



**Examining factors affecting Employee's Job Satisfaction
under the practices of Human Resources Management
and Total Quality Management. Case study of Egyptian
Petroleum Company**

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Examining factors affecting Employee's Job Satisfaction under the practices of Human Resources Management and Total Quality Management. Case study of Egyptian Petroleum Company

Dr. Lamiaa Mostafa Mohamed and Sara Bisheer Ali

Abstract

This study aims to investigate the effect of Human Resources Management (HRM) practices and total quality management (TQM) practices on employee's job satisfaction. Based on a sample of 350 responses at a petroleum company operating in Egypt, reliability, validity, correlation, regression and Exploratory Factor Analysis tests were used to examine the proposed hypotheses and validate the model. The results show that HRM and TQM practices have a 79% variance in employees' job satisfaction. To add, results show an association between HRM and employees' job satisfaction and a relation between TQM and employee job satisfaction. Furthermore, results show that the highest correlation practices in HRM is training and development, with employee job satisfaction at a value of 0.76. The highest correlation in TQM practices is that of employee empowerment, with a value of 0.82. This study was conducted in Egypt only. The sample was composed of 350 participants, a figure that should be expanded in the future. Finally, only four HRM practices were examined, and only five aspects in TQM were tested.

This research contributes to practices by developing a model that combines HRM and TQM to test employee job satisfaction in petroleum companies. This study contributes to existing literature by providing a model that combines HRM and TQM with employee job satisfaction. The model attempts to enhance employee satisfaction by testing a given company's HRM and TQM practices.

Keywords: HRM, TQM, Employee Job Satisfaction, Egypt, Organization, Employee, SEM, correlation, regression, Human Resources, Quality

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1- Introduction

Different researches address the importance of HRM practices and TQM practices in a given organization. HRM and TQM are used to test competitive advantages (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019). On the other hand, HRM and TQM practices are investigated to measure their effect on performance (Jiménez and Costa, 2009). Yang (2009) measured the effect of TQM HRM and implemented it later on... Furthermore, Ahmed and Idris (2020) tested TQM effect on employee job satisfaction.

Based on previous studies, HRM practices include recruitment and selection, training and development, performance appraisal, compensation and reward (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019; Yang, 2006). TQM's most used practices are leadership, continuous improvement, customer satisfaction, employee empowerment and strategic (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006).

Most organizations apply HRM and TQM practices to improve the transaction and the functions of the organizations however, these practices face a resistance from employees and affect the employee satisfaction. It is very important to understand the factors that can enhance employee job satisfaction while applying HRM and TQM practices. Previous researchers measured the factors affecting employee satisfaction while applying HRM and TQM. Ahmed and Idris (2020) focuses on Sudanese oil companies; Tawalbeh and Jaradat (2020) measures Telecommunication company in Jordan; Ahmed and Siddiqui (2019) measures HRM- TQM practices in banking sector staff in Pakistan; Yang (2006) applies in Taiwan for high-tech companies; Jiménez and Costa (2009) examines agriculture company in Spain; Sweis et al. (2019) investigate technology companies in Jordan and

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Addis et al. (2019) focus on technology companies in Ethiopia, however there is a gap in the previous researchers in measuring the factors in Egyptian companies especially in Petroleum Sector. The paper objective is to examine the factors affecting employee satisfaction when applying HRM and TQM practices in an Egyptian Petroleum company and to understand how to enhance the employee satisfaction.

This study focuses on testing the effects of TQM and HRM practices on employee job satisfaction since the enhancement of TQM programs enhance employee commitment (Ahmed and Idris, 2020; Chaturika and Dileepa, 2016). Many researchers recommend HR practitioners to align their TQM practices for employee job satisfaction and enhance the organization's performance (Ahmed and Idris, 2020; Davis and Goetsch, 2016).

This paper addresses two major points: the relationship between TQM and employee job satisfaction, and the effect of HRM practices on employee job satisfaction. This is done by examining recruitment and selection, training and development, performance appraisal, compensation and reward, leadership, continuous improvement, customer satisfaction, employee empowerment and strategic planning. This paper has four sections. Section 1 introduces the topic understudy. Section 2 provides a review of past literature and previous hypotheses. Section 3 focuses on the research methodology. Section 4 puts forward the results, and finally section 5 is the discussion and conclusion.

2- Literature Review

2.1 HRM practices

HRM has garnered much attention during the past decade. According to (Bekele et al., 2014), HRM covers all operations related to the placement of the right person in the right position and the management of employment relations within the workplace.

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A successful plan for human resources is one that achieves what it sets out to accomplish in three aspects. It should be: i) able to meet business needs; ii) conduct research and review; iii) convert such research and review into systems that predict requirements and issues for implementation; iv) establish cohesive and integrated. These components must match and complement each other (Mariam and Mercy, 2020).

Yang (2006) examined the effects of HRM and TQM practices. He concluded that HRM practices have a significant positive effect on the implementation of TQM, employee satisfaction, customer satisfaction, employees' quality awareness, corporate image and quality performances. Furthermore, HR mediates leadership and quality culture practices for effective TQM implementation, which improves firm efficiency (Dubey, Singh, and Ali, 2015).

