLS IN BURSA\***

Joudi MARASHI<sup>1</sup>

Bulut DÜLEK<sup>2</sup>

***Abstract***

The implementation of total quality management is an important factor in most organizations, especially educational institutions. Because it plays an important role in gaining employee satisfaction. The purpose of this study was to clarify the role of applying total quality management in increasing customer and employee satisfaction. In addition to defining the concept of total quality management that can be used to gain employee satisfaction and loyalty, and the relevant dimensions, and explaining methods of improvement for these dimensions. This study focuses on the extent of application of total quality management in educational institutions, so that educational institutions implement total quality management (TQM) and then measure employee satisfaction. Where job satisfaction is one of the factors, and the mission is to influence the quality of service in the organization. The study stresses the importance of continuous research and review in all aspects and problems faced by educational institutions. Through visiting private schools and distributing questionnaires to employees in those schools, 377 questionnaires were filled out and these questionnaires were analyzed. By establishing hypothesis, these statistical analyzes were performed and examined the correlation and regression between TQM and employee satisfaction. The necessary proposals were submitted to improve the extent of implementation of Total Quality Management in order to gain more confidence in the private education sector. As a result of the research, it was determined that the application of TQM increases employee satisfaction.

**Key Words :** Quality, Total Quality Management, Satisfaction of Workers

**Jel Codes:** M20, M50, M54.

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\* This study is adapted from the master thesis named “The Impact of the Application of Total Quality Management on the Satisfaction of Workers: Case of Private Schools in Bursa”.

<sup>1</sup> Master Student, Van Yuzuncu Yıl University, [joudymarashy@gmail.com](mailto:joudymarashy@gmail.com), ORCID ID: 0000-0003-4822-4233

<sup>2</sup> Asst. Prof., Van Yuzuncu Yıl University, [bulutdulek@yyu.edu.tr](mailto:bulutdulek@yyu.edu.tr), ORCID ID: 0000-0002-3474-7220

## TOPLAM KALİTE YÖNETİMİ UYGULAMASININ ÇALIŞANLARIN MEMNUNİYETİ ÜZERİNDEKİ ETKİSİ: BURSA İLİNDE ÖZEL OKULLAR ÖRNEĞİ

### Öz

Toplam kalite yönetiminin uygulanması, çoğu kuruluşta, özellikle eğitim kurumlarında önemli bir faktördür. Çünkü çalışan memnuniyetinin kazanılmasında önemli rol oynar. Bu çalışmanın amacı, müşteri ve çalışan memnuniyetini artırmada toplam kalite yönetiminin uygulanmasının rolünü netleştirmektir. Çalışan memnuniyetini ve bağlılığını sağlamak için kullanılabilir toplam kalite yönetimi kavramını ve ilgili boyutları tanımlamanın yanı sıra bu boyutlar için iyileştirme yöntemlerini açıklamak. Bu çalışma, eğitim kurumlarının toplam kalite yönetimini uygulayabilmesi ve ardından çalışan memnuniyetini ölçebilmesi için toplam kalite yönetiminin eğitim kurumlarında uygulama kapsamına odaklanmaktadır. İş tatminin faktörlerden biri olduğu ve misyonun organizasyondaki hizmet kalitesini etkileme olduğu durumlarda. Çalışma, eğitim kurumlarının karşılaştığı tüm yön ve problemlerde sürekli araştırma ve incelemenin önemini vurgulamaktadır. Türkiye'de çalışmanın pratik ve pratik önemi, birçok eğitim kurumunun uğradığı yüksek devir oranlarının ortadan kaldırılmasına veya sınırlandırılmasına ve seçkin beceri ve yeteneklere sahip insanları çekmek ve çekmek yönünde rekabet birliğine katkıda bulunmaya odaklanmıştır. Özel okulları ziyaret ederek ve bu okullarda çalışanlara anket dağıtarak 377 anket doldurulmuş ve bu anketler analiz edilmiştir. (SPSS) hipotezi oluşturularak, bu istatistiksel analizler gerçekleştirilmiş ve TKY ile çalışan memnuniyeti arasındaki ilişki ve regresyon incelenmiştir. Özel eğitim sektöründe daha fazla güven kazanmak için Toplam Kalite Yönetiminin uygulama kapsamını iyileştirmek için gerekli öneriler sunulmuştur. Araştırma sonucunda TKY uygulamasının çalışan memnuniyetini artırdığı tespit edilmiştir.

