

The Total Quality Management Effect on Institutional Happiness among the Employees of Yarmouk University

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Abstract: Total Quality Management (TQM) allows educational institutions to discover the role of top management support, continuous improvement, strategic planning, and employee empowerment on the institutional happiness, more specifically, positive emotional impact, negative emotional impact, and job satisfaction in university level and then, improves TQM's effectiveness. Accordingly, this study aims to investigate the effect of this TQM on institutional happiness among the employees of Yarmouk University. This study adopts quantitative research design by distributing a questionnaire to these employees. The sample size of this study is 230 employees in different departments who are academic and administrative. The findings conclude that a significant relationship is found between TQM and institutional happiness. More deeply, it shows a significant relationship between all of top management support, strategic planning, and employee empowerment towards institutional happiness with its dimensions. On the other hand, it is found there is no relationship between continuous improvement and institutional happiness with its dimensions. This study recommends the necessity of verifying the application of the administrative units in universities to the principles of TQM providing necessary incentives and preparing an annual training plan to develop and develop the capabilities of employees in order to achieve institutional happiness.

Keywords: Institutional Happiness, Total Quality Management, Yarmouk University

Introduction

Educational institutions mainly universities constantly attempt to achieve success, and then, maintain and continue this success. Indeed, such attempts always make these institutions develop and modify their strategies in order to increase productivity (Almaiah, et al., 2020; Au-Yong-Oliveira et al., 2018). In doing so, they keep using renewable tools and means. In other words, leading institutions try to achieve a high and distinguished level of performance in order to set themselves apart from others by developing their human, material, and technological cadres in line with scientific and knowledge developments expected by labor markets (Msallam et al., 2020;

Quyet, 2022). These efforts lead to provide new opportunities for achieving the desired progress.

Undoubtedly, in the dynamic changing environment, institutions are paying more attention to developing and improving management practices; the ability to identify what has been changed in the environment and then, choose appropriate management approaches to respond to these changes as being an essential component of institution success. TQM is one form of these management practices, which has gained attention recently; where many organizations have achieved success by applying the principles of TQM, and also referred to it as a source of competitive advantage for companies

(Madanat & Khasawneh, 2017). That is to say, in the face of intense competition, institutions are always trying to improve the quality of their products; where adding value is very important to create productivity. Thus, achieving institution goals cannot be separated from the performance level of its employees. Efficient employees are those who can complete tasks and assume responsibilities effectively. They also performance provides the company with the opportunity to react and anticipate changes quickly and flexibly (Kustono, 2019). On the other hand, it is always observed that employees can have positive or negative attitudes about specific work tasks, products or services, or towards co-workers or management, or the place they work in as a whole. Positive attitude of employees makes working days more enjoyable so that tasks are carried out at a higher level and without complaint, because it is related to the psychological and mental state that a person thinks about in situations, and ultimately determines his/her behavior (Offorbike et al., 2018).

Accordingly, the TQM concept is one of the latest modern administrative ones helping raise the competition spirit between factories, institutions, services, and companies (Abbas, & Kumari, 2021; Bhaskar, 2020). This is due to a mature understanding of the importance of selecting high-quality service, which prompted management in various institutions to adopt these concepts of ideas and principles that aim to continuously improve performance achieving the best possible results and meet the requirements of work (Fox et al., 2020; Nagy, et al., 2018; Walter, 2021). This TQM has become one of the modern trends in institutions, as its application has proven the ability to address the causes that lead to low or/high levels of services provided by institutions. Additionally, an effective TQM may enhance the satisfaction of their employees and/or customers. The search for employees'

satisfaction is a vital work, and indeed, a basic pillar upon which institutions rely on achieving its objectives. Hence, achieving this requires effective role of TQM. TQM is also viewed as a modern management philosophy that takes the form of a comprehensive management approach or system that is based on making radical positive changes within the organization/institutions, including changes in thought, behavior, values, organizational beliefs, administrative concepts, administrative leadership style, work procedures, and performance systems. This is in order to enhance and develop all aspects of the institution in order to attain the greatest quality of goods and services at the lowest feasible cost, as well as to satisfy the wants and wishes of its employees in accordance with their expectations (Al-Ajmi, 2020).

