

The Impact of Implementing Total Quality Management on Employee Performance while Working from Home in Jordan Banking Sector (Case study in Jordan Commercial Bank Branches)

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Abstract

The study was conducted to find out the impact of implementing (TQM) on employees' performance working from home (WFH) in the Jordan Commercial Bank. The sample consisted of managers and employees whom have adopted WFH policies. A questionnaire was administered to (250) employees who are working in the bank to examine their performance perception; job satisfaction, productivity, through TQM variables; customer satisfaction, continues improvement and employees involvement. A detailed questionnaire survey was carried out. Regression and correlation methods were also carried out to take account of the results. Results showed that, TQM with its all variables has an impact on employees' performance WFH. Results also showed that, both continues improvement and customer satisfaction had a higher impact on job satisfaction than on productivity with higher correlation level. While it was found that employee involvement variable had a higher impact on productivity.

Keywords: Total Quality Management, Employee Performance, Working from Home

Introduction

Recently, humankind witnessed a real pandemic in the whole world, to the extent a real reduction was appeared due to the situation. More specifically, Jordan has also been affected of the impact of the situation caused by Covid-19. The total reported cases of the pandemic had peak reached, which means that most of total population caught the virus and got sick (Worldometer, 2021) in Jordan. By that, the government contemplates for a complete lockdown (Amir, 2021), with a number of restrictions such as night curfews, suspending the regular schools and promoting online working (Sharif, 2021). This would not only help in reducing overall stress on the resources but the spread of the virus could be stopped significantly as it is largely agreed by the scientists that lockdowns and restrictions could have a positive impact on stopping the spread of the disease (Zhang, 2021).

And thus, Jordan had been one of the few Arab states which had imposed a complete lockdown during the first wave of the virus and was able to contain the number of cases as well as the deaths caused by the virus. At the same time, the government in Jordan didn't want to put any further pressure on the healthcare, as well as to not create panic in the society. This is the reason why implementing

lockdowns and strict movement restrictions could be one of the most obvious responses. However, most of the organizations have to take account of the long-term financial sustainability of the enterprises. From the Other hand, if the restrictions and the lockdowns are imposed for a long period of time, it would not only have a negative impact on the strategic plans of an organization, but the overall economic system would crumble. As illustrated by Raouf et al., (2020), there has been a significant impact on different economic segments of the country due to the Covid-19 related restrictions and lockdowns. This is the reason that most organizations, especially the service sector, have come up with decision to provide working from home and allow employees to following up their work from their work remotely. By that, employees would be able to process the work from remote locations without disrupting the actual strategies and plans of the businesses to a great extent.

The Problem of the Study

Due to the pandemic, there has been a significant reduction in the way work and economic activities had been carried out in almost all parts of the world. To reduce the spread of the virus, the service sector companies, have come up with decision to provide work from home to the employees. Some management aspects were affected during the implementation of WFH policy such as virtual leadership and management, and since productivity of employees is one of the main keys of business factors and performance for any organization, it is important to empower the virtual management in order to be able to manage employees' performance remotely.

Therefore implementing suitable methods to better monitor and improve employee performance and productivity is highly important for the organizations prosperity as well. A fact toughly faced during the pandemic that most of the business sectors were not trained, or they were not ready enough for such a kind of process, in the other word, a distance work. For instance, after the announcement of lockdown, many business owners had to close their companies as they were not well prepared to perform their services and maintain their business running in distance, which raised huge concerns. This has created many questions of what is really needed to proceed; and how to adapt to this new trend of working environment with its special demands.

Generally, WFH highlighted an importance issue that is that (How to control the work from home by applying Total Quality Management as a business model), knowing that TQM can play a main role in managing and following the work perfectly (Saffar&obidat,2020)

In this context, the research objectives and questions would be reiterated:

Is there an impact for TQM on employees' performance WFH. By: answering the following questions:

1. Is there an impact of implementing TQM on employee performance (WFH) in the Jordan Commercial bank in Jordan? There is a weak correlation but alpha close to zero.
2. Is there an impact of implementing TQM with its variable continues improvement, towards (productivity and job satisfaction)?