**Anahtar Kelimeler:** Kalite, Toplam Kalite Yönetimi, Çalışanların Memnuniyeti

**Jel Kodları:** M20, M50, M54.

### INTRODUCTION

Many organizations aim to improve their products and services and save time and material capabilities in order to reach quality in line with the developments of the era, so modern concepts emerged with the aim of reaching new and significant market shares, the most important of which is Total Quality Management, as these latter have made a great change in the thinking and practices of managers In the organizations that have adopted it, with the aim of satisfying the needs and desires of the customer and gaining his satisfaction, which ensures the survival of these institutions and their continuity in the competitive process and in line with technological progress and increasing their ability to face the challenges of the age that have made quality an imperative in all the work that they do, and one of the most important factors for achieving advantage Competitiveness, as the increasing customer demand for

better quality has forced organizations to search for how to access it, taking into account all of the cost factor, delivery, flexibility, innovation and creativity or the so-called competitive precedents.

Total Quality Management is one of the most pioneering intellectual and philosophical concepts that captured attention A broad range of specialists, researchers, administrators and academics who are particularly concerned with developing and improving the production and service performance in various humanitarian organizations, and the Japanese administration has played a decisive role in this regard. In light of the current changes, it has become imperative for national institutions to adapt, upgrade and excel in their performance and come up with modern management methods and concepts aimed at raising the level of quality that has become the decisive element in building a competitive strategy by developing and changing its vision, philosophy and policies in line with the requirements of the twenty-first century approved In that to achieve competitive precedents, the most prominent of which is the precedence of quality, but that quality alone is not sufficient to achieve this trend, rather it is necessary to adopt the most recent trends and systems in its management. The total quality management over the past two decades has achieved remarkable and remarkable successes in many Japanese and European international companies. The literature and studies have confirmed that the concepts of total quality management were the basis of which the search for improving performance was launched, as well as responding to customer expectations and improving productivity rates, which reflects the importance of this approach in achieving good performance for the organization at all levels. One of the basic requirements for implementing TQM is the presence of leaders who are willing to change the organizational behavior of the members of the organization, and the ability to define their roles, with an explanation of the return from applying this approach to the products and services that the institution seeks to provide to the customer.

Despite the presence of many trends related to work, job satisfaction is the most important phenomenon that has received great attention by behavioral scientists, so that job satisfaction is considered one of the biggest topics in management science ambiguity because it is an emotional state related to the employee that is difficult to understand. Perhaps this ambiguity has led to the emergence of hundreds of research and father Some of them considered job satisfaction as an independent variable that affects the behavior of employees, such as performance, absenteeism, work turnover, and some of them considered it a dependent variable affected by wages, salaries, bonuses and grants. If we look closely at the relationship

between job satisfaction and organizational loyalty, we will find that there is a close relationship between them. Some researchers have emphasized that organizational loyalty is a force that identifies an individual with his organization and his association with it, and that it cannot be understood without his consent for his job and that loyalty and satisfaction are linked to distinct attitudes and trends, and that Individuals 'satisfaction with work is not necessarily related to their motivation or productivity. The individual's obtaining of benefits and returns from his job does not necessarily make him want to perform the work entrusted to him, and it is inferred from this that the individual's satisfaction with the job does not necessarily mean increasing their performance.

## **1. CONCEPTUAL FRAMEWORK**

### **1.1 Total Quality Management**

The concept of total quality management, like other modern administrative concepts on which concepts and ideas differ according to the angle of looking at it, there is no agreed definition with general acceptance among thinkers and researchers about it, as several definitions have emerged, including (Daradkeh, 2002).

**Definition Of The ISO Organization:** A method of running the institution based on quality and the contribution of all individuals and seeking success for a long time by satisfying the needs of customers and providing benefits to all members of the organization and society (Hawas, 2015).

**Crosby's Definition:** As representing the structured methodology to ensure that planned activities are carried out in advance, As it is the ideal method that helps to prevent and avoid the occurrence of problems by working to stimulate and encourage optimal administrative and organizational behavior in performance and the use of material and human resources efficiently (Safaa and Nawal, 2012).

**Juran Definition:** It is an administrative system that uses and applies tools that have been effectively developed and applied to Organization, with a change in employee attitudes and daily levels of operation, and for the successful implementation of this System All departments have a long-term commitment to quality (Boukhaloua, 2016).

