مجلة تنمية الرافدين

اسم المقال: تأُثير ممارسات إدارة الجودة الشاملة على الأداء التنظيمي في صناعة السيارات بأبوظبي وتأُثير العمل الجماعي الوسيط
اسم الكاتب: محمد عبدالصمد جابر، قمر البحري بن يعقوب
رابط ثابت: https://political-encyclopedia.org/index.php/library/10185
تاريخ الاسترداد: 2026/11/01 06:56 +03

الموسوعة السياسيّة هي مبادرة أكاديمية غير هادفة للربح، تساعد الباحثين والطلاب على الوصول واستخدام وبناء مجموعات أوسع من المحتوى العلمي العربي في مجال علم السياسة واستخدامها في الأرشيف الرقمي الموثوق به لإغناء المحتوى العربي على الإنترنت.
لمزيد من المعلومات حول الموسوعة السياسيّة – Encyclopedia Political، يرجى التواصل على info@political-encyclopedia.org

استخدامكم لأرشيف مكتبة الموسوعة السياسيّة – Encyclopedia Political يعني موافقتك على شروط وأحكام الاستخدام المتاحة على الموقع https://political-encyclopedia.org/terms-of-use

تم الحصول على هذا المقال من موقع مجلة تنمية الرافدين كلية الإدارة والاقتصاد / جامعة الموصل ورفده في مكتبة الموسوعة السياسيّة مستوفياً شروط حقوق الملكية الفكريّة ومتطلبات رخصة المشاع الإبداعي التي ينضوي المقال تحتها.

Journal of
TANMIYAT AL-RAFIDAIN
(TANRA)
A scientific, quarterly, international, open access, and peer-reviewed journal
Vol. 44, No. 145
March 2025

© University of Mosul | College of Administration and Economics, *Mosul, Iraq*

TANRA retain the copyright of published articles, which is released under a "Creative Commons Attribution License for CC-BY-4.0" enabling the unrestricted use, distribution, and reproduction of an article in any medium, provided that the original work is properly cited.

Citation: Jabir. Mohammed A.; Yaakub, Kamarul B. B. (2025). "The Impact of Total Quality Management Practices on Organizational Performance in the Abu Dhabi Automotive Industry and the Mediation Effect of Teamwork". ***TANMIYAT AL-RAFIDAIN***, 44 (145), 403 -438 , https://doi.org/10.33899/tanra.2025.156602.01446

P-ISSN: 1609-591X
e-ISSN: 2664-276X
tanmiyat.uomosul.edu.iq

Research Paper

The Impact of Total Quality Management Practices on Organizational Performance in the Abu Dhabi Automotive Industry and the Mediation Effect of Teamwork

Mohammed A. Jabir [1], Kamarul B. B. Yaakub[2]
[1,2] Faculty of Management and Economics, Tanjung Malim, Malaysia.

Corresponding author: Mohammed A. Jabir , Faculty of Management and Economics, Tanjung Malim, Malaysia
m7md.jabir4@gmail.com, kamarul@fpe.upsi.edu.my

DOI: https://doi.org/10.33899/tanra.2025.156602.01446

Article History: *Received*: 15/11/2024; *Revised*:20/12/2024; *Accepted*:30/1/2025; *Published*: 1/3/2025.

Abstract

This paper aims to establish the impact of TQM practices on organizational performance with a focus on the Abu Dhabi Automotive Industry and the mediation effect of teamwork. This research adopted the quantitative method, where quantitative data were collected by survey, and statistical techniques were used for quantitative analysis. The study adopted the descriptive research design based on data collected through a survey. The sample size for this research was 250 managers from the Al Fahim Group. The results show that all the TQM practices positively affect the organization's performance. These practices significantly influence teamwork as an intermediary variable, thus contributing to performance. It showed that leadership related to organizational performance" is supported by the given statistical results: Table 10.13 beta coefficient (β = 0.109) and p-value (p = 0.000). Findings also showed that strategic planning is positively related to organizational performance with statistical values of beta coefficient (β = 0.267) and p-value (p = 0.004). Customer focus was also found to relate to organizational performance with a beta coefficient (β) of 0.228 and p-value (P=0.000). Information analysis is supported by the statistical value of the beta coefficient (β = 0.092) and the p-value (p = 0.007). Process management is supported by beta coefficient values (β = 0.160) and p-value (p = 0.000). TQM practices are critical in working and operating any organization with an extended number of employees. The findings show that TQM practices positively affect the organization's performance, and teamwork plays a more significant role.

Keywords:
Total Quality Management, Organizational Performance, Automotive Industry, Teamwork

ورقة بحثي

تأثير ممارسات إدارة الجودة الشاملة على الأداء التنظيمي في صناعة السيارات بأبوظبي وتأثير العمل الجماعي الوسيط

محمد عبدالصمد جابر[1]، قمر البحري بن يعقوب[2]

[1،2] كلية الإدارة والاقتصاد، تانجونج ماليم، ماليزيا.

المؤلف المراسل: محمد عبد الصمد جابر، كلية الإدارة والاقتصاد، تانجونج ماليم، ماليزيا

m7md.jabir4@gmail.com, kamarul@fpe.upsi.edu.my

DOI: https://doi.org/10.33899/tanra.2025.156602.01446

تاريخ المقالة: *الاستلام:*2024/10/15؛ *التعديل والتنقيح:*2024/12/20؛ *القبول:*2025/1/30؛ *النشر:* 2025/3/1.