Ahmed and Siddiqui (2019) examined the relation between HRM practices, TQM practices and competitive advantages in Pakistan's banking sector. HRM practices, including recruitment and selection, training and development, performance appraisal and compensation and reward, were investigated. TQM practices consist of leadership, continuous improvement, customer satisfaction, employee empowerment and strategic planning. A questionnaire was designed and distributed to a sample of 300 employees. The results show that compensation and reward and cost leadership affect all TQM practices in a positive manner. Strategic planning is an important factor that affects competitive advantage factors. Moreover, Tawalbeh and Jaradat(2020) examined the relationship between HRM and TQM practices and the competitive advantages in telecommunication organizations in Jordan. A questionnaire was designed and distributed to 320 employees. They concluded that there is a significant and constructive relationship between HRM practices, TQM practices and competitive advantage. They recommend telecommunication organizations to focus on HRM and TQM activities to improve the utilization of competitive advantages.

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2.1.1 Recruitment selection

Typically, the recruitment and selection process begins with the creation of a job advertisement that describes the vacant position. The position is then widely advertised to attract as many applicants as possible. Finally, the most qualified candidate is hired after a series of tests and interviews (Adetunji, 2015). Person-organization match is a recruitment technique that focuses on the alignment of organizational and employee characteristics (Cabrera and Cabrera, 2005). The selective recruiting process takes the values of the applicants into account (Chatman, 1991).

The process of selection varies from one organization to another. They share the same process in terms of application forms, initial exams, primary interviews, work tests, written reviews, thorough secondary interviews and reference checks (Absar, 2012). Furthermore, every organizational compensation program has two goals. Namely, workers are compensated for conducting organizational knowledge-sharing practices and rewards are granted to those who continue to perform desirable practices (Pangil and Nasurdin, 2005). Based on the previous researchers, we concluded the following hypothesis:

H1.1 Recruitment Selection (RS) has a positive effect on Employee Job Satisfaction (EJS).

2.1.2 Performance appraisal

Performance appraisal is a method of measuring employee performance in a given workplace. It covers both quantitative and qualitative measures of an employee's work results. To add, it engages with an employee and designs a growth plan (Phin, 2015). An appraisal is considered a significant step forward towards the growth and success of human resources (Khoury and Analoui, 2004). Based on the previous researchers, we concluded the following hypothesis:

H1.2 Performance Appraisal (PA) has a positive effect on Employee Job Satisfaction.

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2.1.3 Training and Development

Training and development, employee career development, hiring and selection are the three mainmost effective features on the implementation of TQM practices. Hence, HRM and TQM practices have major influences on organizational quality and efficiency (Abu and Doleh, 2012). According to (Hataani and Mahrani, 2013), TQM changes HRM practices dramatically. Their findings show that TQM practices have a positive and important effect on HRM practices, confirming their hypothesis. Based on the previous researchers, we concluded the following hypothesis:

H1.3 Training and Development (TD) has a positive effect on Employee Job Satisfaction.

2.1.4 Compensation and rewards

Compensation is characterized as a monetary or non-monetary reward an employee receives in return for their contribution to the company. It is an important part of HRM because it motivates employees and increases the organization's productivity (Gopinath and Shibu, 2016).

Rewards are either extrinsic or intrinsic (Goh, 2006). Both have important and beneficial impacts on the development of organizational information, diffusion of knowledge, and use of knowledge activities. However, some researchers have found that intrinsic incentives, such as recognition, may be more effective than extrinsic rewards in attracting workers to knowledge-sharing activities (Goh, 2006). Based on the previous researchers, we concluded the following hypothesis:

H1.4 Compensation and Reward (CR) has a positive effect on Employee Job Satisfaction.

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2.2 TQM system

Ahmed and Idris(2020) investigated the effect of Soft TQM on employee job satisfaction. 253 employees in oil companies took questionnaire. Soft TQM aspects included were top management, commitment, employee empowerment, teamwork, training and education and employee involvement. The results show that employee empowerment has the highest correlation to employee job satisfaction with a 74% in the variance of employees' job satisfaction. They r aligning TQM practices with top management to gain long-term infrastructural benefits that come as a result of employees' job satisfaction.

According to (Davis and Goetsch, 2016), TQM is a business strategy that aims to improve an organization's competitiveness by constantly improving the quality of its services, products, processes, people, and environments. However, TQM needs a clear strategic approach, on part of HR, if it is to be successfully implemented (Snape et al., 1995). Then, Business needs must align HR processes and the quality of the objectives. (Palo and Padhi, 2005). The following sections define different TQM practices including: leadership, continuous improvement, customer satisfaction, employee empowerment and strategic.

2.2.1 Leadership

Various scholars have delved into the subject of leadership. For instance, Sharma and Jain(2019) defined leadership as “a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent”.Helmrich(2015) sees that leaders are often described as people who know how to accomplish goals and inspire others. Leadership in an organization can be described as a role-playing one's ability to influence a

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team of employees to obey orders or perform tasks assigned to them to achieve goals set by the organization (Goh, 2006). Based on the previous researchers, we concluded the following hypothesis:

H2.1 Leadership (L) has a positive effect on Employee Job Satisfaction.