Undoubtedly, universities aim to achieve all possibilities to reach effective leadership that guarantee their survival and continuity, and this depends on the extent to which they possess the sources of strength capable of thinking, creativity and achievement represented in competencies as a source of institutional happiness (Hamdan, et al., 2020; Mohamed, et al., 2020). This institutional happiness is one of the modern concepts in management that is concerned with providing all the capabilities, skills and professional incentives for employees, in order for them at different levels of administrative and academic levels to boost their roles and responsibilities and thus reach the achievement of institutional goals easily (Kumar, 2020; Shamsi, et al., 2018). This can be achieved through the provision of educational means and the necessary sources of information such as books, devices and tools, assisting employees in solving problems that may face them in dealing with these equipment, informing them of the latest developments, holding training and awareness workshops, urging them to attend conferences that may enrich their work and bearing their

expenses or part of their expenses to encourage them, and adopting distinguished scientific research.

Institutional happiness is a very complex and ambiguous concept that must be considered in management strategy (Cabanas, & Illouz, 2019; Pillay, 2012; Salas-Vallina, et al., 2018). Researchers have shown that (50%-80%) of happiness is genetic determinants, and that these genes tend to explain the tendency of some people to be happier and more optimistic than others (Peyton, 2008). Thus, public and private institutions need to study the issue of institutional happiness due to its increasing importance and implications, whether at the individual level, at the group level, or at the level of the institution as a whole (Pillay, 2012). In Jordanian context, universities occupy a strategic position among educational institutions, and have a vital role in contemporary society. In order to achieve its role, the selection of academic competencies to work for them, and the investment of the latent energies of those competencies, is an important element to achieve its goals in the desired way. Yarmouk University is among the refineries of universities in the Arab world, as it attracts elite lecturers and employees in various fields in order to reach educational outcomes that have an impact on society. Since TQM is one of the important concepts associated with accessing services to the maximum effectiveness possible, in order to improve lecturers and employees and then provide them in a way that ensures their sustainability and such effectiveness can only be done through the presence of employees who are effectively connected with their institutions in which they work. In fact, this connection is preferably made by obtaining institutional happiness of these employees; the focus of this study is to identify the degree of practice of administrative leaders at Yarmouk University for TQM and its impact to achieving the institutional happiness of their employees. Accordingly, this

study highlights the following main research question:

1. What is the impact of total quality management with its dimensions (top management support, continuous improvement, strategic planning, and employee empowerment) on the institutional happiness (positive emotional impact, negative emotional impact, job satisfaction) among the employees of Yarmouk University? Accordingly, the following sub-questions are presented:

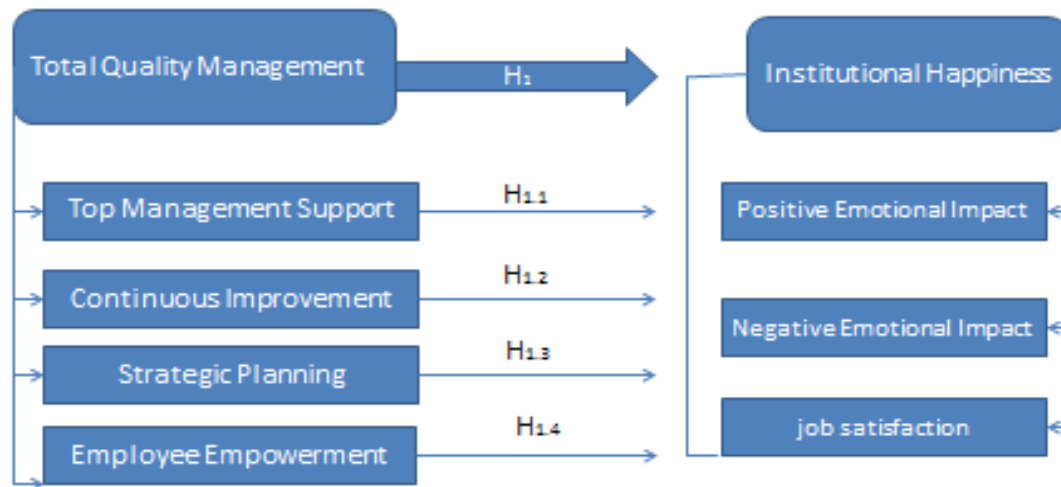
a- What is the impact of top management support on the institutional happiness among the employees of Yarmouk University?

b- What is the impact continuous improvement on the institutional happiness among the employees of Yarmouk University?

c- What is the impact of strategic planning on the institutional happiness among the employees of Yarmouk University?

d- What is the impact of employee empowerment on the institutional happiness among the employees of Yarmouk University?

