

# THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN HEALTH CARE SECTOR: AL-HAYAT NATIONAL HOSPITAL IN SAUDI ARABIA\*

SAWSAN ATAR

Istanbul Aydin University, Institute of Graduate Studies, Istanbul, Turkey  
sawsan-al-attar@hotmail.com Orcid Code: 0000-0001-9366-8015

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**Abstract:** Total quality management is one of the most important elements of achieving perfection in work in all areas, which makes the product and service provided compatible with the needs of the consumer and his satisfaction with them, which increases consumer loyalty to the organization and thus profitability of the organization. The purpose of this study is to understand the extent of the impact of Total Quality Management on the organizational performance of the health sector. The current research adopts a theoretical framework based on a literature review of the existing theories that include research variables: Total Quality Management and Organizational Performance. In addition to relying on the experimental framework, this was also done through an online questionnaire design. 350 employees of Al-Hayat National Hospital, Saudi Arabia, shared their views on current research variables. The data collected in the questionnaire were analyzed using the Statistical Package (SPSS) for Social Sciences. The results of the statistical analysis and hypothesis testing showed that the relationship between the two variables is positive, effective and tangible. Whereas, Total Quality Management has positively affected several factors of organizational performance, including increasing the efficiency and effectiveness of the service provided by using available resources and at the lowest costs, and the study also showed that Total quality management has an effect on increasing employees' responsibility for their performance, and on the continuity of perfect performance, in addition to patients' satisfaction with the level of health services provided to them and increasing their loyalty to the organization.

**Keywords:** Total Quality Management, Quality, Management, Organizational Performance, Healthcare Sector.

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## 1. INTRODUCTION

The health sector is considered to be one of the most important sectors in life, due to its direct impact on the life of the individual and society in general. Therefore, studying the factors that may affect the performance of the health care sector, especially Total quality management has special importance to provide the best health services for patients and to maintain the ideal work. Total quality management is considered to be a new method for performing the work of organizations and managing them in a modern way with a new understanding that exceeds all traditional administrative methods, the focus is on meeting the requirements and expectations of the beneficiaries, whether this recipient is inside or outside the organization or institution. By knowing their requirements and needs then meeting them and doing their proper and required performance through continuous improvement and development for them to reach the highest levels of performance, which is the desired mastery.(Dakic,2010).

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\* This paper is summary of the thesis which is entitled THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN HEALTH CARE SECTOR: AL-HAYAT NATIONAL HOSPITAL IN SAUDI ARABIA at Istanbul Aydin University, Social Science Institutue.

The environment of business organizations has witnessed during the last decades and still is, profound and successive changes, the most prominent of which was the accelerating trend towards market economies, the emergence of regional economic blocs, the information and technology revolution, these changes and their new data and challenges for business organizations, the most prominent of which was the degree of competition on the general level. And regional and local between business organizations created a new system of concepts in the modern business world triangle in the focus on excellence in performance, and all of this event required the adoption of new management philosophies and practices, the most prominent of which was total quality management. In light of the successes achieved by the industrial sector as a result of the application of total quality management, whether with regard to product or efficiency and effectiveness of performance, service and determine the extent of success of total quality management improvements in the performance of health organizations, by analyzing the relationship between the applications of total quality management and the performance of a health sector organization in Saudi Arabia, which is Al-Hayat national hospital. One of the private hospitals in Saudi Arabia and has many branches in different cities in Saudi Arabia. And only one branch that will be indicated in the study, which is Abha city branch, was found in 2006 and consists of 700 workers including both managers and employees, and 178 medical beds distributed over different sections.(Al-Hayat Hospital).

The aim of this study is to reveal the impact of Total quality management on organizational performance of healthcare sector and analyze the relationship between them. To help managers discover the factors that may affect the performance positively and improve it for flawless services and patient satisfaction. Each hospital has many units and each unit has different processes and plans that are stated by the management of that unit to do their work correctly, hence this study will try to figure out how much Total quality management helps in that, and achieve the ideal performance for each unit by using TQM different tools and determine the tools that may improve organizational performance and adjusting it to reach the goal of the health sector, which is patient satisfaction and providing ideal services.