2.2.2 Continuous improvement

Since there are various advantages to training offers, it is regarded as the most significant element in the business sector. For the advancement of individual and organizational development, training develops technological, human, intellectual, and managerial competencies (Kulkarni, 2013). According to Evans(2017), increasing an employee's motivation, knowledge, and skills lead to the organizational success.

Chatleska and Sofijanova, (2013) found that effective employee participation has a direct impact on the organization's perceived performance. Through learning and practicing new skills, effective participation of employees and teamwork increases employee success and motivation. In addition, Linget et al.(2016) conducted a study in Calabar, Nigeria, to determine the factors that influence the implementation of TQM in construction. According to the results, one such factor is insufficient training of staff. Based on the previous researchers, we concluded the following hypothesis:

H2.2 Continuous Improvement (CI) has a positive effect on Employee Job Satisfaction.

2.2.3 Customer satisfaction

Customer satisfaction is measured by the number of people who pay for a product or service and use it (Obeidat et al., 2017). It is the difference between expectations and perceived results after a purchase. As a result,

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consumer satisfaction is a good tool to measure of how strong the relationship between the customer and the product provider (Saleh, 2015).

A central purpose of businesses is customer satisfaction. If a business does not satisfy its clients, productivity diminishes. TQM activities have a positive impact on consumer satisfaction. Thus, the use of TQM is an important way by to increase productivity (Ching-Chow Yang, 2006). Based on the previous researchers, we concluded the following hypothesis:

H2,3 Customer Satisfaction (CS) has a positive effect on Employee Job Satisfaction.

2.2.4 Employee empowerment

Employee empowerment is a strategy for enhancing organizational performance. To add, it assists in the creation of a flexible organization capable of responding to changing external conditions (Ferit, 2015). Employee empowerment is critical for organizational creativity and effectiveness. With the right people, work characteristics and organizational climate, employee empowerment can have a major impact on the workplace's morale and efficiency (Kimolo, 2019). Based on the previous researchers, we concluded the following hypothesis:

H2.4 Employee Empowerment (EE) has a positive effect on Employee Job Satisfaction.

2.2.5 Strategic

Strategic planning across all sectors has become increasingly necessary in recent years due to an ongoing phenomenon where every industry experiences major increases in uncertainty and competition (Vel, Creed, and Narayan, 2012). Strategic planning involves making long-term decisions that aid an organization's ability to adapt to changing circumstances (Suklev and

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Debarliev, 2015). Based on the previous researchers, we concluded the following hypothesis:

H2.5 Strategic (S) has a positive effect on Employee Job Satisfaction.

Table 1. Summary of literature research models

Variable	Sub variable	Previous researches
HRM	Recruitment selection	(Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Performance appraisal	(Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Training	(Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Compensation and Reward	(Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
TQM	Leadership	(Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Continuous improvement	(Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Customer satisfaction	(Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Employee empowerment	(Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
	Strategic planning	(Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006)
Employee satisfaction		Ahmed and Idris, 2020; Chathurika and Dileepa, 2016; Prajogo and Cooper, 2017; Thiruchelvi and Palanichamy, 2017; Sweis et al., 2019; Addis et al., 2019)

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3- Research Methodology

3.1 Proposed framework

The proposed framework was developed using the theoretical perspectives and the literature from several researchers (Ahmed and Idris, 2020; Chaturika and Dileepa, 2016; Prajogo and Cooper, 2017; Thiruchelvi and Palanichamy, 2017; Sweis et al., 2019; Addis et al., 2019). The framework is divided into a dependent variable, employee job satisfaction, and the independent variables HRM and TQM practices. HRM practices include: recruitment selection, performance appraisal, training and development, and compensation and reward. On the other hand, TQM practices are leadership, continuous improvement, customer satisfaction, employee empowerment, and strategic planning.

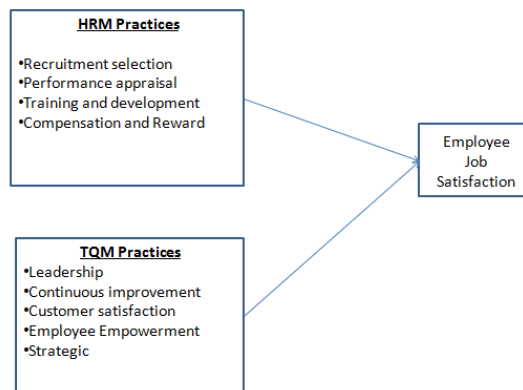


Figure 1. Proposed Framework

3.2 Data collection methods and sampling

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The research type is quantitative and the proposed model was constructed based on literature review. The data collection is a questionnaire that was employed using an online google form. The target population was expressed as employees that are working in a Petroleum company. Two statistical software, SPSS 25.0 and AMOS 23.0, were used to measure the proposed model variables relationships. The following tests are described descriptive analysis, reliability test, and Exploratory Factor Analysis. The number of employees in the petroleum company is 400. After the questionnaire was distributed, 50 of these were discarded as they were incomplete. Therefore, the final sample consisted of 350 participants.