Study Model



Figure, 1. Study Model Developed by Researchers

Literature Review

Total Quality Management

The word quality is derived from the Latin word *qualis*, which can be, literary, translated as "any kind of", as mentioned by (Sahney, et al., 2004). As a result, it is not surprising that various interpretations of its genuine meaning and definition exist. Costa et al., (2019) stated that the term "quality" is a difficult concept in the literature, and that multiple perspectives are frequently contested. According to Hill, et al., (2007), quality can be defined as 'free of flaws' in its most basic form. Most customer-focused businesses, on the other hand, avoid this oversimplification and instead define it in terms of customer happiness, which is more accurate. Quality is one of several difficult-to-define notions in the social sciences (Lagrosen, 2004), who identified five primary groupings in their literature review as follows:

1. Transcendental Definitions (Subjective and Personal)
2. Product-based tariffs (measurable)
3. User-Based Tariffs (Customer Satisfaction)

4. Manufacturing-based tariffs (conforming to specification)

5. Value-based tariffs (in relation to costs)

Quality is primarily an economic phrase that emerged as a result of industrial and technological competition among sophisticated industrial countries in order to manage production and gain customer trust. It's been characterized as a product's suitability for usage, or its capacity to deliver the best performance and most accurate attributes (Al-Saffar & Obeidat, 2020). Quality, according to (Al-Zu'bi, 2013), is the overall specification of an entity, which can be a product, an individual, or an organization, and is related to the ability to satisfy current or assumed needs; TQM, on the other hand, is a production management strategy (Obeidat, et al., 2018). It is known to be a management technique that encourages employee reactions, meets their needs, and respects their values and beliefs in order to achieve long-term success (Li & Houjun, 2013). Quality improvement from employees' perspectives is an ongoing problem for all types of service organizations. Hence, TQM can be defined as performing work as intended and accurately the first time, as well as relying on the

customer's or beneficiary's evaluation by determining the level of appreciation for this work. It is a management concept aimed at continuously improving products and services as well as operations by concentrating on employees'/customers' needs and expectations in order to improve employee/customer happiness and company performance (Al-Saffar & Obeidat, 2020). TQM is also defined by (Lakhal et al., 2006) as a strategy aimed at producing and transferring more efficient and superior services, by achieving cooperation among the members. TQM is also known to be an approach that increase improving quality, organizational productivity, increasing all activities effectiveness as well as efficiency, and doing everything the right way (Tjiptono & Diana, 2003). TQM is separately defined according to Handoko (2008) as follows in regard to "Total" Quality "Management":

1. Total: it is a comprehensive organizational strategy involving all management levels as well as employees' levels, not only end users and external ones, but also internal ones.
2. Quality: it focuses on service quality, not just defect-free products. Quality is determined by the customer and/or employees' expectations are individual, depending on socio-economic background and demographic characteristics.
3. Management: it is a management approach, not a narrow technical approach to quality control.

Justifications for the Interest in TQM in Educational Institutions

Among the most important justifications for paying attention to total quality management as seen by Awad Allah (2013) are the following:

- The increasing problems and obstacles facing the reform and development of education.
- High rates of scientific, technological and informational progress.

- Media openness and the civilizational and cultural invasion through the communications revolution and the flow of information.
- Increased interest in improving the quality of performance and encouraging innovation and renewal and the development of employees' skills in line with the vision for the future, its developments and challenges.
- The emergence of major shifts from centralization to decentralization and from industrial society to technical society and from one choice to multiple choices.

In this regard, Battah (2017) believes that the application of TQM in higher education institutions is not a luxury, but rather a necessity imposed by justifications, the most important of which are:

- The huge demand for higher education, especially in developing countries, which suffer from a lack of resources.
- The low level of graduates of higher education institutions and their low abilities compared to the requirements of the labor market, and the high unemployment among graduates is only evidence of that.
- The intensity of competition between higher education institutions to attract students.
- Weak level of cooperation between higher education institutions and their local communities, given that community service is one of the main functions of higher education institutions.
- The urgent need to spread an open culture that believes in change and development.

Foundations of Building a Culture of TQM

In order for any institution to take care of total quality in its field of work, there must be a culture of total quality in which awareness is raised, its vocabulary is defined and trained on it so that it eventually becomes an important and original part of the organization's work and its future vision, and the application of an integrated strategy to build a culture of total quality based on the following:

- Predicting factors to be brought about.
- Building an integrated plan to implement the required changes.
- Convincing employees of the institutions at all levels of the importance of change.
- Providing the necessary encouragement and material and moral stimulation (Olimat, 2004).

Principles of TQM:

TQM is based on a number of principles, the most important of which are:

- To understand and support senior management.
- Focusing on the beneficiary.
- Focusing on the sustainability and continuity of quality.
- Providing an effective communication system.
- Making decisions based on facts.
- Involving all employees in quality improvement efforts.
- Paying attention to feedback because of its impact on improvement (Al-Saud, 2009).