المستخلص

يهدف هذا البحث إلى دراسة تأثير ممارسات إدارة الجودة الشاملة (TQM)على أداء المنظمات، مع التركيز على صناعة السيارات في أبوظبي، فضلاً عن الدور الوسيط للعمل الجماعي. اعتمد البحث على المنهج الكمي، حيث تم جمع البيانات الكمية من خلال استبيان، واستخدام الأساليب الإحصائية للتحليل الكمي. تم تبني تصميم بحث وصفي بناءً على البيانات التي تم جمعها عبر الاستبيان، وبلغ حجم العينة 250 مديرًا من مجموعة الفهيم. أظهرت النتائج أن جميع ممارسات إدارة الجودة الشاملة لها علاقة إيجابية بأداء المنظمة. كما تبين أن هذه الممارسات تؤثر بشكل كبير على العمل الجماعي بوصفه متغيراً وسيطاً، مما يسهم في تحسين الأداء. وأظهرت النتائج أن العلاقة بين القيادة وأداء المنظمة مدعومة بالنتائج الإحصائية التالية: معامل بيتا (β = 0.109)وقيمة (p = 0.000). كما أظهرت النتائج أن التخطيط الاستراتيجي يرتبط إيجابيًا بأداء المنظمة، حيث كانت القيم الإحصائية لمعامل بيتا (β = 0.267)وقيمة (p = 0.004). كذلك، تبين أن التركيز على العملاء يرتبط بأداء المنظمة بمعامل بيتا (β = 0.228) وقيمة (p = 0.000). أما تحليل المعلومات، فقد تم دعمه بالقيمة الإحصائية لمعامل بيتا (β = 0.092)وقيمة (p = 0.007). وتم دعم إدارة العمليات من خلال قيم معامل بيتا (β = 0.160) وقيمة (p = 0.000). وتعد ممارسات إدارة الجودة الشاملة أمرًا بالغ الأهمية لعمل وتشغيل أي منظمة تضم عددًا كبيرًا من الموظفين. وتظهر النتائج أن هذه الممارسات تؤثر إيجابيًا على أداء المنظمة، كما أن العمل الجماعي يؤدي دورًا أكثر أهمية في تحقيق ذلك.

الكلمات المفتاحية:

إدارة الجودة الشاملة، الأداء التنظيمي، صناعة السيارات، العمل الجماعي

مجلة

تنمية الرافدين

(TANRA): مجلة علمية، فصلية، دولية، مفتوحة الوصول، محكمة

المجلد (44)، العدد (145))، أذار 2025

© جامعة الموصل | كلية الإدارة والاقتصاد، *الموصل، العراق.*

تحتفظ (TANRA) بحقوق الطبع والنشر للمقالات المنشورة، والتي يتم إصدارها بموجب ترخيص (Creative Commons Attribution) لـ (CC-BY-4.0) الذي يتيح الاستخدام، والتوزيع، والاستنساخ غير المقيد وتوزيع للمقالة في أي وسيط نقل، بشرط اقتباس العمل الأصلي بشكل صحيح.

الاقتباس: جابر، محمد عبدالصمد؛ بن يعقوب، قمر البحري (2025). " تأثير ممارسات إدارة الجودة الشاملة على الأداء التنظيمي في صناعة السيارات في أبوظبي وتأثير العمل الجماعي الوسيط "

تنمية الرافدين،43 (144)، 403-438،

https://doi.org/10.33899/tanra.2025.156602.01446

P-ISSN: 1609-591X
e-ISSN: 2664-276X
tanmiyat.uomosul.edu.iq

1. Introduction

TQM is an integrated management approach can apply to private and public entities. It provides a culture of continuous improvement that enables prosperous businesses to work to satisfy customers' views of quality, thereby increasing customer satisfaction and organizational performance. Many research has been carried out relating TQM and organizational performance. Ali, & Johl, (2022). reported that most UK organizations have not benefited noticeably from TQM, although other studies, such as Goetsch and Davis 2006, indicate considerable influence. According to the literature, only one-third of TQM programs are successful, and the main reason why the others do not work is that cultural and structural factors do not match (Silvestriet *et al*. 2024).

According to Mitri (2005) and Lellranc and Kojala (2004), one of the most important factors in determining the success or failure of a TQM program is collaboration. Teamwork is believed to aid TQM by creating a more conducive atmosphere that makes it easier to successfully adopt TQM (Brata, & Soediantono ,2022). Similarly, TQM is also said to rely on teamwork (Ming, 2023). However, on the other hand, it has also been argued that TQM implementation leads to a transformation in the organization's culture (Alawag et. al. 2023). According to Karia *et al*. , (2022), there is similarly a two-way causality between teamwork and TQM.

Teamwork is said to be a prerequisite for a successful TQM implementation. Similarly, several TQM initiatives, such training, employee empowerment, and involvement, do specifically modify culture. Furthermore, not enough attention has been paid to analyzing these factors within the Abu Dhabi setting. Accordingly, the present study examines how TQM affects organizational performance in Abu Dhabi

However, as Abu Dhabi's automotive industry continues to expand, this growth also come difficulties. Automotive organizations in the region experience the heat of competition pressures, dynamic customer demands, and compliance with the International Quality Standards (Wang & Meckl, 2020). These challenges have led TQM practices as a tool which many companies can adopt towards sustainable organizational performance. Although, there is a significant literature evidence on the benefits of TQM, the effectiveness of its application is subject to questions primarily because of the organizational culture, practices regarding its implementation, and other contextual factors.

TQM practices which include aspects like; continuous improvement, focus on customers, empowered employees and improving business processes are well known for enhancing an organization's performance (Mohd Salleh et al., 2019). It is evidenced that these practices are linked with increased organization operational efficiency, enhanced product quality and customer satisfaction level, and increased market competitiveness ((International Trade Organizations, 2019). Nevertheless, while TQM is practiced around the world, not much has been done to investigate its implementation and performance in the Abu Dhabi automotive sector. This leads to the emergence of the research gap that aims to identify the enablers and barriers

to the successful implementation of TQM practices within this particular regional and industrial context of Abu Dhabi.

One such a significant aspect which came out crucial for affecting the success of TQM implementation is teamwork. Employees can effectively integrate their work responsibilities when working in a group and this makes it easy to implement the principles of TQM on the workplace (Kambris et al., 2019). Several researches in other industries have also established teamwork as a moderator of the TQM practices and organisational performance link. However, the extent to which the level of teamwork reduction moderates this relationship in the Abu Dhabi automotive industry has not received enormous analysis. This is a major area of neglect in literature and practice as well.

Besides, organizations in the Abu Dhabi automotive sector experience a multicultural context means that workforce issues can add an extra layer of complexity in the institutionalization of TQM practices. Knowledge of how teamwork operates as a moderator in such an environment might help reveal the cultural and structural changes needed for successful TQM implementation (Abdi & Singh, 2022). Whilst teamwork is often argued to be a key mediator in TQM implementation, its role in mediating TQM has not been well examined.This mediating role is not often addressed, thus, the result may be poor performance, where TQM practices may not bring the best improvement out of the organizational performance.