3.3 Measurement of variables

A number of 10 attributes were used to measure the HRM and TQM practices and their effect on employee job satisfaction based on a five-point Likert-type scale. The measurement attributes for each variable shown in the Appendix were adapted from the previous literature. HRM consisted of five attributes adapted from (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019; Yang, 2006). TQM measurements were taken via 4 attributes adapted from Tawalbeh and Jaradat, (2020); Ahmed and Siddiqui (2019) and Yang (2006). Employee job satisfaction was measured using Ahmed and Idris'(2020) five-item measurement scale.

4- Results and discussion

Several techniques are used to reach the results and findings. First, a correlation analysis is designed to measure the strength and direction of the relations between the variables and verify the proposed hypothesis. Second, reliability and validity analyses are conducted to ensure the consistency of the attributes in each instrument used in the questionnaire. Third, a regression analysis is used to measure the significance of the research model.

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A regression analysis is performed to determine a respondent's score on a variable (dependent variable) based on its score on a set of other variables (independent variables). In the correlation analysis, if two variables correlate, knowing the score of one could help predict the score of the others. Therefore, the higher the correlation, the closer the score will be to the regression line. Hence, the prediction will be more accurate (Moore and Roberts, 1989). The demographics of the respondents, including gender, age, position and work experience, is represented in table 2.

Table 2. Respondent profile

Variable	Category	Frequency	Percent
Gender	Male	307	87%
	Female	43	13%
Age	Under 30	49	13%
	30-45	152	43%
	45-50	98	28%
	Above 50	56	16%
Position	Technical	160	46%
	Administrative	70	20%
	Management	120	34%
Work Experience	Less than 10	55	16%
	11-25	89	25%
	26-30	149	43%
	More than 30	57	16%

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4.1 Correlation analysis

To test the proposed hypotheses, the Pearson correlation analysis is used to measure the relationship between the variables under study. The Pearson correlation analysis indicates the strength, direction and significance of the relationship between only two variables at a time. Then, it is used to test the research hypothesis (Sekaran, 2003). If P is between 1 and 0.5, the relationship is strong. If P is between 0.5 and 0.3, the relationship is moderate. If P is between 0.3 and 0.1, the relation is weak. Finally, if P is less than 0.1, the relation is very weak (Sekaran, 2003). Each hypothesis will be examined shortly.

The correlation analysis shows a strong positive relationship between HRM practices and employee job satisfaction. The results indicate a strong positive correlation between the two variables, with a correlation of 0.763. This value is significant with respect to the 0.05 level. Therefore, hypothesis (H1) is valid, which means as HRM practices variable increases, employee job satisfaction increases.

H1. HRM practices have a positive effect on employee job satisfaction

The correlation analysis shows a strong positive relationship between the recruitment selection, with a value of 0.69, performance appraisal, with a value of 0.68, training and development, with a value of 0.76, and compensation and reward, with a value of 0.71. Therefore, hypotheses H1.1, H1.2, H1.3, and H1.4 are valid.

H1.1 Recruitment selection has a positive effect on employee job satisfaction (valid)

H1.2 Performance appraisal has a positive effect on employee job satisfaction (valid)

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H1.3 Training and development has a positive effect on employee job satisfaction (valid)

H1.4 Compensation and reward has a positive effect on employee job satisfaction (valid)

The correlation analysis shows a strong positive relationship between TQM practices and employee job satisfaction, with a value of 0.85. Furthermore, results indicate a strong positive correlation between the two variables, with a correlation of 0.85. The correlation of 0.85 with respect to the 0.05 level. Therefore, hypothesis H2 is valid, which means that when the TQM practices variable increases, employee job satisfaction increases.

H2. TQM practices have a positive effect on employee job satisfaction (supported)

The correlation analysis shows a strong positive relationship with leadership, with a value of 0.80, continuous improvement, with a value of 0.80, customer satisfaction, with a value of 0.79, employee empowerment, with a value of 0.82, and strategic planning, with a value of 0.81. Therefore, hypotheses H2.1, H2.2, H2.3, H2.4, and H2.5 are valid.

H2.1 Leadership has a positive effect on employee job satisfaction (valid)

H2.2 Continuous improvement has a positive effect on employee job satisfaction (valid)

H2.3 Customer satisfaction has a positive effect on employee job satisfaction (valid)

H2.4 Employee empowerment has a positive effect on employee job satisfaction (valid)

H2.5 Strategic has a positive effect on employee job satisfaction (valid)

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Table 3. Correlation analysis for HRM and TQM practices with employee job satisfaction (SPSS results)

Variable	Correlation
<u>HRM Practices</u>	0.76**
HRMRS. Recruitment Selection	0.69
HRMPA. Performance appraisal	0.68
HRMTD. Training and development	0.76
HRMCR. Compensation and reward	0.71
<u>TQM Practices</u>	0.85**
TQML. Leadership	0.80
TQMCI. Continuous improvement	0.80
TQMCS. Customer satisfaction	0.79
TQMEE. Employee empowerment	0.82
TQMS Strategic	0.81