## 1.2 Satisfaction of Workers

There are those who see that what is meant by the term satisfaction with work is the individual's attitude towards his work. A person who feels satisfied with work carries positive directions towards work, while a person who is not satisfied with his work carries negative directions towards work, and in fact the two terms are used in a synonym (Maher, 2002).

Others see that job satisfaction is the sum of the elements of contentment that the individual envisions obtaining from his work in a more specific form, and expresses job satisfaction with the following formula: job satisfaction = job satisfaction + job content satisfaction + job satisfaction promotion + Satisfaction with supervision + satisfaction with the working group + satisfaction with working hours + satisfaction with working conditions ( Abdel-Baqi, 2001).

There is a definition of job satisfaction as being the feelings of workers towards their jobs, as these feelings are generated by their awareness of what these jobs offer and what they should get from them, so the more there is a convergence of cognition the higher the degree of satisfaction.

There are those who express job satisfaction from another angle as being feelings of happiness that result from the individual's perception of the job, as these feelings give the job an important value represented by the individual's desire to work (Abbas, 2003).

## 2. LITARATURE REVIEW

The following studies were examined in the literature review process conducted within the scope of the research:

In the study of Alsughayir (2014), provides a detailed plan on how to determine the impact of total quality management practices on employee satisfaction and loyalty and on the job satisfaction of the organization in general. Statistical quantitative methods were used, such as the self-administered survey methodology, 350 questionnaires were distributed to a number of workers at different levels of management in a Saudi telecom company in the year 2013, and the response rate was 74.55%. Where the data was analyzed in the spss program and the results were as follows: Total quality management practices lead to an increase in job satisfaction and employee satisfaction effectively. The role of organizational culture in improving and developing job satisfaction levels is emphasized. From the results of the multiple regression analysis, the previous hypotheses validity model was supported. The study

found that the extent of application of comprehensive quality management programs has a positive effect in increasing the level of job satisfaction, which leads to improved productivity and quality level in general.

Mashagba (2014), the study aimed at the extent of the impact of Total Quality Management on the efficiency of performance in Jordanian universities by researching the level of knowledge used in applying the fundamentals of TQM, by taking the opinions of employees at Jordanian universities. In addition to the point of view of administrators at the University of Jordan with the aim of implementing comprehensive quality management and developing its programs. Total quality management inputs in the Jordanian education system and its conformity with management inputs at the University of Jordan through the following basic principles: education quality, process control, human resources, administrative decisions. This study reached many conclusions and recommendations, the most important of which are: The university administration should focus on the application of comprehensive quality management to improve the progress of the teaching process, and the application of administrative decision-making processes at the University of Jordan in order to reach the best possible degree of the application of total quality management. Focusing on total quality management with the aim of ensuring quality in educational institutions in Jordan, which are mainly not for profit.

Al-Zein (2006), the study the researcher dealt with the concepts of quality in various Islamic, Japanese and Western cultures, and the study dealt with the viewpoints of researchers and those interested in the various applications of TQM that were made available to him through his review of the TQM literature in its original references and through the writings of its first five pioneers and previous studies. Related to the application of total quality management and measuring its impact on the performance of organizations. The study also dealt with the multiple viewpoints of researchers towards the process of applying comprehensive quality management and how to measure its impact on the components of the overall performance of business organizations. As a result of the multiplicity of these viewpoints, the definitions and models multiplied, as the study dealt with them in some detail. There is no doubt that the variation in the views of researchers and writers is the result of the multiplicity of approaches and objectives, and the differences in researchers' perceptions of the level of quality and its relativity. This study was different from previous Sudanese studies, as it is the first of its