Thus, it is proposed that TQM will encourage Yarmouk University's employees to adopt it in order to affect the institutional happiness. Hence, this study hypothesizes:

H₁: TQM with its dimensions significantly affects institutional happiness with its dimensions in Yarmouk University

Some Main Dimensions of TQM

It is the commitment to the principles of TQM through the development and implementation of a strategy based on quality improvement such as planning the quality objective, defining the objectives of TQM, providing the required support, and evaluating the quality results (Madanat & khasawneh, 2017).

Top Management Support

Previous studies provide many descriptions and definitions of the support of top management, where he (David, 2014) has argued that management support should not be seen as an emotion because it arises from tension arising from the desire to satisfy a personal need, from opportunity and freedom to take an action, and from making the investments and sacrifices that will ultimately produce profit. In this regard, Flynn, et al., (1995) stated that the top management support should make the changes required to implement TQM, and provide support to encourage practices that lead to improve performance across organizations. It is also stated by Zeitz, et al., (1997) that the top management support is the level of support and vision provided by top management in implementing the TQM. Al Saraira and Alasaf (2008) state that top management plays a leading role in the TQM environment to coordinate efforts to achieve the goals of organizations. Hence, it can be said that the top management support means that the management does what is necessary to implement and maintain TQM (Sadikoglu & Zehir, 2010). This is agreed by Nurhayati and Mulyani (2015) who indicated that the support of top management means the participation of senior management in the quality improvement efforts an organization. Undoubtedly, there is a complete agreement on the importance of top management support to the success of TQM. In short, top management support means the adoption of the concept of TQM by the senior management and

commitment to all requirements for the implementation of this system in addition to providing full support for its implementation and emphasizing the commitment of all employees at all levels to the implementation of total quality management (Alaoun, 2018). Thus, it is anticipated that Yarmouk University tends to pay attention top management support as reflected in the following hypothesis:

H_{1.1}: Top management support significantly affects institutional happiness in Yarmouk University

Continuous Improvement

The continuous improvement process is at the TQM's heart, as it firstly focuses on introducing continuous improvements in all work areas in organizations, including the education sector, such as Yarmouk University, for constantly adapting to changes in internal and external environments of institutions, making continuous improvements for a necessary condition for quality management success. It is a notion that thinks that everything done in the workplace should be evaluated on a regular basis, that prevention is preferable to cure, and that the proper things should be done right from the start (Hansson, 2003; Alaoun, 2018). Empirical studies have shown that the TQM success entails some changes in the individuals' ways or/and styles in their workplaces, which necessitates quality-based organizations striving for perfection by continuing to improve work as continuous quality improvement is the beating heart of their management. It also comprises all organizations' administrative and technological activities (Al-Houri, 2008).

Accordingly, continuous improvement is defined as a management philosophy that addresses service improvement roadblocks and works to improve everything related to improving the service in its final form, from the initial service

design to the implementation mechanism, which includes processes and workers, and ultimately leads to final service improvement (Alaoun, 2018). It is also defined as a philosophy to ensure the success and progress of institutions, which is based on attracting and retaining customers, providing all their requirements and needs, and developing performance processes, where continuous improvement achieves profitability and competitive advantage and achieves the goals of successive success, and it is one of the components of TQM to achieve customer's satisfaction as well as governments (Goetsch & Davis, 2018). One of the sources that help employees improve and differentiate themselves from competitors, taking into account the establishment of a quality department in education sectors, and setting specific goals for quality improvement. Hence, it is proposed that continuous improvement to be presented among employees in private universities is one of the main factors to impact employee retention. This leads to the third hypothesis:

H_{1.2}: Continuous improvement significantly affects institutional happiness in Yarmouk University

Strategic Planning

The process through which an organization establishes its strategy or direction and decides how to allocate resources to follow that strategy is known as strategic planning (Allison, & Kaye, 2011; Bryson, 2018). Control methods for steering the strategy's implementation could also be included. In the 1960s, strategic planning became popular in corporations (Grant, 2003), and it is still an important aspect of strategic management today (Akhter, 2022). It is carried out by strategic planners or strategists, who use a variety of parties and research sources to examine the company and its relationship to the environment in which it competes. Setting strategic goals, determining actions to achieve the

goals, creating a plan, and mobilizing resources to carry out the activities are all part of the strategy process. Hence, strategic planning may influence institutional happiness. This suggests that:

H_{1.3}: Strategic planning significantly affects institutional happiness in Yarmouk University