4.2 Reliability and validity test

Reliability measure is used in the questionnaire. Cronback's alpha coefficient is used for this purpose since it tends to increase the correlation between the attributes of the scale indicates the degree to which a group of attributes measure a certain construct. Sekaran(2003) states that an alpha coefficient between 0.5 and 0.7 is acceptable for social sciences. The validity of all variables greater than 0.5 is acceptable for the attributes measured. A reliability test is used to measure the factors' consistency (Ahmed and Idris,

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2020; Sekaran, 2003). Then, composite reliability of all variables' values should be greater than 0.70 (Bari et al., 2016). As shown in table 3, all variables met the minimum threshold level of 0.70 for Cronbach's alpha, indicating an acceptable value of reliability (Ahmed and Idris, 2020).

Table 4. Reliability measure for HRM and TQM practices with employee job satisfaction (SPSS results)

Variable	Loadings	Cronbach's A
<u>HRM Practices</u>		0.82
HRMRS. Recruitment Selection	0.75	
HRMPA. Performance appraisal	0.71	
HRMTD. Training and development	0.73	
HRMCR. Compensation and reward	0.79	
<u>TQM Practices</u>		
TQML. Leadership		0.89
TQMCI. Continuous improvement	0.80	
TQMCS. Customer satisfaction	0.85	
TQMEE. Employee empowerment	0.81	
TQMS Strategic	0.84	
EJS. Employee Job Satisfaction		0.91

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4.3 Regression analysis

There are multiple findings regarding regression for the association between HRM and TQM factors with employee job satisfaction. Table 5 determines the overall coefficient of determination (R²) for the relationship between all nine measurements of HRM, TQM practices and the dependent variable of job satisfaction.

The adjusted R-square reflects whether the chosen variables affect the dependent variable or not. This (the coefficient of determination) "tells you the proportion of the variance in the dependent variable (Employee Job Satisfaction) that can be explained by variation in the independent variables (HRM practices and TQM practices)" (Cronk, 2008, p.50). In table 5, the value of R-square is 0.79, which means that the chosen variable from the literature review reflects 79% of change in the Employee job satisfaction.

The most popular test for a first order serial correlation is the Durbin-Waston (D-W) test. The rule states that a D-W close to 2 indicates no serial correlation, a D-W greater than 2 indicates a negative serial correlation and a D-W below 2 indicates a positive serial correlation (Kellogg, 2004). This depends on the data matrix. The D-W table value is 1.62, which indicates a positive serial correlation, as shown in table 5.

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Table 5. Regression analysis (SPSS results)

Adjusted R2	79%	
Durbin- Watson	1.62	
HRMRS. Recruitment Selection	$\beta = 0.134$ $t\text{-test} = 4.459$	$p\text{-value} = 0.000$
HRMPA. Performance appraisal	$\beta = 0.124$ $t\text{-test} = 4.439$	$p\text{-value} = 0.000$
HRMTD. Training and development	$\beta = 0.104$ $t\text{-test} = 3.552$	$p\text{-value} = 0.000$
HRMCR. Compensation and reward	$\beta = 0.194$ $t\text{-test} = 4.891$	$p\text{-value} = 0.000$
TQML. Leadership	$\beta = 0.124$ $t\text{-test} = 4.312$	$p\text{-value} = 0.000$
TQMCI. Continuous improvement	$\beta = 0.103$ $t\text{-test} = 3.491$	$p\text{-value} = 0.000$
TQMCS. Customer satisfaction	$\beta = 0.173$ $t\text{-test} = 4.121$	$p\text{-value} = 0.000$
TQMEE. Employee empowerment	$\beta = 0.191$ $t\text{-test} = 4.842$	$p\text{-value} = 0.000$
TQMS Strategic	$\beta = 0.127$ $t\text{-test} = 4.339$	$p\text{-value} = 0.000$

- a) “H1.1” states that “recruitment selection has a positive effect on employee job satisfaction”. The results show that the HRM practices variable of recruitment selection (T 4.459, $p < 0.05$) is significant at the 5% significance level ($p\text{-value}: 0.000$). Thus, hypothesis “H1.1” is valid.
- b) “H1.2” states that “performance appraisal has a positive effect on employees job satisfaction”. The results show that the HRM practices

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variable of performance appraisal (T 4.439, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000). Thus, hypothesis “H1.2” is valid.

- c) “H1.3” states that “training and development has a positive effect on employee job satisfaction”. The results show that the HRM practices variable of training and development (T 3.552, $p < 0.05$) insignificant at the 5% significance level (p-value: 0.000); thus, hypothesis “H1.3” is valid.
- d) “H1.4” states that “compensation and reward have positive effect on employee job satisfaction”. The results show that the HRM practices variable of compensation and reward (T 4.891, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000); thus, hypothesis “H1.4” is valid.
- e) “H2.1” states that “leadership has a positive effect on employee job satisfaction”. The results show that the TQM practices variable of leadership (T 4.312, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000); thus, hypothesis “H2.1” is valid.
- f) “H2.2” states that “continuous improvement a has positive effect on employee job satisfaction”. The results show that the TQM practices variable of continuous improvement (T 3.491, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000); thus, hypothesis “H2.2” is valid.
- g) “H2.3” states that “customer satisfaction has a positive effect on employee job satisfaction”. The results show that the TQM practices variable of

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customer satisfaction (T 4.121, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000); thus, hypothesis “H2.3” is valid.

h) “H2.4” states that “employee empowerment has a positive effect on employee job satisfaction”. The results show that the TQM practices variable of employee empowerment (T 4.842, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000); thus, hypothesis “H2.4” is valid.