3. Is there an impact of implementing TQM with its variable customer satisfaction towards (productivity and job satisfaction)?
4. Is there an impact of implementing TQM with its variable employee involvement towards (productivity and job satisfaction)?

Objectives of the Study

The study aimed to answer the main question of the study whether there is an impact for TQM on employees' performance Working from Home. By: answering the following statements:

1. Is Therean impact of implementing TQM with its all variables on employees' performance (WFH) in the Jordan Commercial bank.
2. Is there an impact of implementing TQM with its variable (continues improvement) towards (productivity and job satisfaction).
3. Is there an impact of implementing TQM with its variable (customer satisfaction) towards (productivity and job satisfaction).
4. Is there an impact of implementing TQM with its variable (employee involvement) towards (productivity and job satisfaction)

Study Hypothesis

In regard to the current study, the following hypotheses would be tested:

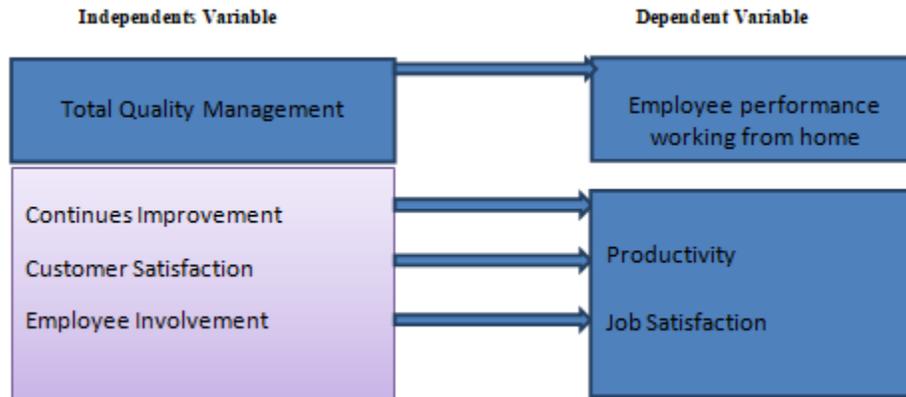
H0 1: There is no statistically significant impact at the confident level of ($\alpha \leq .05$) for implementing TQM on employee performance (WFH) in the Jordanian banking sector.

H0 1.1: There is no statistically significant impact at the confident level of ($\alpha \leq .05$) for implementing TQM with its variable continues improvement on the productivity and job satisfaction, in the Jordanian banking sector.

H0 1.2: There is no statistically significant impact at the confident level of ($\alpha \leq .05$) for implementing TQM with its variable customer satisfaction on the productivity and job satisfaction, in the Jordanian banking sector.

H0 1.3: There is no statistically significant impact at the confident level of ($\alpha \leq .05$) for implementing TQM with its variable employee involvement on the productivity and job satisfaction, in the Jordanian banking sector.

The Study Model (1)



Literature Review

Total Quality Management

There is a long list of researchers and authors who have taken account of the concept and analysed the historical perspective of Total Quality Management. concept of TQM according to Stuelpnagel (1993) has emerged during the 1920's. While it could not become common until 1920's (Powell, 1950). In respect to the historical presence of the term, Powell (1995) underlines that the concept could be traced back to the 1950's era. It was underlined that the term has been first introduced in the post-War Japan when the country was trying to rebuild the economy. American companies and other western world had not undertaken the concept seriously until the 1980's. However, there are other authors such as Stuelpnagel (1993) who had illustrated that the traces of the concept have been found in various industries during the 1920's. The Japanese concept of total quality management focuses on internal control factors of the enterprises along with the manufacturing procedures. On the other hand, the American companies focussed on different ways through which the concept could be utilised by the companies, especially in workforce management. The American companies also linked the concept with various other factors such as customer satisfaction.