Therefore, this research aims to fill these gaps by studying the impact of TQM practices on the organizational performance of the automotive industry in Abu Dhabi with reference to the mediating effect of teamwork. In doing so, the research plans to contribute to the existing body of TQM research by identifying how the practices under consideration can be better applied to enhance various organizational performance measures. In addition, it will provide guidelines to major automotive organizations for improving the teamwork prospects to the extent that they can realize the benefits of TQM in its true sense. The main contribution of this study is the development of comprehensive and theoretically sound findings that will build on the existing literature in the area of quality management and offer industry-specific recommendations concerning the Abu Dhabi automotive environment.

This study examines how TQMP and organizational performance are related, as well as how collaboration functions as a mediator in this relationship. The following goals are the focus of the study:

1. To identify some of the key performance indicators in the organizational performance in Abu Dhabi Automotive industry in UAE.
2. To investigate the influence of TQM on organizational performance in Abu Dhabi automotive industry in UAE.
3. To establish the impact of TQM on the teamwork in in Abu Dhabi automotive industry in UAE
4. To examine the influnce of teamwork on performance of organizational in Abu Dhabi automotive industry in UAE.

5. To examine the influence role of teamwork as a mediating variable in the relationship between organizational performance and TQM practices in the Abu Dhabi automotive industry in UAE.

2. Hypothesis and Research Model Development

TQM practices were used in this study as an independent factor, and they have a important impact on the mediating variable TW, which influences the dependent factor of organizational performance. The present research theoretical framework follows social exchange [SET] and resource-based view [RBV theories].

The following hypotheses emerge from the research plan:

H1a: Leadership is positively correlated withorganizational performance

H1b: Strategic Planning is positively correlated with organizational performance

H1c: Customer focus is positively correlated with organizational performance

H1d: Information analysis is positively correlated with organizational performance.

H1e: Process management is positively correlated with organizational performance

H1f: Employee management is positively correlated with organizational performance

H2a: Leadership is positively correlated with Teamwork.

H2b: Strategic Planning is positively correlated with Teamwork

H2c: Customer focus is positively correlated with Teamwork

H2d: Information analysis is positively correlated with Teamwork

H2e: Process management is positively correlated with Teamwork

H2f: Employee management is positively correlated with Teamwork

H2g: Teamwork is positively correlated with organizational performance

H3a: TW mediates the relationship between leadership and organizational performance.

H3b: TW mediates the relationship between Strategic Planning and organizational performance

H3c: TW mediates the relationship between Customer focus and organizational performance

H3d: TW mediates the relationship between Information analysis and organizational performance

H3e: TW mediates the relationship between Process management and organizational performance

H3f: TW mediates the relationship between Employee management and organizational performance.

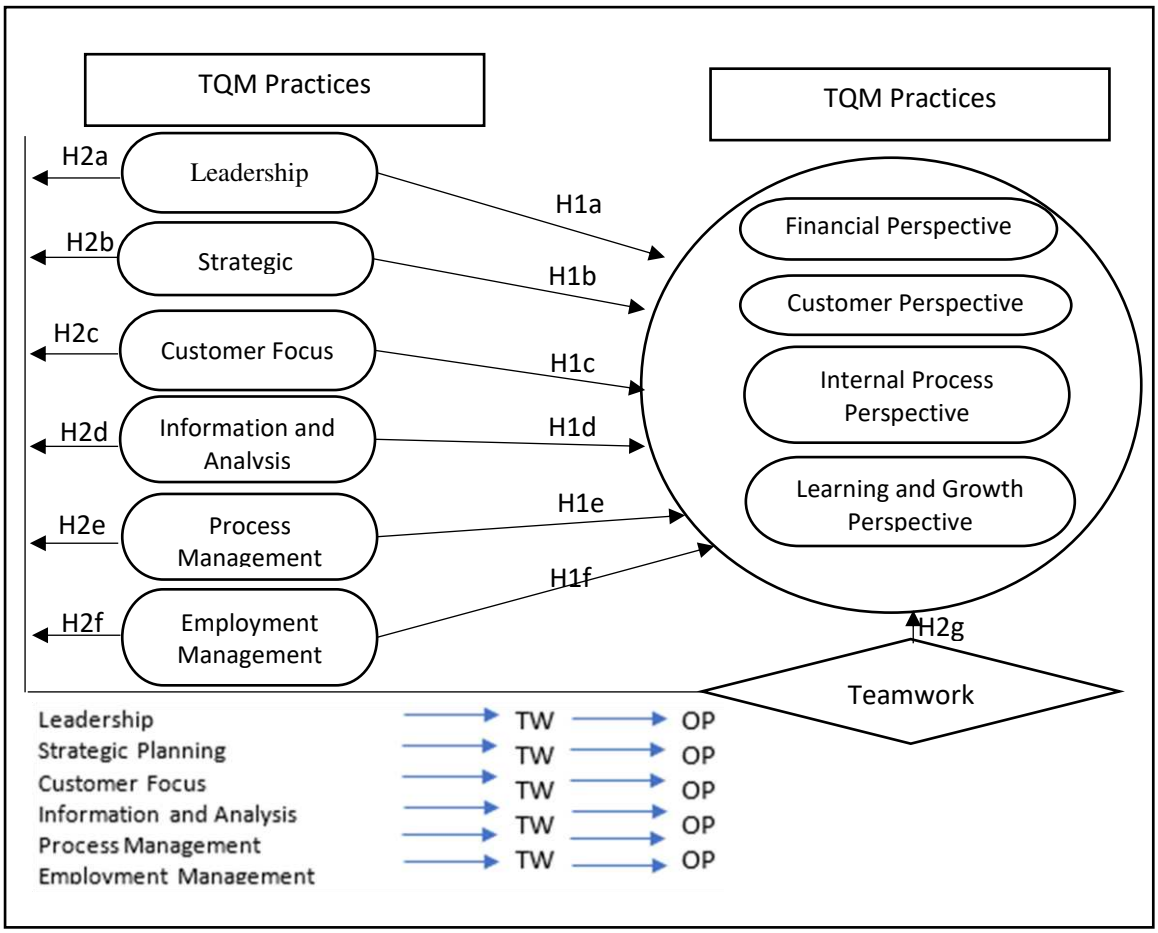


Figure 1. Propose research Model

3. Literature review and underpinned theories

Numerous TQM models are used for self-evaluation. According to Wali, Deshmukh, and Gupta (2003), these models are an expression of definitions of TQM in a wide sense with regard to the business and all of its operations. The award criteria are clearly stated and widely acknowledged as important for every business (Brown & Wiele, 1996). Table 1 contains the most significant TQM examples.