kind in Sudan. Its objectives were clearly and clearly defined, as its three objectives centered on the following: 1. Measuring the effect of applying TQM on the performance of organizations. 2. Building a methodological and practical model that the Sudanese construction organizations can use as a guide to improve their overall performance. 3. Integration between theoretical practices and practical application of total quality management. In order to achieve the objectives of the study, the researcher asked three sub-questions, and they were answered in an analytical manner, which included: - 1. To what extent is the application of total quality management? What is its impact on the overall performance of the Sudanese construction organizations? 2. What is the appropriate model that the Sudanese construction organizations can use as a guide to improve their overall performance? And based on this evaluation result, the tool was distributed to the study population at the rate of (questionnaires) for each researched organization, and the researcher indicates here that the answer to the study tool is done by one person in each organization studied. Data were collected from ninety (90) Sudanese construction organizations from among (120) organizations that received the tool, and the response rate was (75%) and the researcher considered it a high rate. Using the statistical data analysis program (SSPS 13), the confidence factor, internal stability, external stability, analysis of variables, and the required correlation coefficient were obtained for both questionnaires. The statistical data analysis program (SPSS13) was also used to calculate ratios and averages and compare averages to identify the level of application Total quality management in the Sudanese construction organizations, which helped the researcher in the process of designing the internal performance improvement model for the organizations. To test the morale of the hypotheses, the simple one-way regression method was used, and then the value of ( $v$ ) and the correlation coefficient between the sixteen variables ( $R$ ) were calculated. Statistical analysis of the data showed that eighteen (18) hypotheses out of nineteen (19) achieved the required level of morale, except for one hypothesis, which is the hypothesis of the relationship between (development, training and employee satisfaction). The survey study reached the following results: 1. The tool of this study is of relevance. The reliability and stability, and thus other researchers can use it to measure the impact of TQM on construction organizations and other organizations 2. It was clear from the results of the study that the application of quality management A comprehensive system that achieves a positive impact on all the components of the overall performance of the organization (employee satisfaction, product quality, customer satisfaction, and strategic performance). 3. Leadership is the center of decision-making. On the other hand, the absence of effective management, committed, integrated,

strong and familiar with the concepts and methods of quality management, organizations cannot improve and develop comprehensive performance.

Mohamed (2018), the study examined the factors affecting the application of comprehensive quality standards in government hospitals as a case study, the Obstetrics and Gynecology Hospital in Wad Medani - Sudan. The study aimed to study the factors affecting the application of comprehensive quality standards in government hospitals in Sudan. The study relied on the analytical descriptive approach and the case study approach. A stratified random sample of (100) respondents, representing 21% of the study population, of hospital workers, including physicians, medical assistants, and administrators, was selected, of which (475) were. Through the analysis of the study data, the most important results were reached, the most important of which is that workers in government hospitals realize the importance of applying comprehensive quality standards and believe that patient satisfaction and continuous improvement of performance are one of the basic criteria for measuring the quality of services provided. The hospital management also believes in the importance of applying the principles of total quality management represented in the involvement of employees, leadership of a culture of quality, and strategic management of quality. In addition to the need to work on continuous improvement after evaluating the hospital on a continuous basis in accordance with the standards for health care. It also recommended the importance of adopting a comprehensive strategic plan aimed at spreading the culture and philosophy of total quality in the institution. The study also recommends the participation of workers in the decision-making process and attention to quality training at all levels. The study recommended recommendations including, the necessity to focus on the patient, listen to his complaints and study them, and improve the quality of services based on his needs. Similarly, many studies emphasize the importance of customer complaints for a better quality service (Mudie and Pirrie, 2006; Osarenkhoe et al, 2017; Aydın, 2020).

### **3. RESEARCH METHODOLOGY**

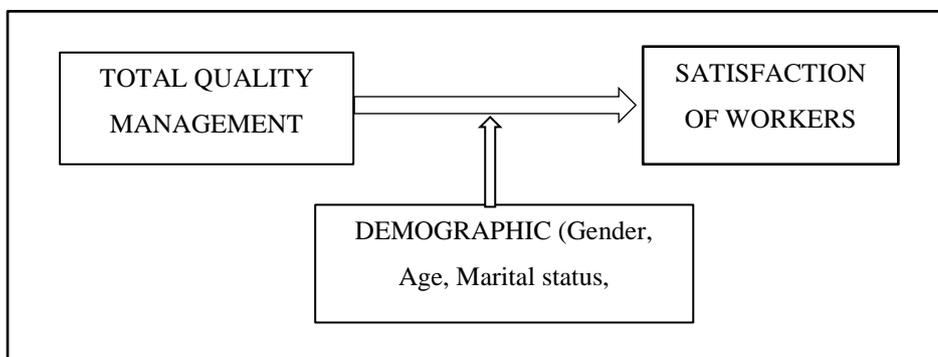
#### **3.1 Importance of the Research**

Providing the satisfaction of workers in educational institutions is one of the important factors in increasing the market share of these institutions. It is important to examine the application

of the impact of total quality management, which is one of the important variables to ensure the satisfaction of workers in educational institutions.