“H2.5” states that “strategic planning has a positive effect on employee job satisfaction”. The results show that the TQM practices variable of strategic planning (T 4.339, $p < 0.05$) is significant at the 5% significance level (p-value: 0.000); thus, hypothesis “H2.4” is valid.

4.4 Exploratory Factor Analysis (EFA)

Exploratory factor was examined based on (Marsh and Hocevar,1985): Kaisers–Mayesolkin measure greater than 0.5; the minimum value for each factor; considering the sample size, factor loading of 0.50 . After examining the pattern matrix of EFA, it was found that all the items had factor loadings greater than 0.50 as shown on Table 6.

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Table 6: EFA

Latent Variable	Item	Factor Load	CR	AVE
Recruitment Selection	RS1	0.875	0.816	0.776
	RS2	0.715		
	RS3	0.771		
	RS4	0.617		
	RS5	0.627		
	RS6	0.775		
Performance Appraisal	PA1	0.824	0.761	0.757
	PA2	0.881		
	PA3	0.842		
	PA4	0.851		
	PA5	0.833		
	PA6	0.791		
	PA7	0.781		
Training and development	TD1	0.771	0.918	0.834
	TD2	0.822		
	TD3	0.781		
	TD4	0.865		
	TD5	0.811		
	TD6	0.878		
Compensation and Reward	CR1	0.854	0.881	0.782
	CR2	0.714		
	CR3	0.844		
	CR4	0.815		
	CR5	0.875		
	CR6	0.866		
	CR7	0.754		
Leadership	L1	0.813	0.886	0.717
	L2	0.733		
	L3	0.812		
	L4	0.881		
	L5	0.866		
	L6	0.845		
Continuous Improvement	CI1	0.721	0.745	0.745
	CI2	0.789		
	CI3	0.889		
	CI4	0.779		
	CI5	0.799		

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	CI6	0.849		
	CI7	0.859		
Customer satisfaction	CS1	0.857	0.894	0.737
	CS2	0.894		
	CS3	0.812		
	CS4	0.876		
	CS5	0.779		
	CS6	0.749		
Employee empowerment	EE1	0.869	0.855	0.895
	EE2	0.866		
	EE3	0.879		
	EE4	0.877		
	EE5	0.891		
Strategic	S1	0.945	0.951	0.917
	S2	0.955		
	S3	0.871		
	S4	0.933		
	S5	0.975		
	S6	0.985		
EJS	EJS1	0.782	0.781	0.788
	EJS2	0.772		
	EJS3	0.761		
	EJS4	0.831		
	EJS5	0.788		
	EJS6	0.782		
	EJS7	0.768		
	EJS8	0.872		
	EJS9	0.862		
	EJS10	0.848		

5- Discussion and conclusion

Employee satisfaction is one of the key variables in an organization. It can affect the company's performance and enhance competitive advantage (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019; Yang, 2006). Furthermore, Employee empowerment has the highest correlation value 0.82 in the TQM practices, which aligns with the results in (Ahmed and Idris, 2020; Addis et al., 2019). Petroleum companies are known

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to have a large number of employees, who are considered internal customers in an organization and who can improve the quality of the organization's operations.

This study investigates the impact of the HRM and TQM practices on employee job satisfaction. The findings reveal that training and development enhance employee job satisfaction, with a correlation value equal to 0.76. This agrees with the previous studies (Ahmed and Siddiqui, 2019; Evans, 2017; Linget et al., 2016; Bari et al., 2016). Recruitment selection enhance employee job satisfaction with a correlation value equals to 0.69 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019).

Performance appraisal enhance employee job satisfaction with a correlation value equals to 0.68 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019). Training and development enhance employee job satisfaction with a correlation value equals to 0.76 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019).

Compensation and Reward enhance employee job satisfaction with a correlation value equals to 0.71 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Siddiqui, 2019). Leadership enhance employee job satisfaction with a correlation value equals to 0.80 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019).

Continuous improvement enhance employee job satisfaction with a correlation value equals to 0.80 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019). Customer satisfaction enhance employee job satisfaction

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with a correlation value equals to 0.79 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019). Employee empowerment enhance employee job satisfaction with a correlation value equals to 0.82 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020; Ahmed and Siddiqui, 2019). Strategic enhance employee job satisfaction with a correlation value equals to 0.81 and significant which agrees with previous researchers (Tawalbeh and Jaradat, 2020; Ahmed and Idris, 2020).