As explained by the concept of TQM has been one of the many quality considerations taken into account with a view to improve the performance of the processes Zehir et al. (2012), TQM also can improve the efficient utilization of resources. In the past few years, there has been an increase in the overall popularity of the concept. This could be attributed to the growing competition between the companies and the effort made by the management to lure and attract customers through different means. Quality is one of the key aspects of a product or as service which an existing or potential customer could never ignore. As mentioned by Rahman & Bullock (2005), has explained TQM as a concept aimed to improve the overall organizational performance which includes the improvement in both behavioural and technical factors of the companies and other organizations. It means, TQM could be undertaken by both small and large sized organizations based on the overall competition within the industry. TQM is also related to the continuous improvement Kaynak (2003). TQM processes in almost all functional departments of an organization. Kemenade (2019) mentioned, the concept has been largely

related with the processes of managing people.

Furthermore, there are other researchers such as Vitharana & Mone (2008) and Prajogo & Sohal, (2003) who have also agreed that the application of TQM should not be restricted to a single functional area of a business, but could be applied to various functions, such as: management leadership, role of the quality department, training, employee relations, quality data and reporting, supplier quality management, product service design, process management, strategic planning, customer focus, information technology and analysis, people management. Hence, as mentioned by the two authors, the concept of TQM is not restricted to manufacturing which was the historical objective of coming up with the concept. Rather, the concept is broad in nature, and it depends on the outlook of a researcher based on which the concept could be applied in different functional areas.

Objectives of TQM

Based on the nature and size of the organization, the objectives of TQM could be different. However, as underlined by Madsen (1995), some of the common objectives such as reduction in defects, improvement in processes, operational efficiency, improvement in human resource management, and continuous improvements in different functional areas of the business are often sought by the decision-makers looking forward to introducing the methodology.

However, as underlined by (Prajogo & Sohal 2003) one of the various objectives of a total quality management process in an organizational context could be in respect of quality enhancement and performance. There are several researchers as mentioned below, who have underlined to usefulness of total quality management in improving the quality of the products and services as introduced by the companies. Quality performance is one of the areas wherein the researchers have found a consistent link with the application and implementation of TQM (Sciarelli, Gheith & Tani, 2020). As mentioned by Zehir et al. (2011), there are a wide range of supporters of the concept who have illustrated how application of TQM results in improving the quality of the product and services. As mentioned by Martynova (2011), the concept of product or service quality is important in the competitive business environment as only the organizations having high-quality products are expected to come up with the pressure asserted by the rivals. Furthermore, as illustrated by Prajogo & Sohal (2003) the concept of quality management is crucial for firms in order to gain a competitive advantage over the rivals. It is also underlined by Kaynak (2003) that quality performance is the core objective of TQM. Hence, the introduction of TQM processes help in promoting the quality performance within the enterprise.

The first objective of total quality management in an organization is the satisfaction of the customers Dale (2011). No business organization could sustain without the consistent support of the customers and hence it is imperative that the objectives of a business function improvement should take account of the long-term goals of customer satisfaction. Further, as underlined by Kaynak (2013), the objective of total quality management is to ensure that the quality-related areas are identified in each of the functional areas of the business. Such open issues are to be taken into consideration and accordingly, the concept of TQM helps in ensuring that the operational processes of the enterprise are improved. It has been also underlined by Kiran (2016) that TQM should be deemed as a pervasive

management function. Improved structures and operational efficiency are the two important outcomes of having TQM methodology in an enterprise.