Employee Empowerment

Delegating and giving employees the authority to accomplish their jobs is the process of empowerment (Alaoun, 2018). Employee empowerment is one of the TQM variables, and it refers to the degree to which employees have autonomy in their work. In this regard, according to Kilton (2003), empowerment entails giving employees the power and authority to make corporate decisions. Employee empowerment, according to Nzuve and Bakari (2012), is a management method and philosophy that allows employees to make decisions about their jobs, give them ownership of their work, and take responsibility, as well as customer service at the company level where the customer front is located. The effective application of TQM necessitates a dependence on contemporary total quality management ideas, which stress the relevance of people's roles in activating and accomplishing specific organizational goals. Starting with selection, appointment, performance evaluation, training programs, individual and group motivating methods, fostering teamwork, achieving ways of loyalty and belonging, organization, and other human factors that contemporary organizations rely on to achieve their goals (Awamleh, 2013).

Indeed, effective management piques employees' interest in their work and jobs to the point where they feel as if they own the company they work for, a phenomenon known as psychological ownership, in which the employee believes he owns the company and thus derives his success

from its success and failure from its failure. The main goal of empowerment is to create conditions that allow all employees to contribute to their full potential in continuous improvement efforts. As a result, the term empowerment includes sharing decision-making with other management levels, which means more than just delegation; the employee feels responsible not only for the work he does, but also for working outside the scope of his/her job, so that all employees in Jordanian universities can contribute to continuous improvement efforts (Msallam, et al., 2020). Hence, the researcher finds the need to focus on the philosophy of TQM in its various dimensions, and to reach a deeper understanding of its impact on the performance of institutions and sectors including the institutional happiness of its employees that contribute to building the state's economy, in order to ensure the application of TQM practices to achieve the desired goals, especially in the university sector under the current study. Accordingly, it is proposed that employee empowerment encourages Yarmouk University's employees to adopt it in order to affect institutional happiness. Hence, we hypothesize:

H_{1.4}: Employee empowerment significantly affects institutional happiness in Yarmouk University

Institutional Happiness

The word "happiness" is among the words that people have disagreed about; some of them see it as a presumption of pleasure, comfort, money, position, fame, etc., and thus many people spend their lives in various paths in search of happiness in their nature, interests, aspirations, and even their societies. In this regard, Gavin and Mason (2004) quoting Aristotle, "The greatest thing about human beings is that they live a good life in a good society, and feel prosperous, meaning 'happiness', and that happiness is a word that translates from the original Greek (Eudemonia),

used to describe the good life, is accomplished by living well and doing well over time. Happiness is widely defined as a repeated experience of positive feelings, and the term happiness has appeared in the literature under a variety of names, including permanent happiness, positive impact trait, or subjective happiness; however, in this study, we will use the term institutional happiness, which occurs in the workplace, because workplaces play a critical role in people's happiness. People must find happiness in their workplace if they have any possibility of finding happiness in their daily lives. Although work cannot make a person happy in and of itself, a person cannot be truly happy if he is unhappy at work, therefore supporting leaders and workers' psychological pleasure is a good thing in and of itself, as well as a good approach to improve individual and organizational performance (Diener, 2000). Cropanzano and Wright (2001) claim that cheerful employees gain more from the opportunities provided in their workplaces, are more helpful to their coworkers, are more confident and optimistic, and are less productive than unhappy employees, as follows:

1. Employees are more creative, and able to bring about positive change.
2. They direct their co-workers to do (the best they can) and not just solve problems.
3. Encouraging teamwork and positive vision.
4. Creating a work environment that enhances cooperation within the organization.

Organizational Happiness in the Workplace

Paschoal and Tamayo (2008) identified some dimensions regarding organizational happiness in the workplace as being: positive emotional impact, negative emotional impact, and employee satisfaction. These dimensions can be explained in detail as follows:

Positive Emotional Impact

Emotional influence is defined as “a wide range of feelings that people experience.” Positive emotional influence is the emotions that come from pleasure, excitement, and comfort, and they represent positive influences and refer to high happiness. Positive influence is the hallmark of happiness, which is a reason for most of the desirable characteristics, and it is also added that success alone does not lead to happiness, but the positive influence is what generates success and happiness. The positive impact is generated among employees as a result of positive practices by leaders, and it is directly related to a decrease in absenteeism for employees and thus an increase in the job engagement of workers, and that those who suffer from low positive influence are more likely to leave their jobs as well as they suffer from conflict with other employees, individuals with high levels of positive influence are therefore more involved in serving and building the community.