The findings of multiple regression reveal that the HRM and TQM practices selected to measure employee job satisfaction are valid, with a value of 79%. The multiple regression confirms that a positive relationship between HRM and employee job satisfaction exists. It also confirms the existence a positive relationship between TQM and employee job satisfaction. This is in harmony with the findings of Addis et al.(2019) and Laseinde et al.(2019).

To add, this study investigates the effects of HRM and TQM, as independent variables, on the employee job satisfaction, as a dependent variable. Based on such investigation, we reach the following conclusion:

- 1) Each HRM practice has a significant positive relation with employee job satisfaction.
- 2) Each TQM practice has a significant positive relation with employee job satisfaction.
- 3) The highest correlation practice of HRM is training and development.
- 4) The highest correlation practice of TQM is employee empowerment.

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- 5) The research sheds the light on the importance of HRM practices on employee job satisfaction and on the effect of employee empowerment on TQM practices.

5.1 Practical Implications

The research provide implication in which focus on factors affecting Human resources practices and quality management and the factors that affect this decision of employee job satisfaction in Egypt. Academic researchers working in human resources and total quality management can benefit from the results of this research. This research investigates the level of employee job satisfaction and human resources practices and total quality management that can affect the satisfaction level during the Covid-19 duration.

5.2 Academic Implications

This research provides vital insights into human resources practices and total quality management . most of companies managers requires the practice of human resources and total quality management and focuses on employee job satisfaction under COVID-19. Research model is created from factors that are extracted from previous research such as Recruitment Selection, Performance appraisal, Training and development, HRMCR. Compensation and reward, Leadership, Continuous improvement , Customer satisfaction , Employee empowerment, and Strategic. Researchers in the .Results of research revealed that all previous factors have significant effect on employee job satisfaction.

5.3 Limitations and Future work

There were a number of limitations during the process of conducting this study. First, the research design relied on a sample of 350 employees, which can enlarge in future studies. Second, the model was tested in Egypt only. Tests in other countries may increase the multicultural value of this study.

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Third, the respondents were employees of a petroleum company. With that in mind, the model should be tested across different sectors, such as employees working in marketing, for instance. Fourth, the model tested 9 variables. Therefore, other practices of HRM or TQM should be tested, including work design, job rotation, employee security and culture change. Finally, the model was divided into dependent and independent variables. While such division has its merits, future studies ought to add a moderation variable, applies in different sectors, and increase the sampling size.

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Appendix

Table A1. Human Resources Management Questions(Tawalbeh and Jaradat,2020; Ahmed and Siddiqui,2019)

	#	Question	1	2	3	4	5
Recruitment Selection	1	HRMRS1.The Company follows administrative policies in the selection and recruitment process.					
	2	HRMRS2.The company is interested in the selection and appointment applicant's ability to work within team operations.					
	3	HRMRS3.Stimulate the selection and recruitment policies working to develop their administrative skills.					
	4	HRMRS4.The company is interested to gather information about applicants to fill vacancies for the purpose of use in the differentiation and appointment.					
	5	HRMRS5.The company appoints the personnel that possess the skills and experience sufficient to fill management positions.					
	6	HRMRS6.The company is interested in the selection and appointment applicant's ability to work within team operations.					
Performance Appraisal	1	HRMPA1.The company has available system for evaluating the performance of staff.					
	2	HRMPA2.The company attaches importance to the application of performance evaluation and follow-up system.					
	3	HRMPA3.The employee receives feedback from the direct manager about his performance.					
	4	HRMPA4.Performance evaluation helps to clarify the strengths and weaknesses of the employee's performance.					
	5	HRMPA5.The company revision the criteria for performance evaluation system periodically.					
	6	HRMPA6.The company provides effective training programs to enhance the skills of the staff based on the results of performance evaluation.					

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	7	HRMPA7.The company attaches importance to the application of performance evaluation and follow-up system.					
Training and Development	1	The company provision of appropriate training for staff as required by the nature of the work of all of them.					
	2	HRMTD1.The company through regular plan and a variety of tools identify of training needs.					
	3	HRMTD2.Characterized by the training programs offered to employees in the company's realistic and relevant document needs.					
	4	HRMTD3.The company relies regular training programs for the development of the performance of the new workers in the skills necessary for them.					
	5	HRMTD4.In your organization, learning is planned and purposeful rather than accidental.					
	6	HRMTD5.Training programs provide the opportunity to exchange					
Compensation and reward	1	HRMCR1.The company revision of the compensation and reward system based on the company's competitive environment					
	2	HRMCR2.Senior management of the company stimulate the staff through the application of compensation and reward system.					
	3	HRMCR3.Compensation and reward processes for employees based on the principles and criteria evaluation.					
	4	HRMCR4.Senior management of the company stimulate the staff through the application of compensation and reward system.					
	5	HRMCR5.Appropriate compensation and reward offered by the company with the staff's expectations					
	6	HRMCR6.Compensation and reward system contributes to the company encouraged employees to achieve the company encouraged employees to achieve the company's goals.					