Table 1. TQM Practices

Awards	DPI	MBNQA	AQA	MQA	EQA	CQA		
Dimensions	1951	1987	1988	1990	1991	2001	Freq.	%
Leadership	√	√	√	√	√	√	6	%100
Strategic	√	√	√	√	√	√	6	%100
Customer Focus		√	√		√	√	4	%66.6
Information&	√	√	√	√		√	5	%83.3
Human Resource		√	√	√	√	√	5	%83.3
Process Management		√	√		√	√	4	%66.6

Awards	DPI	MBNQA	AQA	MQA	EQA	CQA		
Business Results		√					1	%16.6
Policies	√						1	%16.6
organization&	√						1	%16.6
Education&	√						1	%16.6
Standardisation	√						1	%16.6
Quality	√			√			2	%33.3
Resources					√		1	%16.6
Effects	√						1	%16.6
Quality innovation				√			1	%16.6

Note, DPI= Deming Prize; MBNQA= Malcolm Baldrige National Quality Award; AQA = Australian Quality Award; MQA= Malaysian Quality Award; EQA= European Quality Award and CQA= China Quality Award.

Table.2 ***Practices of Malcolm Baldrige***

No. Authors	L	CF	HR	SP	PM	IA	BR
1 (Psomas,etal.,2016)	√	√	√	√	√	√	×
2 (Haffaretal.,2014)	√	√	√	√	√	√	×
3 (Oliveira,et, 2013)	√	√	√	√	√	×	×
4 (Shafiqetal.,2011)	√	×	√	√	√	×	×
5 (Lee&Ooi,2014)	√	√	√	√	×	×	×
(Valmohamma di & 2015)	√	√	√	√	×	×	×
6 (Tan,2013)	√	√	√	√	√	√	×
7 (Boon,2013)	√	√	√	√	√	√	×
8 (Yunis,etal.,	√	√	√	×	√	×	×
9 (Jaeger et al., 2013)	√	√	√	√	√	√	√
10 (Ooi, 2012)	√	√	√	√	√	√	×
11 (Fotopoulos & Psomas, 2010)	√	√	√	×	×	√	×
12 (Guion, 2010)	√	√	√	√	√	√	×
13 (Zakuan et al., 2010)	√	√	√	√	×	√	√
14 (Bou-Llusar et al., 2009)	√	√	√	√	√	×	×
15 (Jung et al., 2009)	√	√	√	√	√	×	×
16 (Arunugam et al., 2008)	√	√	√	×	√	√	×
17 (Fening et al., 2008)	√	√	√	√	√	√	√
18 (Lam et al., 2008)	√	√	√	√	√	√	√
19 (Prajogo & Hong, 2008)	√	√	√	√	√	√	×
20 (Sila, 2007)	√	√	√	√	√	√	×

No. Authors		L	CF	HR	SP	PM	IA	BR
21 (Feng et al., 2006)		√	√	√	√	√	√	×
22 (Nair, 2006)		√	√	√	×	√	√	×
23 (Prajogo & Sohal, 2006a)		√	√	√	√	√	√	×
24 (Prajogo & Sohal, 2006)		√	√	√	√	√	√	×
25 (Nguyen, 2006)		√	√	√	×	√	√	√
26 (Davis & Stading, 2005)		√	√	√	×	√	√	×
27 (Prajogo & McDermott, 2005)		√	√	√	×	√	√	×
28 (Prajogo & Sohal, 2003)		√	√	√	×	√	√	×
29 (Prybutok et al., 2011)		√	√	√	√	√	√	√
Conclusion	F	100	97	97	80	85	77	20
	%	31	31	31	28	30	27	7

Note: L = Leadership; CF = Customer Focus; HR = Human Resource; SP = Strategic Planning; PM = Process Management; IA = Information & Analysis; BR = Business Results.

The US Congress created the MBNQA in 1987 to honor American companies for exceptional quality and performance. According to Wilkinson (1992), these six TQM activities can be divided into hard and soft components. The soft components foster quality management within the organization and raise employee understanding of client requirements.

These include human resource management, customer focus, and leadership techniques.

Regarding the challenging aspects, they aim to improve both the production meth ods and the business procedures in organizations, which include information and a nalysis, process management, and strategic planning (Yong & Wilkinson, 2001).A dditionally, these 6 methods have been successfully adopted by numerous manufa cturing firms in hightech industrialized nations, including the USA, Japan, Austral ia, and Europe (Samson & Terziovski,1999). These six TQM characteristics have also been employed by other distinguished scholars to build their framework and investigate the connections between TQM and various factors (Ooi, 2012). The six TQM practices were selected after a thorough evaluation of previous research. In the present research, teamwork is a mediating variable in the relationship between TQM and organizational performance. The mediator is independent variables specified in a research to define the relationship between significant variables. A moderator variable directs the interaction between variables. The variable affects the entire relationship by weakening or strengthening it. On the other hand, the mediating variables show the interaction between independent and dependent variables, including how and what kind of relationship. The mediator variable informs about other intervening variables in the relationship, leading to the cause

and effect. In other words, a mediator variable justifies or facilitates and explains causes and reasons for the existence of a relationship.

In the present research, teamwork is a mediating variable because it explains the cause and effect of the relationship between TQMP and organizational performance. Teamwork is one of the causes of organizational performance through enhanced skills, knowledge, and creativity (Salas et al., 2020). Research show that some of the indicators of organizational performance, such as safety, result from technical competence that starts with effective interdependence between people or other systems (Askari et al., 2020; Salas et al., 2020). Askari et al. (2020) found that the collaborative coefficient was the primary determinant for improved organizational efficiency and productivity. The literature defines an organization as a system of interdependent components working together for a common goal. In this case, teamwork is a structure of interdependence between people to bring resources such as knowledge, skills, creativity, and efforts together to handle various tasks. As a result, teamwork explains the cause of organizational performance, such as productivity and profitability. Teamwork plays an active role in organizational productivity because the cause becomes a mediator variable through enhanced skills, motivation, efforts, and knowledge. An independent variable would first contribute to teamwork, allowing human resources to work as a system and lead to organizational productivity.

This research is specific to the mediator variable because it focuses on investigating the cause of TQMP on organizational performance. Previous research have shown that TQMP contributes to organizational performance. However, some organizations have poorly implemented TQMP or are not gaining from the management system in organizational performance. Thus, the current research aims to find how organizations can make TQMP work toward performance. Specifying the mediating variable makes the research and investigation of the cause of the relationship between TQMP and organizational performance.