Negative Emotional Impact

The emotions of anxiety, despair, and resentment, which represent negative impacts and suggest a decline in happiness, are known as negative emotional impact. It's also known to be a series of behaviors used by an employee to elevate her or his own status at the expense of other employees, their beliefs, or their sense of self-worth, and that unpleasant feelings are the product of others' actions and show their intent to dominate or damage them. The negative emotional impact refers to the extent to which a person experiences a state of negative emotions such as fear, anger and guilt. Negative emotional impact is associated with a decrease in the individual's own values, and lead to a decrease in the individual's confidence in obtaining companions. The decrease in the negative impact leads to lower levels of depressive symptoms and higher levels of daily activity, thus improving the

psychological health of workers, and workers feel a state of calm and serenity, but if the levels of depression increase. The negative emotional impact will generate sadness and pain for them, and it is observed avoiding negative influences leads to generating pleasure for employees, which contributes to bringing happiness to them.

Employee Satisfaction

Employee satisfaction is defined as the process of recognizing that employees improve their skills and capabilities at work while making progress toward their personal goals. Indeed, managers make an ongoing effort to attract and retain specific skills at work by providing the essential working conditions, such as happiness and employee satisfaction, in order to assure their proper performance. There are different basic situations that lead to the experience of happiness, and that employee satisfaction is one of those basic conditions that lead to a feeling of happiness. It will be possible to develop experiences of employee satisfaction among employees as employee satisfaction is synonymous with happiness, which is the inner harmony and excellence that comes as a result of liberation from internal conflict.

Methodology

Research Design

This research design is seen to be the inquiry type providing the needed direction for the processes or/and procedures of the current study. It builds the structure of the research in a scientific method and systemizes the research in a way that shows how the investigation takes its place and achieves the research objectives. In order to achieve such objectives, this study adopts the quantitative descriptive research approach, which aims to describe the studied phenomenon (e.g., Naser & Hamzah, 2018) and define the relationship between the variables.

Sample and Data Collection

The study population consisted of all employees at Yarmouk University, including administrators, numbering (1433) and academics, numbering (1122), with a total of (2555) employees, according to the annual statistical report of the Ministry of Higher Education and Scientific Research for the year 2019-2020. This sample is determining based on the study of (Krejcie, & Morgan, 1970) which is (230) administrative and academic. For collecting data, a questionnaire was distributed among the target population. 225 questionnaires have been received with a distribution response rate of (97.8%).

Table 1. Respondents' Gender and Job Title (N=230)

Variable	Category	Frequency	Percent (100%)
Gender	Male	150	65.2
	Female	80	34.8
Job Title	Administrative	130	56.5
	Academic	100	43.5
	Total	230	100.0

Table 1 illustrates that the respondents were mostly male comprising (65.2%), while the remaining are female (34.8%).

Data Analysis

Data analysis begins with descriptive statistical analysis, which is based on the problem and hypotheses given in this study. It includes the mean score as well as the standard deviation. The hypothesis analysis of research used inferential statistics of regression analysis. This test analysis helped measure the effectiveness method and TQM and its effect on institutional happiness. More deeply:

- The independent variable: TQM.
- TQM's Dimensions: top management support, continuous improvement, strategic planning, and employee empowerment
- Dependent variable: institutional happiness.
- Institutional happiness's dimensions: positive emotional impact, negative emotional impact, job satisfaction

Results

Description of Variables

The two main variables TQM with its dimensions (top management, continuous improvement, strategic planning, and employee empowerment) and institutional happiness with its dimensions (positive emotional impact, negative emotional impact, and job satisfaction) were used in the present article. The data were analyzed using SPSS on a five-point Likert rating scales. The descriptive statistics in this article was used to describe the attributes of the variables as shown in Table 2.

Table 2. Descriptive Statistics of the Study Variables

Variables	Mean	Std. Deviation
Independent Variable with its Dimensions		
Top Management	3.96	.697
Continuous Improvement	3.87	.776
Strategic Planning	3.35	.651
Employee Empowerment	3.65	.931
Total Management Quality	3.71	.368
Dependent Variable with its Dimensions		
Positive Emotional Impact	3.54	.764
Negative Emotional Impact	3.61	.646
Job Satisfaction	3.57	.819
Institutional Happiness	3.58	.533
Valid N (listwise)	230	

It is essential to identify which variable has the highest mean as this sorting indicates how respondents responded to the questionnaires. Accordingly, the present study presents the mean of the items. In regard to the independents variables it is shown that top management scored the highest mean (3.96) and a standard deviation of (0.697); and then, continuous improvement with a mean of (3.87) and a standard deviation of