## 2. LITERATURE REVIEW

Total quality management has been the subject of research and a topic of concern by many researchers and scholars around the world, and although the scarcity of previous studies, these studies have come to include both theoretical and practical studies. (Dakic, 2010).

Also, studies that were directly exposed to the relationship of TQM to organizational performance are very rare, if it does not exist, and if they are found they have been conducted in sectors other than the healthcare sector, for this we will refer to studies that have touched on some of the topics related to the subject of the current study and that serve the problem of the research, whether directly or indirectly, on the detail that will come later.

The first research was by (Al-Damen, 2017) conducted a survey on the impact of Total quality management on organizational performance in Jordan Petroleum Company using descriptive and inferential analysis. The study found that Total quality management influences organizational performance, operation efficiency and employees' satisfaction as well. Also, (Guion, 2010) used mixed-method research to define the impact of TQM and Six Sigma methods on organizational performance in the U.S. The study found that TQM and Six Sigma implementation have a positive effect on organizational performance, especially organizational financial performance. Also, the study found that TQM and Six sigma are in the first flight on both manufacturing and service industries, while (Mojtahedzadeh, 2014) conduct a survey to clarify the impact of quality culture on organization performance in Iran using descriptive analysis. The paper found a significant relationship between quality culture and seven critical factors of TQM and they were leadership, customer focus, education and training, supplier quality management, teamwork, process management, and product design. In addition, this study reported a significant relationship between TQM critical factors and performance.

However, (Demirbag, Tatoglu, Tekinus &Zaim, 2006) used descriptive analysis to clarify the relationship between TQM implementation and organizational performance in Istanbul, Turkey. They found that in small and medium companies the Total quality management practices are more sufficient in non-financial performance and it is not that sufficient in the financial performance, and the results of this study were similar to what (Maqsood, 2019) found in his research using descriptive analysis to find the effect of Total quality management practices on non-financial performance in five hospitals in Pakistan that are using two quality management system, which is: JCI Joint Commission International and ISO9001.this paper found that TQM practices work on the non-financial performance as well, and the performance levels may vary relying on one of the two quality management systems (JCI or ISO9001). Another study was conducted in Pakistan by (Hassan, Mukhtar, Qureshi &Sharif, 2012) using descriptive analysis to illustrate the impact of TQM practices on Firm's performance of Pakistan manufacturing organizations, and they found that with TQM practices the

firms work better in customer satisfaction, employee relations and business performance. In addition, they found that TQM implementation might take time according to the size of the firm but although it helps the firm to have a competitive advantage.

Different results have been found in (Ngambi & Nkemkiafu, 2015)'s study in the republic of Cameroon, using descriptive and correlation analysis, they found that not all the TQM practices affect the performance. Customer focus has nothing to do with high performance unlike employee training, empowerment, quality control and inspection and leadership commitment that improves the performance and reduce the costs.

What (Fotopoulos, 2010) observed in his study that was conducted in Greek companies using descriptive analysis, that involving the employees in decision making by the top management who's controlling quality management system, will make the employees use TQM tools and techniques in their daily work. In addition, the strict total quality management elements are least affected on organizational performance. Also, (Salaheldin,2019) conduct a survey to explain the success factors for TQM implementation on their impact on the performance of SMEs in Qatar. The finding of this paper mentioned that training all the staff on TQM implementation and treating the suppliers as business partners stand out to have a better performance. Besides, TQM factors can affect the organizational performance positively whether it was financial performance or non-financial performance after devolving the operational performance, and TQM factors can affect preferably the organizational performance if it was implemented fully not partially.

#### **Total quality management, TQM:**

The most well-known model in quality is TQM because it is familiar with all common processes and procedures, which led to its use more than other systems. Due to the expansion of the works and functions of Total quality management, it has become difficult to define a familiar definition of it, especially since it is somewhat similar to quality. (Charantimath,2009). Total quality management defined as one of the Quality systems that apply all quality functions to all departments of the organization and in all its fields. (Pries,2019). Total quality management is "trying to do the right things at the first time and every time in a continuous way" (Sallis, 2002). Also, TQM is not a must for each organization, but rather it is a desire by organizations to apply it to improve its performance continuously, which maximizes profitability and productivity at the lowest costs. (Sallis,2002). TQM is "a set of powerful interventions wrapped in a highly attractive package which will sustain over time"

(Noronha,2002). Also, TQM is "The art of managing the whole to achieve excellence" (Besterfield Dale, 2011). TQM is an integrated management approach aimed at achieving the success of the organization and reaching the highest levels of competitive advantage and maintaining it with the participation of employees, all under the state system and legal regulation (Charantimath, 2009). And it can be defined as "A corporate culture characterized by increased customer satisfaction through continuous improvements, in which all employees in the firm actively participate" (Dahlgaard, Khanji & Kristensen, 2008).