The theoretical importance, which is the importance of the topic that we will discuss, which is the impact of the application of total quality management on the satisfaction of workers in private educational institutions, where job satisfaction is considered one of the factors. The mission is to influence the quality of service in the organization. The study emphasizes the importance of research and auditing Continuous in all aspects and problems experienced by educational institutions. The practical and applied importance of the study is focused on contributing to the elimination or reduction of the problem of high turnover rates that many educational institutions suffer from, and the unity of competition in the direction of attracting and attracting the owners of distinguished skills and abilities. And that carrying out such a study will add new to the world of knowledge, and contribute to the enrichment of information, increase knowledge of the researcher and may contribute to the development of scientific research. And contribute to providing the library with a new reference in the field of scientific research.

### 3.2 Model and Hypotheses of the Research



Based on a review of the literature conducted within the scope of the research, the following hypotheses were created regarding the satisfaction of workers in private educational schools.

H1: The application of total quality management positively affects satisfaction of workers.

H2: The application of total quality management has a statistically significant effect on satisfaction of workers.

H3: Employee's perception of implementing TQM varies by gender.

H4: Employee's perception of implementing TQM varies by age.

H5: Employee's perception of implementing TQM varies by marital status.

H6: Employee's perception of implementing TQM varies by education.

H7: Employee's perception of implementing TQM varies by job position.

### **3.3 Method of the Study and Sample Selection**

A survey of 377 workers in private schools in the city of Bursa was conducted, and the results obtained were interpreted and evaluated.

The simple random sample was used. It is the method of selecting a sample consisting of n units from among the units of the population under study, so that each sample of the possible samples has the same chance of being the sample drawn, meaning that the simple random sample is the one that is drawn from the statistical community. So that each of its elements has an equal opportunity to be part of the sample, and the simple random sample is used when the community is homogeneous in the characteristic to which the study relates (Saleh, 2010).

### **3.4 Data Collection Tools**

The questionnaire used in this study consists of three parts. In the first part: 5 questions were asked to determine the demographic characteristics of the participants. The Total Quality Management Scale, which forms the second part of the questionnaire, consists of 20 phrases adapted from his study. Alsughayir (2014). Satisfaction of workers measures were measured 20 expressions in the third part of the questionnaire from the Mashagba study (2014).

### **3.5 Methods of Analysis**

The data obtained from the results of the research were analyzed through the SPSS 23 program. First of all, the results related to the participants' demographic characteristics were examined and the general demographic characteristics of the private school staff in Bursa were evaluated. Later, reliability and validity analyzes were performed regarding TQM, satisfaction of workers. Then, the correlation analysis and relationships between the search variables were studied, Regression analysis ve Chi-Square Analysis.

### **3.6 Analysis and Findings**

#### **3.6.1 Findings Related to Demographic Features**

Demographic characteristics of the research participants, frequency Table results showing gender distribution.

Table 1: Demographic Findings

	Frequency (f)	Percentages (%)
<b>Gender</b>		
Male	166	44.0
Female	211	56.0
Total	377	100
<b>Age</b>		
18 – 24	80	21.2
25 – 34	114	30.2
35 – 44	146	38.7
45+	37	9.8
Total	377	100
<b>Marital Status</b>		
Single	140	37.1
Married	237	62.9
Total	377	100
<b>Level of Education</b>		
High School	53	14.1
Institute	76	20.2
University	227	60.2
Master	20	5.3
Ph.D.	1	0.3
Total	377	100
<b>Job Position</b>		
Head of the Department	27	7.2
Manager	19	5.0
Officer	53	14.1
Teacher	278	73.7
Total	377	100

As can be seen from Table (1) 44% of the 377 survey participants who were involved in the research were male and 56% female. As can be seen 21.2% of the 377 survey participants who participated in the study consisted of participants ages 18 to 24, 30.2 % of them were between 25 and 34 years old, and 38.7% were between 35 and 44 years old , And 9.8% of them are aged 45 and over. As can be seen 37.1% of the 377 survey participants who participated in the research were single, and 62.9 % were married. 14.1% of the 377 study participants are from high school, 20.2% from institute, 60.2% from university, 5.3% from masters, and 0.3% from PhD. As can be seen from 7.2% of the 377 survey participants who participated in the research are from head of the department, 5.0% are managers, 14.1% are officer, and 73.7% are teachers.