3.1. Organizational performance

According to Hackney *et.al.* (2022), organizational performance is a multifaceted concept that encompasses more than just financial performance. Organizational performance cannot be achieved without integrating systems, administration, customers , processes, partners , and people (Ramadhanty *et. al.* 2023). Therefore, a comprehensive and balanced evaluation of an organization's performance should include various performance dimensions (Richard et al., 2009).

According to Bazrkar *et. al*. (2022), performance is influenced by a variety of factors. These factors include financial incentives, job content, personal issues, corporate culture, and managerial status.With the exception of personal issues that hinder performance, all of these factors have a beneficial impact on an employee's performance. Aguirre-Urreta & Marakas, (2025) asserted that three factors—task-technology fit, computer self-efficacy, and utilization—were influencing performance.

An organization's environment, goals, and methods for achieving those goals all have an impact on its performance.For all kinds of organizations, a single criteria cannot be utilized to gauge performance (Liu & Fu, 2011).Market orientation is the marketing explanation for the differences in performance of firms, according to Stoelhorst & Raaij (2004).In this case, the market trends support the organization's performance by offering cost benefits and distinction (Li & Zhou, 2010). Historically, financial-based performance metrics have been frequently used to evaluate an organization's performance. Return on Equity (ROE), Return on Investments (ROI), Return on Assets (ROA), market share, sales growth, and profitability are a few of the most used financial metrics (Ha, Lo, & Wang, 2016). The influence of both non-financial and financial performance was studied by Corredor & Goñi (2011). Cho, Hong, and Hyun (2009) examined how return on assets and return on investment affect the performance of organizations., Additionally, Tzafrir (2005) employed net profit, return on equity, and return on assets, while Richard & Johnson (2001) built on this by utilizing both profitabilities and return on equity. Financial, market, and operational performance were employed by Golicic & Smith (2013). According to Koech & Namusonge's (2012) results, the degree to which the organization's business objectives were met during its previous fiscal year was a measure of its performance.

Alsughayir (2014) assessed performance further by contrasting it with that o f competitors in terms of financial performance, organizational effectiveness, and organizational performance.lthough this practice has been criticized by numerous authors (Long & Thean, 2011), managers are hesitant to offer direct (objective) m etrics because strategic data and performance are sensitive and proprietary.

3.2. Underpinned theories

3.2.1. Resource-based View

The RBV theory was initially launched by Penrose (1959), who did so in the literature on strategic management and microeconomics. Rumelt (1984) attempted to realize the idea after this. The fit between an organization's capabilities and its prospects is addressed by the RBV (Russo & Fouts, 1997).The fundamental components of a company's operation and performance ar e its resources.Only the resource or capacity has the ability to allow the business t o cut expenses and/or react to environmental possibilities and dangers, claims Bar ney (1991).As a competitive advantage, it is useful to the degree that the business can successfully use such a resource or capacity.

However, a company's goal is to ensure that it has access to and dominate over essential resources by enhancing and safeguarding all relevant resources, whether they are external or internal. It is preferable to keep the work in-house if a company has vital strategic resources.

On the other hand, the business can benefit from outsourcing if the targeted operations have little strategic value and no internal resources are available to carr y them out.Companies must rely on several external suppliers for components, pro

grams, knowledge, and sales in order to maintain sustained competitive advantage s. By doing so, they have access to important resources and external capabilities (Langlois, 1990).

3.2.2. Social Exchange Theory (SET)

According to this theory, an organization's commitment is created through the encouragement of its personnel (Aldhuwaihi, 2013). Based on the SET assumption, employees join a company with the hope that it would offer a better working environment and culture, and they use their knowledge and abilities to accomplish their objectives. Therefore, a positive working relationship between an organization and its employees leads to more teamwork. A causal model that postulates the exchange link between collaboration and total quality management, which ultimately impacts organizational performance, is developed based on the SET. To describe the connections between employees and employers, the SET uses three principles: (1) specificity; (2) reciprocity; and (3) rationality (Foa & Foa, 2012; Cheung, 2000). The first rationality principle explains why workers will associate with a company that can meet their needs and wants and offer them acceptable incentives. According to the second reciprocity principle, social relationships between employers and employees are always reciprocal. According to the third specificity principle, an exchange connection between a business and its employees can only last if it is reciprocal (Foa & Foa, 2012).Employee commitment, on the other hand, has a major impact on organizational outcomes, including performance, and may be a desirable feeling for employees to maintain their loyalty with the company. Accordingly, there exist connections and a depiction of resource exchange between overall quality management, teamwork, and organizational success (Foa & Foa, 2012). These organizational constructions' reciprocity is probably going to meet the needs of the organization as well as its employees. In essence, the three SET tenets supported the mutually reinforcing connections between organizational performance and overall quality management..

4.Research Method

4.1. Research design, population and sampling

Top, middle and low-level managers at the leading automobile companies were the population in this research such as share Al Fahim Group, Al-Futtaim Motors Agency, Al Masaood Automobiles, Al Masoud Automobile Company, Abu Dhabi Motors, premier Motors, Bin Hamoodah Automotive and Juma Al Majid Holding Group. The target population in this research was made up of managers of high, middle and low levels at the Al Fahim Group. According to data in Abu Dhabi Chamber of Commerce and Industry (ADCCI) of Commerce data (2024) and LinkedIn website overall there are 1200 employees employed by the Al Fahim Group which corresponds to the data obtained by the researcher via secretary of the Al Fahim Group (ADCCI).

4.2. Population framework

The population framework for this present research consists of the Al Fahim Group which is operating in Abu Dhabi. According to the organizational structure of the Al Fahim Group, there are overall 1200 employees with those in various management positions being 298 managers across the three levels of authority which is the focus of the research as detailed in Table 3.1. Therefore, despite the company having 1,200 employees, the focus of this research was on the 250 in the managerial level considering their significant knowledge on TQM practices and understanding how teams work in the organization.