#### **Organizational performance, OP:**

Organizational performance is a function of variables of interest that have made it difficult for many writers and researchers to define its definition.

According to (Lusthaus, 2002) organizational performance can be defined as "the organization's achievement of the goals it has set in its mission by spending an acceptable level of organizational resources, in order to achieve the goal of long-term survival and survival of the organization.". In the same sense, the concept of organizational performance has been defined as the achievement of organizational objectives by using and exploiting the use of resources and assets efficiently and effectively (Millar & McKevitt, 2000).

While (Adam, 1994) suggests that the organizational performance in the organization can be viewed on the basis that it is related to the performance of individuals and work teams in the tasks and the various functions in the organization. Other approaches to the topic include Sakinc and Ugurlu(2013), who investigate the gender effect on organizational performance.

Based on the above, it becomes clear that researchers do not agree on a specific concept of organizational performance, and for this study, we can understand that organizational performance is the result of the effort and behavior of all individuals working in the organization in all departments and divisions, which determine the extent of the organization's ability to achieve the outputs and objectives to specialize in Its business through excellence in its performance.

Many writers and researchers have agreed on the importance of measuring organizational performance for continual evaluation, development, and updating. However, they do not agree with the appropriate standards for measuring organizational performance and methods of measuring them. In this regard, many previous studies have focused on measuring the financial performance of the organization (a measure of short-term financial performance), which shows the achievement of its economic objectives as a measure of the main organizational performance.

(Akroush & Al-Dmour, 2006) stressed the importance of not being limited to traditional financial performance standards to measure organizational performance, as these standards have become unable at present to give an integrated picture of organizational performance, as many recent studies indicate that traditional financial performance measures include return on equity, return on assets, return on investment, return on sales, earnings per share are often criticized, short, and suffer from many distortions, which makes relying on them exclusively for performance measurement and evaluation purposes unacceptable, especially in the changing world that is witnessing day after day sharp technological and economic changes.

From this standpoint, organizational performance standards must include standards other than financial standards when evaluating organizational performance. In this context, many studies have emphasized the importance of using other criteria such as new products, the degree of product or service quality, the degree of customer satisfaction, the degree of commitment to social responsibility and growth, the ability of the organization to learn and benefit from previous experiences when evaluating organizational performance (Millar & McKeivitt, 2000).

On the other hand, many studies focused on the importance of using standards related to the behavior and performance of individuals in organizations as a basis for evaluating organizational performance (Combs, Liu, Hall & Ketchen, 2006).

#### **TQM Standards in the Healthcare sector:**

There are many standards that guarantee the achievement of quality in all directions in health institutions and hospitals, and the most important of these standards are:

Quality awareness assessment criteria: These are to develop the skills of hospital staff and train them on the clinical work guides found in hospital services.

Criteria for evaluating medical services: It is represented by developing a clinical work guide that explains how to apply it, and directing hospital staff to the most common diagnoses, and the procedures to be followed for these diagnoses.

Criteria for evaluating administrative services: They are represented in the efficiency of the administrative workflow, the extent to which the needs of patients are managed in terms of medical supplies, medicines, internal and external communication procedures, methods of dealing with documents, documents, and forms used.

Criteria for assessing critical services: They are represented by the level of urgent medical services, surgical procedures, how to deal with them, methods by which anesthesia is used, the extent of infection control, adherence to the laws of scientific research, and others.

Performance evaluation criteria: It is represented by determining the extent to which the quality of services provided by the hospital is achieved, in addition to measuring the satisfaction of patients, and their families with the general performance of the hospital staff, measuring the success of clinical, financial, and administrative procedures, and assessing the extent of control over critical and unexpected events and results. It may occur during the provision of services, such as: death, chemical reactions, and diagnostic errors. (Morgan & Murgatroyd, 1994).