### 3.6.2 Results Related to The Variables

In this part of the study, the results of the reliability and validity analysis regarding total quality management, satisfaction of workers, and descriptive statistics related to variables will be included. It aims to determine the extent to which TQM is applied, above all, by factor analysis, Kaiser-Meyer-Olkin (KMO) values and measurement elements that will not be included in the analysis. According to the results of the analysis, it was determined that item 1 of the TQM application scale should be removed from the analyzes because factor loads are less than 0.50. The results of factor analysis are shown in Table 2.

Table 2. Results of Total Quality Factor Analysis

Total Quality Management Factors	Factor Loads	Extract Value	Variance Explained	Total variance	Cronbach Alfa
<b>1. Factor</b>		<b>8,717</b>	<b>45,881</b>	<b>45,881</b>	<b>,928</b>
The Foundation provides all material, human and moral resources to implement a policy Quality followed, according to a clearly defined strategic vision.	,792				,921
There is an internal belief on the part of the management of the importance of the process of developing a quality management system.	,733				,922
The organization always tries to be ready to support all the changes that can occur in the organization, which would raise the level of quality to higher levels.	,725				,921
The organization is working to improve quality control tools.	,706				,921
The organization uses modern tools to improve quality.	,676				,923
The Foundation focuses on the strategic dimension in product quality to keep pace with student desire changes.	,649				,922
There is a quality department that works to solve and solve its problems.	,648				,922
Enterprise management provides full support for the success of quality management.	,638				,922
Quality is the primary goal of the institution.	,629				,921
Quality is a strength for the organization, which enhances its competitive position	,627				,924
The institution relies on a method of comparison with competing institutions for continuous improvement	,577				,922
The Foundation develops its quality operations by training and attracting skills.	,575				,921

The Foundation plans, guides and controls the quality of education.	,543				,924
<b>2. Factor</b>		<b>1,090</b>	<b>5,734</b>	<b>51,615</b>	<b>,785</b>
The Foundation's interest in applying total quality has improved performance.	,705				,776
There is a specialized committee to measure and control quality within the organization.	,665				,729
The quality management system that is currently applied at the enterprise level is compatible with international quality systems (Total Quality Management).	,663				,738
The employees and employees of the institution have a clear idea of quality management and its characteristics within the organization	,660				,730
There is good use of resources within the organization.	,603				,748
<b>3. factor</b>		<b>1,058</b>	<b>5,570</b>	<b>57,185</b>	<b>,785</b>
15. The establishment considers that quality is achieved once it has obtained one of the ISO 9000 certificates	,939				,785
K.M.O=,962 Measure of Sampling Adequacy (Barlett's) p=,000 Cronbach Alfa= ,923					

After analyzing the factors related to the TQM scale, a reliability analysis was performed and an attempt was made to determine the value of the "Cronbach Alpha" scale. As a result of the reliability analysis, it was determined that expression 1 on the scale had lower reliability and that the associated component was also removed from the analyzes. With 19 expressions remaining on the TQM scale, the scale Cronbach Alpha was set to 0,923.

It aims to determine Satisfaction of workers scale by performing factor analysis first and if there are elements of scale you will not participate in the analysis with KMO values. According to the results of the analysis, the Satisfaction of workers scale will be dealt with under two factors. The results of factor analysis are shown in Table 3 below.

Table 3: Results of Satisfaction of Workers Factor Analysis

Satisfaction of Workers Factors	Factor Loads	Extract Value	Variance Explained	Total variance	Cronbach Alfa
<b>1. Factor</b>		<b>5,323</b>	<b>35,486</b>	<b>35,486</b>	<b>,879</b>
The salary is proportional to the degree I hold	,756				,867
Salary is compatible with the requirements of living	,730				,869
Satisfied with the salary I earn	,715				,869
Satisfied with the health insurance offered by the company	,699				,869

Satisfied with the company's end of service gratuity	,678				,870
Satisfied with the company's annual work permits	,605				,868
Satisfied with the applicable hours and hours of operation	,584				,869
Satisfied with the methods of reward and punishment used by the President	,563				,869
There is justice in granting annual increases to employees	,551				,872
Satisfied with the laws and regulations of the company	,547				,874
<b>2. Factor</b>		<b>1,472</b>	<b>9,813</b>	<b>45,298</b>	<b>,648</b>
The subordinates participate in social events	,693				,574
Feeling of social contact with co-workers	,633				,640
Satisfied with the transportation provided by the company round trip	,611				,584
The president engages subordinates in solving business problems	,595				,571
Satisfied with the methods of reward and punishment used by the President	,528				,604
K.M.O=,922 Measure of Sampling Adequacy (Barlett's) p=,000 Cronbach Alfa= ,865					

After analyzing the factors related to the Satisfaction of workers scale, a reliability analysis was performed and the value of the Alpha Cronbach scale was determined. The value of Cronbach Alpha for the scale was set as 0.865 with the remainder of the expressions remaining on the Satisfaction of workers scale.