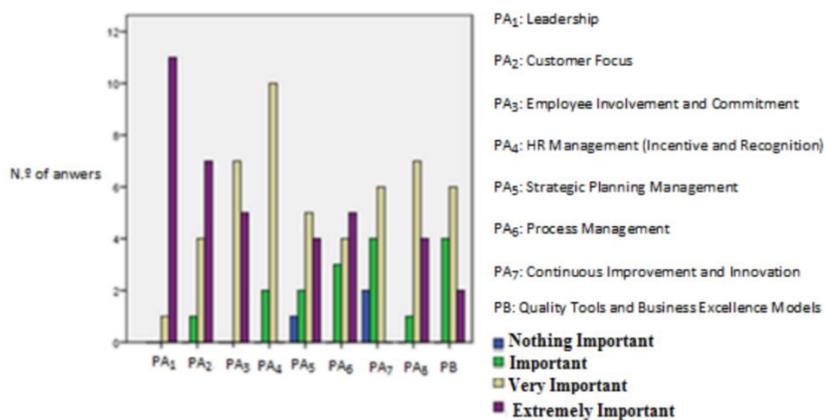
TQM processing enhancing the part that the customer is at the centre of every activity. The key is to determine the gap between what the customer needs and what the system delivers. As underlined by Luthra, et al., (2020), the methodology does not end at the point when the gaps are identified but continue to a point when the overall issues are resolved, and the customers end up getting highest quality of goods and services. Further, as underlined by Kirna (2016) positive reinforcement through recognition and rewards is essential to maintain achievement and continuous improvement through participative problem-solving projects. Hence, with the improvements in the skills of the employees, the overall contribution and job satisfaction would also be affected due to the operation of TQM processes in an enterprise. However, there are limited research available in this domain that could support or reject the claim which would be unearthed during this thesis.

Principles of TQM

The success of the TQM methodology in an enterprise depends on the quality of principles and practices undertaken by an enterprise Sharma (2018),. These actions are often reformed by organizations based on the long and short-term objectives. The quality management principles are important guiding notes that could help the senior management in taking long-term decision in respect to the company. However, one of the biggest limitations in this context is that the principles are too general Voehl (2017). This is the reason why there are only a few research that have been carried out in respect of the quality of the decisions.

Below the figure of the quality control principles has been attributed as follows Sharma (2018).
Figure (1)

Figure 2.0 Quality Control Principles



Based on the above graph, it is clear that different range of researchers have underlined distinct amount of importance in respect of the TQM principles. The principles have been explained as follows:

1. Customer: It has been illustrated at a number of occasions before that customer is one of the

important ingredients of the total quality management methodology. The overall objective of implementing TQM in an organization could be attributed to the satisfaction of customers. No enterprise could work for a long duration without the active support of the customers. customers are the sole purpose for which a business or a service organization operates (Dale, 2011). Hence, customer satisfaction should be one of the primary aims for which an enterprise exists. For increasing market share and boost to revenue, as well as improved customer loyalty.

2. **People Involvement:** one of the most important aspects that determine successful implementation of the methodology in an enterprise could be the response of the staffs and employees. it was historically believed that the concept was largely restricted Kiran (2016), But with the passage of time, the service sector has embraced total quality management. In the other word, employees need to understand the crucial role they need to play in implementation of total quality management. The top management should let employees understand the values and the importance of TQM in organizations by underlining how the concept could have a direct implication on the professional development of the employees for ensuring highest degree of involvement (Sharma, 2018). This is where the concept of job satisfaction and employment comes into play. By that total quality management and job satisfaction are closely related Martynova (2011)
3. **Continuous Improvement:** As it has been explained by Luthraet al., (2020), the concept and process of total quality management is a pervasive management function. When an organization adopts TQM methodology, it has to make a permanent change in the working culture. This change includes creation of an environment of continuous improvement which is needed for internal control, employee development and training and eventually to ensure that highest satisfaction of the customers' needs. This could be also deemed as an integral part of the long-term strategies of any organization. From the perspective of leadership in an industry, continual improvement should be part of the business strategies.

Predictors of Preference for Working from Home Post Pandemic

Caligiuri & DeCieri (2021) carried out a comprehensive analysis based on which the preference of working from home post pandemic could be analysed. As it has been mentioned at a number of points, there is a significant difference between the preference of the employees who have been working voluntarily and those who have been forced to work from home due to the pandemic. Employees' safety and wellbeing can add to the overall job satisfaction and involvement. In the current scenario, work from home has become a necessity. There have been various researches including by (Vyas & Butakhieo, 2020; Čulibrk et al., 2018) researched how working from home could be a transitional thing or it could be used by organizations on a regular basis. However there are different studies which took account of the current scenario and underlined how working from home could influence and affect employees' overall performance and efficiency but studies could not be labelled as positive or negative Thorstenson, 2020; Ipsenet al.,2021)

Table 1. Shows the Terminus a Comparative Analysis Volitional and Involuntary Situations