(0.776). It is followed employee empowerment with the mean of (3.65) and a standard deviation of (0.931), lastly, strategic planning with the mean of (3.35) and a standard deviation of (0.651). The main dependent variable which is TQM has scored the mean of (3.71) with the standard deviation of (0.368). In addition, this study has also identified the dependent variables' means. It illustrates that negative emotional impact scored a mean of (3.61) with the standard deviation of (0.646); followed by job satisfaction with the mean of (3.57) and standard deviation of (0.819). Lastly, the lowest mean was for the positive emotional impact dimension with the mean of (3.54) and standard deviation of (0.764). As for the main dependent variable, the mean scored (3.58) with the standard deviation of (0.533).

Table 3. The Pearson Correlation Matrix for the Variables of the Study Model

		Correlations					
		Institutional Happiness	Top Management	Continuous Improvement	Strategic Planning	Employee Empowerment	Total Management Quality
Institutional Happiness	Pearson	1					
	Correlation						
	Sig. (2-tailed)						
	N	230					
Top Management	Pearson	.141*	1				
	Correlation						
	Sig. (2-tailed)	.032					
	N	230	230				
Continuous Improvement	Pearson	-.048	-.166*	1			
	Correlation						
	Sig. (2-tailed)	.472	.012				
	N	230	230	230			
Strategic Planning	Pearson	.142*	.035	-.115	1		
	Correlation						
	Sig. (2-tailed)	.032	.598	.082			
	N	230	230	230	230		
Employee Empowerment	Pearson	.130*	.039	.062	-.074	1	
	Correlation						
	Sig. (2-tailed)	.049	.555	.350	.265		
	N	230	230	230	230	230	
Total Management Quality	Pearson	.186**	.426**	.437**	.352**	.651**	1
	Correlation						
	Sig. (2-tailed)	.005	.000	.000	.000	.000	
	N	230	230	230	230	230	230

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table (3) shows that there is a statistically significant correlation between institutional happiness and each of the following variables TQM as the main dependent variable and the following variables as TQM's dimensions which are top management support, strategic planning, and employee empowerment. Additionally, this test shows the nature of the relationship, whether it is positive or negative. Accordingly, it is displayed that the relationship is positively significant. On the other hand, it is also found that there is

an insignificant negative correlation between continuous improvement as a dimension of the independent variable and the institutional happiness

Inferential Analysis and Discussion for Hypotheses Tests

This section discusses the inferences that may be gleaned from the data. It addresses the research main goals.

What is the impact of total quality management with its dimensions (top management support, continuous improvement, strategic planning, and employee empowerment) on the institutional happiness among the employees of Yarmouk University? To answer this question, the study tested the associated hypotheses, using regression analysis

Table 4. Regression Analysis of Top Management and Institutional Happiness

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	f	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.148	.202		15.600		.000
	Top_management	.108	.050	.141	2.152	4.629	.032
a. Dependent Variable: Institutional Happiness							

Table 4 displays the relationship's findings between top management and institutional happiness. It is found that there is a significant relationship between these two variables as the P.Value is below 0.05, more precisely, it is 0.032 accepting the following hypotheses: H_{1.1}. table 4 also displays that the (t) value is 2.152 and (f) value is 4.629.

Table 5. Regression Analysis of Continuous Improvement and Institutional Happiness

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	f	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.702	.179		20.628		.000
	Continuous Improvement	-.033	.045	-.048	-.720	0.518	.472
a. Dependent Variable: Institutional Happiness							

Table 5 illustrates that there is no significant relationship between continuous improvement and institutional happiness as the P.Value above 0.05, more precisely, it is 0.472 rejecting the following hypotheses: H_{1.2}. Table 5 also demonstrates that the (t) value is 10.720 and (f) value is 0.518.

Table 6. Regression Analysis of Strategic Planning and Institutional Happiness It is shown in table 6 that there is a significant relationship between strategic planning and institutional happiness as the significant value is 0.032 which is below 0.05. In addition, table 6 presents that (t) is 2.161 and (f) is 4.669 accepting the following hypothesis H_{1.3}.