### 3.6.4 Correlation Analysis

Table(4) below shows correlation analyzes of variables within the scope of the search. As a result of correlation analysis, it was determined that the H1 hypothesis was accepted. According to H1, a positive relationship is expected between TQM implementation and Satisfaction of workers. As shown in the correlation table, there is a positive and moderate relationship between the application of total quality management and Satisfaction of workers. Thus, the H1 hypothesis was accepted.

Table 4. Correlation Analysis Of Variables

	TOTAL QUALITY MANAGEMENT	SATISFACTION OF WORKERS
TOTAL QUALITY MANAGEMENT	1  377	,503**  ,000 377
SATISFACTION OF WORKERS	,503**  ,000 377	1  377

\*p&lt;0, 05 \*\* p&lt;0, 01

### 3.6.5 Regression Analysis

To test the H2 hypothesis of the study, a regression analysis was performed. The results of the analysis are presented below. As a result of analyzes conducted in the research scope, a significant relationship was identified between TQM implementation and Satisfaction of workers ( $P < 0.05$ ). This result shows that the application of TQM positively affects Satisfaction of workers. In other words, when workers realize how important it is to implement TQM in private schools, their satisfaction with these institutions also increases.

Table 5: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	P
		B	Std. Error	Beta		
1	(Constant)	1,285	,104		12,307	,000
	TOTAL QUALITY MANAGEMENT	,468	,065	,503	11,255	,000

\*p&lt;0, 05 \*\* p&lt;0, 00

### 3.6.6 Chi-Square Analysis

We analyzed Chi-Square Analysis to test if there were differences in the employees' perception of the extent to which TQM was applied according to demographic variables. Table-6 below shows Chi-square analyzes of nominal demographic variables within the scope of the research. As a result of Chi-square analysis,

- Reject the hypothesis **H3**: That is, there is no difference in an employee's perception of implementing TQM by gender.

- Accept the hypothesis **H4**: Employee's perception of implementing TQM varies by Age.
- Reject the hypothesis **H5**: The employee's perception of implementing TQM does not differ depending on the social status
- Accept the hypothesis **H6**: Employee's perception of implementing TQM varies by Education.
- Accept the hypothesis **H7**: Employee's perception of implementing TQM varies by Job position.

Table 6. Chi-Square Analysis

Model	VALUE	DF	P
H3	Gender	72.160	,060
H4	Age	212.190	,008
H5	Marital status	62.074	,239
H6	Education	391.011	,000
H7	Job position	382.308	,000

\*p<0, 05 \*\* p<0, 00

## CONCLUSION

While analyzing the literature, it was noted that many researches and studies have been conducted on the importance of applying TQM in Satisfaction of workers. The implementation of Total Quality Management has made great contributions to educational institutions as it was introduced to gain Satisfaction of workers. The main purpose of this study is to examine the effect of total quality management on increasing Satisfaction of workers. Therefore, a survey of workers in educational institutions was conducted regarding the extent of application of TQM.

When the answers provided in the questionnaire form for this study are examined; As a result of the correlation analysis, it was determined that among the research hypotheses, the application of TQM positively affects satisfaction of workers. As a result of the correlation analysis, a positive, moderate-to-moderate, and significant relationship was found between TQM and satisfaction of workers. The second hypothesis was regression analysis.

- As a result of the analysis conducted in the scope of the research, it was determined that there is a significant relationship between the application of TQM and employee satisfaction.
- As the application of Total Quality Management increases, so does satisfaction of workers.
- A significant impact on the application of TQM on satisfaction of workers has been observed.
- As a result of the Chi-Square analysis, a relationship was found between some demographic variables and the employees' perception of the extent of TQM implementation. Where a difference was found in the employees' perception of the extent of applying TQM in terms of age, level of education and job level. No change has been demonstrated in the employees' perception of the extent of implementing TQM in terms of gender and marital status.

It is believed that conducting similar studies for workers from different other educational sectors and in different geographical areas would be beneficial. As a result of this research, it was determined that the application of TQM has a significant impact on increasing satisfaction of workers.

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