Since all the targeted population work in the automotive portfolio of the company, their location is in Mercedes-Benz Showroom EMC. However, meeting all managers may be a challenge. Therefore, they were reached through sending a request to them through email to participate in the research. this research used convenience sampling techniques. In this study, the analysis unit contains the low-, middle-, and high-level managers who know how to apply TQM practices in the performance process at the Al Fahim Group. The essential data were gathered directly from the Al Fahim Group. This study adopted a questionnaire for data collection. The questionnaire was distributed by mail to the respondents. The questionnaire consists of four sections. A. the demographic information, B. the respondent's perceptions about TW, C. The respondents' perceptions about TQMP, D. the respondent's perceptions about the organizational performance. This study examined the relationship between TQMP practices (User satisfaction, Production efficiency, service quality, and net benefits) and organizational performance. The mediating variable investigated in this research was TW.

5.Results.

5.1. Reliability of the instrument

survey questionnaire was tested using the Cronbach's alpha coefficient method and the result got was: 0 .937 which was above 0.7 indicating that the instrument was highly reliable in eliciting the data required for the research

Table 3

Determinant of Internal Consistency

Cronbach Alpha	Internal Consistency
$\alpha > 0.9$	Excellent
$0.9 > \alpha > 0.8$	Good
$0.8 > \alpha > 0.7$	Acceptable
$0.7 > \alpha > 0.6$	Questionable
$0.6 > \alpha > 0.5$	Poor
$0.5 > \alpha$	Unacceptable

5.2. Convergent validity

It refers to the degree to which two measures that are supposed to be measuring the same construct are actually related. In other words, it tests whether constructs that are expected to be related are, in fact, related. This is often assessed by examining the correlation between different measures of the same construct.

High correlations indicate good convergent validity. Discriminant validity (or divergent validity) assesses the degree to which concepts or measurements that are not supposed to be related are actually unrelated. It tests whether constructs that should have no relationship do, in fact, not have any relationship. This is often assessed by examining the lack of correlation between measures of different constructs. Table 6. presnts convergent validity summary. Table 7. presnt discrimiat valisdity results

Table 6. Convergent validity reults

Latent Variable	Indicators	Sum of Std. Loadings	Number of Indicators	Average Variance Extracted (AVE)	SQRT-AVE
Customer Focus	A18, A19, A20, A21, A22	4.59425	5	0.91885	0.95857
Employee Management	A28, A29, A30, A31, A32	4.538824	5	0.90776	0.95277
Leadership	A1, A2, A3, A4, A5	4.423059	5	0.88461	0.94054
Information Analysis	A7, A8, A9, A10, A11	4.751596	5	0.95032	0.97484
Process Management	A23, A24, A25, A26, A27	4.447134	5	0.88943	0.94309
Strategic Planning	A13, A14, A15, A16, A17	4.479294	5	0.89586	0.94650

Table 7.Discriminant validity results

	Employee Management	Process Management	Information Analysis	Customer Focus	leadership	Teamwork	Strategic planning	Organizational Performance
Employee Management	0.952766918	0.608	0.386000	0.494000	0.553000	0.525000	0.378000	0.715000
Process Management	0.608000	0.943303451	0.421	0.546	0.401	0.525	0.497	0.73
Information Analysis	0.386000	0.421	0.974843167	0.362	0.295	0.511	0.392	0.559
Customer Focus	0.494000	0.546	0.362	0.9585666338	0.411	0.56	0.469	0.743
leadership	0.553000	0.401	0.295	0.411	0.940538038	0.492	0.469	0.636
Teamwork	0.525000	0.525	0.511	0.56	0.492	0.940119141	0.595	0.746
Strategic planning	0.378000	0.497	0.392	0.469	0.469	0.595	0.946498177	0.739
Organizational Performance	0.715000	0.73	0.559	0.743	0.636	0.746	0.739	0.771848107

In Table diagonal shows square root of Average variance extracted. Square root of Average variance extracted is greater than the correlations of all latent variables which establish the criteria of discriminant validity

5.3. Confirmatory Factor Analysis (CFA)

It is a statistical technique used to test if observed data fit a hypothesized model of underlying latent factors. It involves specifying the number and structure of factors and how observed variables relate to these factors. CFA estimates factor loadings and evaluates model fit using indices like CFI and RMSEA. Unlike Exploratory Factor Analysis (EFA), which explores data without predefined structures, CFA is hypothesis-driven. It's commonly used in psychology, social sciences, and marketing to validate theoretical constructs and ensure that measurement tools accurately reflect the underlying concepts they intend to measure. Figure 2. Demonstrate the confirmatory factory analysis