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TableA2: Total Quality Management Questions (Tawalbeh and Jaradat,2020;Ahmed and Siddiqui,2019)

	#	Question	1	2	3	4	5
Leadership	1	TQML1.Management believes that quality is the way and philosophy in the conduct of its business.					
	2	TQML2.Leadership is working to spread the culture of quality in all departments and administrative levels.					
	3	TQML3.The company is working hard to be the company's outstanding services.					
	4	TQML4.The company has clear plan about the quality of certain specific goals and committed management application.					
	5	TQML5.Leaders seek to build a reputation among customers, based on the quality and workmanship.					
	6	TQML6.Adopts senior management standards of quality in the work encourages outstanding performance among employees Environment.					
Continuous Improvement	1	TQMCI1.The company is constantly working to get rid of activities that do not add value to the service.					
	2	TQMCI2.Management relies on advanced technological programs.					
	3	TQMCI3.The company is based on the results of its performance compared to competitors in the development of plans to improve performance.					
	4	TQMCI4.The company engage employee in the development plans to achieve quality.					
	5	TQMCI5.The company monitor the extent of improvement in the quality of services provided by the company and compare it to previous years.					
	6	TQMCI6.There is a continuous improvement in working conditions and conditions.					
	7	TQMCI7.There is a clear and specific strategy that includes improving the quality of work plans.					
Customer	1	TQMCS1.The company focuses on achieving customer satisfaction through the study of their requirements					
	2	TQMCS2.The company responds quickly to meet the wishes of customers.					

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	3	TQMCS3.The company's management realizes study the market to know the needs and desires of consumers.					
	4	TQMCS4.The company is keen to offer a wide range of products to meet the needs and desires of the largest number of customers.					
	5	TQMCS5.The company's management is interested in the customers' complaints and suggestions.					
	6	TQMCS6.The company is fully covered for the various needs of the market.					
Employee Empowerment	1	TQMEE1.The company management give material or moral rewards to employees for their participation in achieving outstanding performance.					
	2	TQMEE2.The company management authorizes for workers the powers to act in emergency situations.					
	3	TQMEE3.The company management provides freedom for workers to make decisions independently.					
	4	TQMEE4.The company is interested in the participation of all workers to improve quality and performance.					
	5	TQMEE5.The company is interested in the participation of all workers to improve quality and performance.					
Strategic	1	TQMS1.company management uses scientific methods and advanced technological tools for the purpose of achieving its strategic plan					
	2	TQMS2.The company is seeking to modify its strategic objectives according to the changing needs in a competitive market.					
	3	TQMS3.The strategic goals of the company are related to its mission and vision of the future.					
	4	TQMS4.The company management aware the concept of strategic planning and the fields.					
	5	TQMS5.The company set a timetable appropriate to achieve each strategic goal.					
	6	TQMS6.The company choose appropriate strategies to achieve the most appropriate to fit internal and external conditions by the present and future.					

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Table A3. Employee Job Satisfaction Questions (Ahmed and Idris, 2020)

	#	Question	1	2	3	4	5
Employee Job Satisfaction	1	EJS 1: I receive recognition for a job well done 0.557					
	2	EJS 2: I feel close to the people at work 0.856					
	3	EJS 3: I feel good about working at this company 0.772					
	4	EJS4: I feel secure about my job 0.681					
	5	EJS5: I believe management concern about me 0.706					
	6	EJS6: On the whole, I believe this work is good for my physical health 0.461*					
	7	EJS7: My wages are good 0.652					
	8	EJS8: Most of my talents and skills are used at work 0.836					
	9	EJS9: I get along with my supervisors 0.632					
	10	EJS10: I feel good about my job					

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دراسة العوامل المؤثرة على الرضا الوظيفي بموجب ممارسات إدارة الموارد
البشرية وإدارة الجودة الشاملة: دراسة بشركة بترول مصرية

د. لمياء مصطفى محمد حسن؛ أ. سارة بشير علي محمد

الملخص

تهدف هذه الدراسة إلى معرفة تأثير ممارسات إدارة الموارد البشرية (HRM) وممارسات إدارة الجودة الشاملة (TQM) على الرضا الوظيفي. بناءً على عينة من ٣٥٠ موظف في إحدى شركات البترول العاملة في مصر، أُستخدمت اختبارات الموثوقية والصلاحية والارتباط والانحدار وتحليل عامل الاستكشاف لفحص الفرضيات المقترحة والتحقق من صحتها. تُظهر النتائج تباين لممارسات إدارة الموارد البشرية وإدارة الجودة الشاملة بنسبة ٧٩٪ في الرضا الوظيفي وتُظهر أيضًا ارتباطًا بين إدارة الموارد البشرية وإدارة الجودة الشاملة مع الرضا الوظيفي. بالإضافة إلى ذلك، تُظهر النتائج أن أعلى ممارسات ارتباطًا بالرضا الوظيفي في إدارة الموارد البشرية هي التدريب والتطوير بقيمة ٠,٧٦، وأعلى الممارسات ارتباطًا بالنسبة إلى ممارسات إدارة الجودة الشاملة هي تمكين الموظف بقيمة ٠,٨٢.

الكلمات المفتاحية: إدارة الموارد البشرية، إدارة الجودة الشاملة، الرضا الوظيفي للموظف، مصر، المنظمة، الموارد البشرية، الجودة