### **3. RESEARCH METHODOLOGY**

Generally, research methodology explains how a research is or being carried out. It discusses about philosophy behind research, method of data collection and so on. There are two variables in this research including Organization performance as dependent variable and total quality management as independent variable. The employees of Al-Hayat hospital in Saudi Arabia are know as population. Random sampling method is being used for gathering data from 350 respondents. All descriptive statistics are listed, on the other hand through the SPSS, Cronbach Alpha is done for checking the reliability, correlation is done for finding the relationship between the variables. In this paper regression analysis is used to see relationship between the variables. Regression model shows direction and magnitude of the independent variable on dependent variable( Ugurlu,2009, Ugurlu,2010). We aim to find the prediction and effectiveness level of the variables on each other.

#### 4. FINDING AND ANALYSIS

Comparing analysis will be used to understand the relationship of TQM on organization performance. Through this study, correlation and linear relationship between dependent variable which is organizational performance and independent variable which is TQM has been studied.

Throughout the study in the literature review, various studies have been done that are proving the relationship and effectiveness of TQM and organization performance. The summation of the literature review is concluded by the first research was by (Al-Damen, 2017) conducted a survey on the impact of Total quality management on organizational performance in Jordan Petroleum Company using descriptive and inferential analysis. The study found that Total quality management influences organizational performance, operation efficiency, and employees' satisfaction as well. Also, (Guion, 2010) used mixed-method research to define the impact of TQM and Six Sigma methods on organizational performance in the U.S. The study found that TQM and Six Sigma implementation have a positive effect on organizational performance, especially organizational financial performance. Also, the study found that TQM and Six sigma are in the first flight on both manufacturing and service industries, while (Mojtahedzadeh, 2014) conduct a survey to clarify the impact of quality culture on organization performance in Iran using descriptive analysis. The paper found a significant relationship between quality culture and seven critical factors of TQM and they were leadership, customer focus, education and training, supplier quality management, teamwork, process management, and product design. In addition, this study reported a significant relationship between TQM critical factors and performance.

On the other hand, (Demirbag, Tatoglu, Tekinus & Zaim, 2006) used descriptive analysis to clarify the relationship between TQM implementation and organizational performance in Istanbul, Turkey. They found that in small and medium companies the Total quality management practices are more sufficient in non-financial performance and it is not that sufficient in the financial performance, and the results of this study were similar to what (Maqsood, 2019) found in his research using descriptive analysis to find the effect of Total quality management practices on non-financial performance in five hospitals in Pakistan that are using two quality management system, which is: JCI Joint Commission International and ISO9001. This paper found that TQM practices work on the non-financial performance as well, and the performance levels may vary relying on one of the two quality management systems (JCI or ISO9001). Another study was conducted in Pakistan by (Hassan, Mukhtar, Qureshi & Sharif, 2012) using descriptive analysis to illustrate the impact of TQM practices on Firm's performance of Pakistan manufacturing organizations, and they found that with TQM practices the firms work better in customer satisfaction, employee relations and business performance. In addition, they found that TQM implementation might take time according to the size of the firm but although it helps the firm to have a competitive advantage.

**Table 1: Correlations**

		TQM	PFM
TQM	Pearson Correlation	1	.817**
	Sig. (2-tailed)		.000
	N	350	350

Accordingly, the correlation test gathered from this research released the highest positive relationship between dependent variable (organizational performance) and independent variable (Total quality Management) with a degree of 0.817 that is in a high level.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 <sup>a</sup>	.667	.666	.30460

a. Predictors: (Constant), TQM

Relatively, through the linear regression analysis that shows the effectiveness and prediction level of one variable on another one, it can be seen that R-square is 0.667 or 66.7% which is at a very strong effectiveness degree. The interpretations can be drawn that the dependent variable can be explained or predicted by the independent variable, which is TQM by 66.7% or the DV is affected by IDV by this percentage. It is concluded that according to the health care sector these two variables are affecting each other. It is also noticeable that managers should focus and consider a lot on their quality management to enhance the organization's performance besides increasing productivity and efficiency.