Voluntary WFH (Pre-Pandemic)	Involuntary (During Pandemic)
Employee was given a choice to work from home as part of arrangements done by the employer.	The employer and the employees have no choice but to go ahead with work from home mechanism. In a few regions, work from home policy has been mandatorily implemented by the states and has been promoted in order to ensure that the spread of virus could be controlled. This has been done to ensure that people stayed at home and do not leave the places until utmost necessary situations.
The work from home procedures were deemed as a perquisite and extra facility provided by the employer to the employee	This is the general normal trend and could not be considered anything out of the normal as most of the workers have been working from home
The plan for WFH has been decided and drafted by the employers in consultation with the employees. It was part of the employment contracts and arrangement for resources and work allocation has been predefined.	The current WFH regulations have been introduced with short notices and no planning whatsoever. Since the pandemic-linked responses have been rather drastic, the decision for making the employees working from home has also been done at a time when the total number of cases have gone out of control around the world.
The planning for taking care of the children and other dependent was also devised.	There was no plan for such factors because everyone would have been in the house at the same time. Hence, the overall disturbance at the home office was way higher than it was felt before.
The children were at school at the time of an employee working from home. This implied that other members of the family went along with the job in a similar manner and the only difference was a person who was carrying out the job from the office.	There have been restrictions on the movements of children as well. The schools have been closed due to the pandemic. There is no clarity as to when the schools are expected to reopen in the future.
Information and communications technology were in place and the office resources were available in order to educate and train the employees in respect of any resource. Hence, the learning process was ongoing even when there were restrictions imposed	Due to the short span of introducing work from home procedures, there were a number of new tools such as Google Meet and Microsoft Teams which were learnt by the employees in a short period. This further implied that there were often confrontations between the employees and the management in respect of availability and usage of technology and software.
Daily commutation was not required but an employee could have gone out to take a stroll in the park or visit a mall, restaurant or a pub after the usual working hours, even with the colleagues.	Daily commutation and movement is not allowed by the government regulations. It implied that even when an individual wants to visit friends or colleagues, it is not mandatorily allowed by the government

The purpose and context of giving work from home facility was to ensure that healthy social life was offered to the employees	The overall context is to ensure that the government could tackle a global pandemic and the organizations should support overall quest of the government
There were no disruptions in the social life after the working hours	The social life has been one of the most crucial areas which has been disrupted for a large range of employees
Some part of the work might have been compromised due to the absence of the workers from the workplace	In context of the industries that require direct client service (such as banking), all works have to be performed. There are few areas where the working from home procedure has a limitation.

Information retrieved from (Caligiuri and De Cieri, 2021)

Hence, the above table suggests that the background of work and the reasons for providing work from home to the employees might be different from the procedures and arrangements done before. However, irrespective of the difference, there are research and studies which indicate that the overall situation would be in favour of the work from home arrangements in the future (Global Workforce Analytics, 2020). Furthermore, the companies would have a better chance to plan things in advance rather than everything forced. There could be better management of rotation of employees and ensuring that some of the factors which have not been addressed by work from home mechanisms yet would be included in the future.

The Importance of Employee Performance

Employee performance is dependent on a wide range of factors and most importantly job environment and management support has the greatest influence on the factor (Diamantidis & Chatzoglou, 2019). The internal and external factors in organizations are directly related with the employee performance management (Mathis & Jackson, 2011; Armstrong, 2012). A variety of factors such as such as management support, training culture, organizational climate and environmental dynamism are related to: job-related factors, such as communication, autonomy and environment; employee-related factors, such as intrinsic motivation, productivity, adaptability, skill flexibility, commitment and skill level. Besides this, there have been specific researches on firm-related factors such as leadership, organizational trust, and human capital investments in order to find out the relative impact on employee performance (Bapna et al., 2013). On an overall basis, the concept of employee performance is a dynamic area that includes a wide range of factors which combine to form the way employees are treated and the overall performance is measured from an organizational perspective.