Coefficients ^a							
	Model	Unstandardized Coefficients		Standardized Coefficients	t	f	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.187	.183		17.415	4.669	.000
	Strategic Planning	.116	.054	.142	2.161		.032
a. Dependent Variable: Institutional Happiness							

Table 7. Regression Analysis of Employee Empowerment and Institutional Happiness

Coefficients ^a							
	Model	Unstandardized Coefficients		Standardized Coefficients	t	f	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.304	.142		23.333		.000
	Employee Empowerment	.074	.038	.130	1.975	3.902	.049
a. Dependent Variable: Institutional Happiness							

Table 7 shows there is a significant relationship between employee empowerment and institutional happiness as the significant value is 0.049 which is below 0.05. In addition, table 7 illustrates that (t) is 1.975 and (f) is 3.902 accepting the following hypothesis H_{1.4}.

In addition, this study aimed to test the main hypothesis of this study which is H₁: TQM with its dimensions significantly affects institutional happiness with its dimensions in Yarmouk University. Accordingly, the regression analysis is presented.

Table 8. Regression Analysis of Total Management Quality and Institutional Happiness

Coefficients ^a							
	Model	Unstandardized Coefficients		Standardized Coefficients	t	f	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.573	.351		7.326		.000
	Total Management Quality	.270	.094	.186	2.866	8.215	.005
a. Dependent Variable: Institutional Happiness							

Table 8 shows there is a significant relationship between total management quality and institutional happiness as the significant value is

0.005 which is below 0.05. In addition, table 8 illustrates that (t) is 2.866 and (f) is 8.215 accepting the following main hypothesis H₁.

Discussion

In light of the results of the current study, the researcher highlights the following: the answer to the main question, which states that “What is the impact of total quality management with its dimensions (top management support, continuous improvement, strategic planning, and employee empowerment) on the institutional happiness (positive emotional impact, negative emotional impact, job satisfaction) among the employees of Yarmouk University?” is found to indicate that there is a statistically significant impact of TQM with its dimensions on the institutional happiness by its dimensions. These findings are consistent with some studies, the most important of which is the study (Crowe, 2016) indicating that TQM can affect positively Happiness.

Conclusion

This study serves as a preliminary platform for future research exploring institutional happiness in depth. It explored the dependency relationship between several variables. This study sheds light on the variables most affecting institutional happiness. The findings indicate that the main factors affecting institutional happiness are top management support, strategic planning, and employee empowerment. Continuous improvement, on the other hand, was not a significant factor in this study. The current study strengthened and refined the existing theoretical perspective of predicting the relationship between the adopted variables. Our research adds to the body of knowledge by focusing on the specific aspects of geographical location and Middle Eastern/Muslim culture on general descriptions of well-researched variables TQM: top management support, strategic planning, and employee empowerment, continuous improvement and their relationship with institutional happiness with its positive emotional impact, negative emotional impact, and job satisfaction. The study's practical consequences

institutes and organizations. Here, we can say that TQM affects the institutional happiness and has an effective role on universities' sectors. This is due to the effective role of TQM because in this context. This is in line with many previous studies that pointed to the effective role of TQM among institutes and organizations including (Al-Saffar & Obeiidat, 2020; Kustono, 2019; Ferdinandus, 2020). Hence, it is essential to verify that all administrative units in universities apply the principles of TQM, to provide the competencies and material and moral incentives necessary to encourage employees to apply the principles of TQM; to prepare an annual training plan to develop the capabilities of university employees in order to achieve institutional

include assisting Jordanian universities in determining the amounts of such characteristics among their employees, as well as determining the factors that cause these employees' and institutions' happiness. Indeed, the idea of institutional happiness is based on transforming the concept of happiness into a tangible reality in the work environment, adopting it within the priorities of management and at its various administrative levels, and consolidating positivity as a basic value in the work environment, because of this positive impact on workers and its reflection on the quality of work, because it enhances the bonds of communication and cooperation Working within the team spirit, achieving a state of intellectual and psychological integration between workers and the work environment, and enhancing the values of positivity, participation, loyalty, belonging and responsibility, and achieving organizational happiness leads to maintaining competencies, attracting talent, raising the level of workers' satisfaction and motivating them to innovate and improve performance.

Recommendations

Future studies can usefully address the effect of TQM aiming to find further information in this regard with the use of other dimensions. More deeply, conducting more studies on institutional happiness and linking it to variables other than TQM and conducting a similar study on other societies that include variables other than those included in this study.

Limitations

This study is only limited to Yarmouk University and institutions have the same circumstances. It is limited to the effect of TQM with its dimensions (top management support, continuous improvement, strategic planning, and employee empowerment) on the institutional happiness (positive emotional impact, negative emotional impact, job satisfaction) among the employees of Yarmouk University. Therefore, the result of performance for other educational institutions can still be separated from the current one. For other public university institutions, performance can also be a place of investigations. Future research may also investigate in national level the difference in the performance of universities, colleges and institutes.

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