Below is the summary of the result discussion and overall result:

**Table 3: Result Discussion**

Hypothesis	Result	Decision
H <sub>1</sub> : Total quality management has significant impact on organizational performance of health care sector.	High Positive and significant	Accepted
H <sub>2</sub> : Total quality management has a positive impact on organizational performance of health care sector.	Positive and significant	Accepted
H <sub>3</sub> : the quality of top management affects the employee's performance that enhances the overall organization performance.	Positive and significant	Accepted
H <sub>4</sub> : Using the QM tools has a positive relationship with organization performance	Positive and significant	Accepted
H <sub>5</sub> : there is a statistically significant relationship between TQM principles and organization performance.	Positive and significant	Accepted

Source: Author's finding and literature

The table above shows that by using the correlation analysis the three hypothesizes including (H<sub>1</sub>, H<sub>4</sub> and H<sub>5</sub>) are accepted since this test is being used for finding the relationship among the variables. The correlation degree is 0.817 which proves a very high positive significant relationships. For the second and third hypothesis, a regression test is being used since this test clarifies the impact and effects of one factor on another. According to the linear regression analysis the R-square is 0.667 or 66.7% which shows a strong effectiveness of IDV on organization performance. In summary these two hypothesis are also accepted.

### 5. SUGGESTIONS AND RECOMMENDATIONS:

The implementation of TQM is a complicated and comprehensive ongoing process for all healthcare facilities around the world, especially in Saudi Arabia. Efficient implementation of TQM will result in an efficient organization's performance. Implementing the TQM in Saudi Arabia or anywhere in this world needs funds. It is recommended that the ministry of Finance should be coordinated and cooperated with the ministry of health for better allocation of financial resources. This will lead to hiring qualified quality management specialists and sufficient equipment for conducting the quality development training among the staff. And also that one of the most important things that must be emphasized is that the Ministry of Health must play its role in developing and encouraging experienced workers and specialists in the field of quality management in hospitals in general, and attention to this profession as other jobs in the health sector. The application of international quality standards for the accreditation of facilities on the reality in the Saudi health sector is almost intangible and one of the most important of these global standards is (JCI) Joint Commission International. Consequently, emphasis must be placed on applying the standards in a practical and realistic manner to improve the service provided.

### 6. CONCLUSION

The work in the health care sector is particularly important due to the result of this work that affects the lives of individuals and society directly. Therefore, studying the factors that may affect the performance of the health care sector, especially Total quality management has special importance to provide the best health services for patients and to maintain the ideal work. The study shows a high positive correlation among the dependent variable (Organizational performance) and the independent variable (Total Quality Management) in Al-Hayat National Hospital in Saudi Arabia. This means that there is a significantly high positive relationship between these two variables. Through the findings, the research also suggests a high linear regression relation among these two variables. This test proves the effectiveness of these two variables on each other. On the other hand, the regression analysis proves that organizational performance can be affected and predicted by Total quality management at a high positive level. According to the literature review, through different research methodologies by numerous scientists and researchers, the relationship and effectiveness of these two variables have been proven (Al-Damen, 2017, Also, Guion, 2010, Mojtahedzadeh, 2014, Demirbag, Tatoglu, Tekinus & Zaim, 2006, Maqsood, 2019, Hassan, Mukhtar, Qureshi & Sharif, 2012). However, there is no doubt on the role of TQM on the organization performance of health care systems as it is said by various researchers that The application of Total quality management standards may help the hospital to exploit the human and material capabilities available to the hospital, and also to use the time, and give workers the opportunity to share decisions and this in order to motivate them to work better, and teach them self-evaluation of work in order to avoid the method of control, and thus hospitals can To provide services that meet customers' needs or exceed their expectations. (Alolayyan & Idris, 2011).

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**Author's profile:**

Name surname: Sawsan Abdulbasir Atar

Place and date of birth: 10 May 1996 MADINA/KSA

Bachelor: 2018, Business Administration at King Khalid University (KSA).

Bachelor: 2021, psychology at University of Science and Technology (KSA).

Masters: 2021, Istanbul Aydin University, the Graduate School (Institute) of Social Sciences, Business Administration.

- Elementary school teacher at AL Janoub International School (May 2017-June 2018).

-Employed in Quality department in Al- Hayat international hospital (Jan 2018-Dec 2018).

-Sales Team Leader in Investo Global company for real estate (Jan 2019- Now).