Successful employees are the ones who could contribute fully to attaining the long-term goals of the business by aligning the personal development goals with the objectives of the enterprise. Even though the importance of human resources in attaining the business goals could be undermined at a

number of instances, nobody could deny that they are the most important link in attaining the long-term goals of the enterprise Mangipudiet al., (2019). Also, employee performance is linked with a positive and productive working environment in an enterprise (Pradhan& Jena, 2016). When employees are able to carry out the jobs with utmost efficiency, the overall morale in the office gets a boost. It motivates other employees to work at a better pace which could have an improvement in the overall office productivity. It is important to foster a positive, energetic work environment. Employee performance is linked with their overall professional growth of an individual. When an employee is able to perform as per the expectations, it is easier for the companies to track the overall growth of such individuals, employee performance management is crucial for the long-term growth of the enterprise (Diamantidis & Chatzoglou, 2019; Pradhan& Jena, 2016)).

Research Methodology

For our research objectives a sample of 250 (managers and employee) who are working from home was chosen to answer the questioners of the research and were from Jordan Commercial Bank which is currently conducts its business via 35 branches in Jordan it plays a main rule towards the Jordanians: GDP (ASE, 2020). As COVID-19 pandemic caused a serious challenge to financial institutions, and due to the essential role banks has in the economic, they were trying to keep their distribution channels open, despite social distancing advice and supervisory and compliance functions that were never designed for remote work, they also started to suspend dividend pay-outs and share buybacks, and to prioritize funding to households and small businesses instead.

Data Analysis

Quantitative data analysis (linear regression, Multicore Larinity, Cronbach’s Alpha split-half correlations T-test) has been used to analyse the findings. The details of the data analysis and quantitative research tools used in the research have been discussed in the next part.

Table 2. Shows the Standard Deviation of the Questions

Variable	Highest Mean Question	Highest Mean	Lowest Mean Question	Lowest Mean
Continuous Improvement	I have received a training on continues improvement or related methodologies.	2.619 This is due to the banks, they pay attention to promote their employees and keep them updated regarding knowledge.	I believe that continues improvement is important at work.	1.8929 The researcher can relate that to types of courses they provide to their employee.
Customer Satisfaction	The bank achieved customer satisfaction during the	2.4286 It means that the banks have the ability to achieve their goals	I believe that achieving customer satisfaction is important at	1.8214 We can explain that employees are working

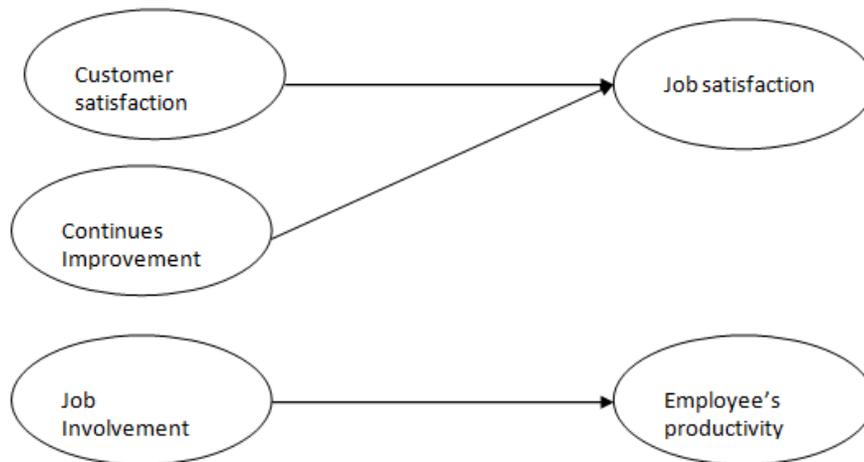
	period of working from home.	towards their customers nevertheless of the places.	work.	based on rules still don't recognize the important of CS.
Employee Involvement	I believe that increasing the employee involvement is important at work.	2.3155 We can say that employees are feeling the loyalty at their work and they are enjoying their tasks.	I believe that increasing the employee involvement is important at work..	1.8512
Job Satisfaction	The employee involvement will have a negative impact on your job satisfaction as you are working from home.	3.2024 We can explain this by knowing that employees are able to accept any duties and tasks that can enhance their work , but they believe that these duties could satisfying them.	Implementing continues improvement will have a positive impact on your job satisfaction as you are working from home. We can explain that employees still have no full understanding about improving their knowledge as they are not in thier organizations.	2.2738
Productivity	The employee involvement will have a negative impact on your productivity as you are working from home.	3.256 We can explain this by knowing that employees are able to accept any duties and tasks that can enhance their work, but they believe that these duties could affect their level of achievements.	Implementing continues improvement in business will have a positive impact on your productivity as you are working from home. We can explain that employees still have no full understanding about improving their knowledge	8 2.398