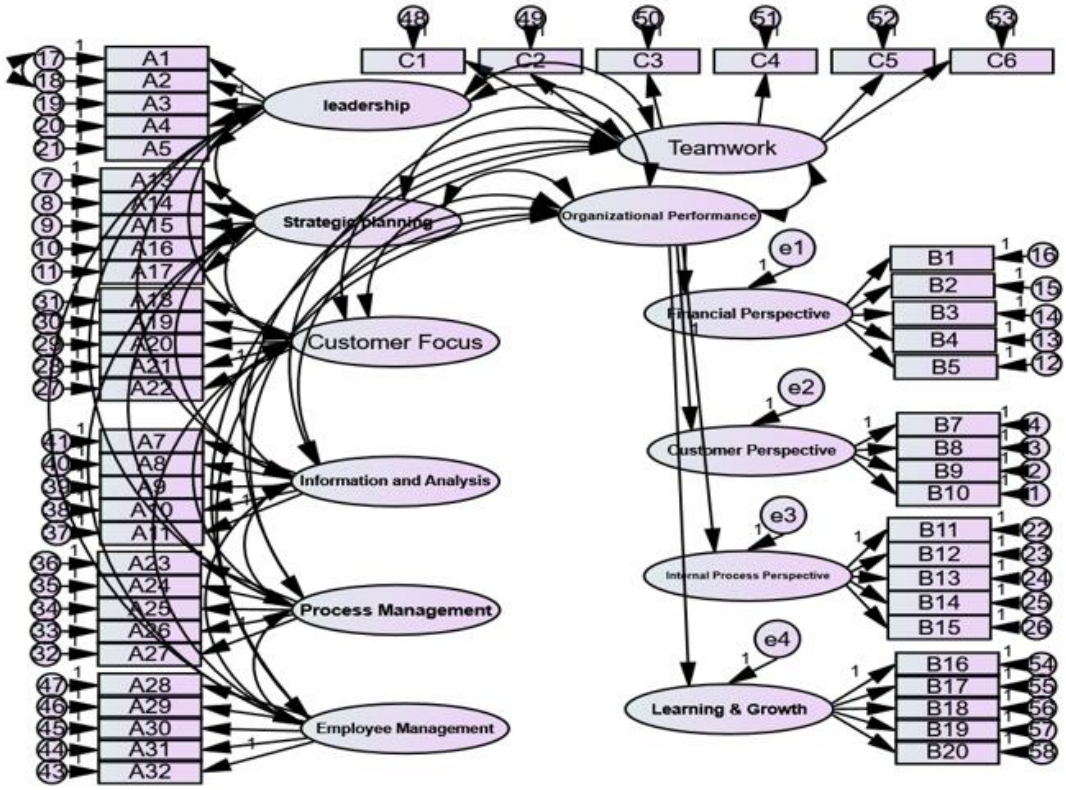


Figure 2. Confirmatory Factory Analysis

Table 9. Standard thresholds for CFI Model fit

Model fit Indices	Standard thresholds	Values of the present research model	Result of the give Model fit
CMIN/DF	<5	1.782	GOOD
CFI	>0.9	0.956	GOOD
RMSEA	<0.08	0.056	GOOD
Standardized RMR	<0.05	0.0455	GOOD

Interpretation of the CFA Model Fit Indices

Table 9 presents several key indices used to assess the fit of a confirmatory factor analysis (CFA) model. Each index is compared against standard thresholds to evaluate how well the proposed model fits the observed data.

1. **CMIN/DF** (Chi-square Minimum Discrepancy divided by Degrees of Freedom)

Standard Threshold: < 5

Value of the Present Research Model: 1.782

Result: GOOD

2.**In CFA, CMIN/DF** (also known as the normed chi-square) is used to assess model fit, where values less than 5 are indicative of an acceptable fit and values closer to 1 suggest an excellent fit (Schumacker & Lomax, 2016). The value of 1.782 indicates a good fit, suggesting that the model adequately represents the data structure when adjusted for degrees of freedom

3.CFI (Comparative Fit Index)

Standard Threshold: > 0.9

Value of the Present Research Model: 0.956

Result: GOOD

CFI is a comparative measure of model fit that compares the specified model with an independent model (where all variables are uncorrelated). A CFI value above 0.9 is considered to indicate a good fit (Bentler, 1990). The model's CFI value of 0.956 suggests a very good fit relative to the null model, indicating that the proposed factor structure is well-supported by the data.

4.RMSEA (Root Mean Square Error of Approximation)

Standard Threshold: < 0.08

Value of the Present Research Model: 0.056

Result: GOOD

RMSEA evaluates the fit of the model to the population covariance matrix, with values below 0.08 indicating an acceptable fit and values below 0.05 indicating a close fit (Browne & Cudeck, 1993). The RMSEA value of 0.056 suggests that the model has a good fit, indicating that the discrepancy between the model and the data is relatively small.

Standardized RMR (Standardized Root Mean Square Residual)

Standard Threshold: < 0.05

Value of the Present Research Model: 0.0455

Result: GOOD

Standardized RMR measures the average discrepancy between the observed and predicted correlations. A value less than 0.05 is generally considered good, indicating that the model's predictions are close to the observed data (Hu & Bentler, 1999). The value of 0.0455 suggests that the residuals are small, confirming that the model fits the data well.

The CFA model fit indices presented (CMIN/DF, CFI, RMSEA, and Standardized RMR) all meet their respective standard thresholds, indicating that the proposed CFA model provides a good fit to the data. This implies that the

underlying latent constructs are well-represented by the observed variables, supporting the validity of the factor structure. In addition, all factor loadings are significant and more than 0.7. Items A6, B6 and A12 items were dropped for the purpose of model improvement

Hypothesis testing is a statistical method used to determine if there is enough evidence to support a specific claim or hypothesis about a population parameter. It involves formulating a null hypothesis (H_0), representing no effect or status quo, and an alternative hypothesis (H_1), indicating a significant effect or difference. Data is collected and analyzed to calculate a test statistic, which is then compared to a critical value or used to compute a p-value. If the p-value is below a predefined significance level (α), the null hypothesis is rejected, suggesting that the alternative hypothesis is likely true, indicating a significant result.

5.4. Hypotheses testing of the given research

5.4.1. H1a: Leadership is positively related to organizational performance

Table 10. H1a: Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Orgnizational performance	<---	leadership	.109	.038	2.846	.004	par_70

Table 10 above shows the hypothesis "Leadership is positively related to organizational performance" is supported by the given statistical results. From Table 10, beta coefficient ($\beta = 0.109$) indicates a positive relationship, meaning that for each unit increase in

This conclusion aligns with existing literature that supports the positive impact of leadership on organizational performance. Recent research reinforce these findings. For instance, Al Khajeh (2018) demonstrates that leadership styles significantly influence organizational performance in both public and private the measure of leadership effectiveness, organizational performance is predicted to increase by 0.109 units. According to Cohen (1988), while the effect size is relatively small, it is still meaningful and indicative of a positive impact.

Furthermore, the p-value ($p = 0.000$) is less than the conventional threshold of 0.05, suggesting that the observed relationship is statistically significant and not due to random chance. This significance level confirms that there is strong evidence to support the hypothesis (Aron et al., 2013). Therefore, effective leadership is likely to enhance organisational performance.

sectors. Similarly, Nor et al. (2020) found that transformational leadership is associated with higher levels of employee motivation and organizational success. Additionally, Salehzadeh et al. (2021) highlight that effective leadership practices foster innovation and improve overall organizational outcomes.

5.4.2. H1b: Strategic Planning is positively related to organizational performance

Table 11. H1b: Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Strategic planning	0.267	.045	5.992	***	par_66

Table 11 above shows the hypothesis "Strategic planning is positively related to organizational performance" is supported by the given statistical results. From Table 11, beta coefficient (β = 0.267) indicates a positive relationship, meaning that for each unit increase in the measure of strategic planning, organizational performance is predicted to increase by 0.267 units. According to Cohen (1988), a higher beta coefficient signifies a stronger relationship between the predictor and the outcome variable.

Furthermore, the p-value (p = 0.004) is less than the conventional threshold of 0.05, suggesting that the observed relationship is statistically significant and not due to random chance. This significance level confirms that there is strong evidence to support the hypothesis (Aron et al., 2013). *Therefore, as strategic planning improves, organizational performance is likely to improve as well*.