			and they way they use this knowledge to enhance their level of work.	
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It was found that there is an impact of implementing TQM with its all variables on employees' performance (WFH) in the Jordan Commercial bank. Also, There is an impact of implementing TQM with its variable (continues improvement) towards (productivity and job satisfaction). It was found that there is an impact of implementing TQM with its variable (customer satisfaction) towards (productivity and job satisfaction). As for the last result it was found that an impact of implementing TQM with its variable (employee involvement) towards (productivity and job satisfaction). This has been the case with each of the hypothesis:

There is an impact for TQM on Employee performance, results showed that TQM could help in improving performance while working from home. There was seen a significant impact for continues improvement toward employees' productivity, and stated the same for the positive impact of continues improvement on job satisfaction. Results also showed that, both continues improvement and customer satisfaction had a higher impact on job satisfaction rather than on productivity with a higher correlation level, when the employee involvement had a higher impact on productivity over job satisfaction with a higher correlation level.

The below figure 2.briefing the results and the connections between the variables Figure (2)



Most of the respondents agreed that work from home has improved overall performance. this result is agreed with Vya s& Butakhieo (2020). Accurately, more that 90% of the respondents had agreed that implementation of TQM has helped in improving the remotely performance.

As for **Cronbach's Alpha**: In this study, the alpha is more than 0.90 which implies high reliability of the information. The coefficient of more than 0.70 is generally acceptable in the studies and the chances of bias in the data are low and the overall consistency of the information is high.

Results and Discussion

The results achieved in this research helped in underlining the overall employees' perception towards working from home procedures. Based on the interaction and data analysis, it was clear that most of the respondents had agreed that work from home would be an integral part of the work procedures in the future.

The results imply that the application of TQM for employees' working from home has largely positive influence on employees' performance. Hence, the results showed that monitoring employees through job involvement variables could impact and enhance employees' productivity. This result was not really agreed with Cúlibrket al., (2018) underlined that working from home has a high potential of detaching an employee from the long-term goals of the organization. We explain our result that employees need an extensive engorgement to feel their power in order to increase their productivity. However organizations didn't need to spend that amount of money in setting up small offices and add wellbeing for employees to increase their productivity as expected by Sivesan (2020). And thus, employees' job satisfaction when they work from home, especially during the pandemic is something which the researchers would want to take account of in the future.

we can attribute our study result by interpreting that employee were empowered and has the ability to solve their customers' problem in this case or situation. While we can attribute the impact of customer satisfaction towards employees' Job satisfaction that employees felt that they had the ability to managing their customer needs perfectly and they were able to serve the customers successfully also we can understand that stress could be a stimulant for professional growth of an individual to achieve the given goals Suryanthini (2020) the thing that created trust in their work process remotely. This result can be close to Sweis et al. (2019), pointed out that TQM helps in improving the customer satisfaction level which is one of the key determinants of success in an airline company

And thus, the decision-makers at the organizational levels must have to understand the importance of applying TQM towards enhancing employees' performance WFH in such a scenario. It is important from the top level of any organization to take into consideration the most aspects that make the customer satisfied while serving him or her from home and working to enhance this aspect in order to proceed. From the other hand it is important to fully update new processing in the services sector and to let an organization to cope with the changeable environment. So that, organizations need to adapt and spread knowledge by providing training in regard of the importance of maintaining continuous improvement as well as increasing the productivity by enhancing job involvement in empowering employees and enrich their tasks and responsibilities.

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