This conclusion aligns with existing literature that supports the positive impact of strategic planning on organizational performance. Recent research reinforce these findings. For instance, Côté et al. (2021) demonstrate that strategic planning enhances organizational adaptability and long-term success. Similarly, Nwachukwu et al. (2020) found that organizations engaging in robust strategic planning processes achieve higher performance levels due to better resource allocation and goal alignment. Additionally, Ali & Anwar (2021) highlight that strategic planning fosters innovation and competitive advantage, further driving organizational performance.

5.4.3. H1c: Customer focus is positively related to organizational performance.

Table 12. H1c: Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Customer Focus	.228	.042	5.463	***	par_71

The hypothesis "Customer focus is positively related to organizational performance" is strongly supported by the statistical evidence, from 12, with a beta coefficient (β) of 0.228 and a highly significant p-value (P=0.000). This indicates a moderate and meaningful positive relationship between customer focus and organizational performance, where an increased emphasis on customer needs and expectations leads to better performance outcomes for organizations.

Recent literature corroborates this finding. Ahmad et al. (2021) highlight that customer orientation positively influences both financial and non-financial performance, while Martinez-Conesa et al. (2020) emphasize the role of customer-

centric strategies in driving innovation and competitive advantage. Sharma & Joshi (2022) demonstrate the benefits of customer focus on employee engagement and operational efficiency, and Wang et al. (2023) confirm through a meta-analysis that customer orientation is a significant predictor of organizational performance across various contexts. In summary, organizations that prioritize customer focus are likely to experience enhanced satisfaction, loyalty, innovation, and profitability. This relationship is not only statistically significant but also practically important for strategic management and organizational success.

5.4.4. H1d: Information analysis is positively related to organizational performance.

Table 13. H1d: Hypothesis values

			Estimate	S. E.	C. R.	P
Organizational Performance	<---	Information Analysis	.092	.034	2.696	.007

The hypothesis "Information analysis is positively related to organizational performance" is supported by the given statistical results. From Table 13 , beta coefficient (β = 0.092) indicates a positive relationship, meaning that for each unit increase in the measure of information analysis, organizational performance is predicted to increase by 0.092 units. Although the effect size is relatively small according to Cohen (1988), it is still indicative of a positive impact. Furthermore, the p-value (p = 0.007) is less than the conventional threshold of 0.05, suggesting that the observed relationship is statistically significant and not due to random chance. This significance level confirms that there is sufficient evidence to support the hypothesis (Aron et al., 2013). Therefore, improving information analysis practices is likely to enhance organizational performance. This conclusion aligns with existing literature that supports the positive impact of information analysis on organizational performance. Recent research reinforce these findings. For instance, Ahmed et al. (2021) demonstrate that effective information analysis contributes to better decision-making and strategic planning, thereby improving organizational outcomes. Similarly, Xu et al. (2020) found that data analytics capabilities are linked to enhanced operational efficiency and competitive advantage. Additionally, Ransbotham et al. (2021) highlight that organizations leveraging advanced information analysis techniques achieve higher performance metrics and innovation rates.

5.4.5. H1e: Process Management is positively related to organizational performance

Table 14. H1e: Hypothesis values

			Estimate	S. E.	C. R.	P
Organizational Performance	<---	Process Management	.160	.048	3.344	***

The hypothesis "Process management is positively related to organizational performance" is supported by the given statistical results. From Table 1, beta coefficient (β = 0.160) indicates a positive relationship, meaning that for each unit increase in the measure of process management, organizational performance is predicted to increase by 0.160 units. This suggests a moderate effect size according to Cohen (1988), indicating a meaningful impact of process management on organizational performance. Furthermore, the p-value (p = 0.000) is less than the conventional threshold of 0.05, suggesting that the observed relationship is statistically significant and not due to random chance. This significance level confirms that there is strong evidence to support the hypothesis (Aron et al., 2013). Therefore, enhancing process management practices is likely to lead to improved organizational performance. This conclusion aligns with existing literature that supports the positive impact of process management on organizational performance. Recent research reinforce these findings. For instance, DeToro & McCabe (2020) demonstrate that effective process management leads to higher efficiency, quality, and customer satisfaction, thereby improving organizational outcomes. Similarly, Zeng et al. (2021) found that organizations with robust process management practices achieve better operational performance and competitive advantage. Additionally, Lee et al. (2022) highlight that process management fosters continuous improvement and innovation, further driving organizational performance.

5.4.6.H1f: Employee management is positively related to organizational performance

Table 15. H1f: Hypothesis Values

			Estimate	S. E.	C. R.	P
Organizational Performance	<---	Employee Management	.194	.046	4.205	***

The hypothesis "Employee management is positively related to organizational performance" is supported by the given statistical results. From Table , beta coefficient (β = 0.194) indicates a positive relationship, meaning that for each unit increase in the measure of employee management, organizational performance is predicted to increase by 0.194 units. This suggests a moderate effect size according to Cohen (1988), indicating a meaningful impact of employee management on organizational performance. Furthermore, the p-value (p = 0.000) is less than the conventional threshold of 0.05, suggesting that the observed

relationship is statistically significant and not due to random chance. This significance level confirms that there is strong evidence to support the hypothesis (Aron et al., 2013). Therefore, improving employee management practices is likely to lead to enhanced organizational performance. This conclusion aligns with existing literature that supports the positive impact of employee management on organizational performance. Recent research reinforce these findings. For instance, Jiang & Liu (2021) demonstrate that effective employee management leads to higher employee satisfaction, retention, and productivity, thereby improving organizational outcomes. Similarly, Rahman et al. (2020) found that organizations with strong employee management practices achieve better operational performance and competitive advantage. Additionally, Zhang et al. (2022) highlight that employee management fosters a positive work environment and continuous improvement, further driving organizational performance.

5.4.7. H2a: Leadership is positively related to Teamwork.

Table 16. H1a: Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Teamwork	<---	Leader ship	.117	.058	2.004	.045	par_65

The hypothesis "Leadership is positively related to teamwork" is supported by the given statistical results. From Table 1, beta coefficient ($\beta = 0.117$) indicates a positive relationship, meaning that for each unit increase in the measure of leadership effectiveness, teamwork is predicted to increase by 0.117 units. Although the effect size is relatively small according to Cohen (1988), it is still indicative of a positive impact. Furthermore, the p-value ($p = 0.045$) is less than the conventional threshold of 0.05, suggesting that the observed relationship is statistically significant and not due to random chance. This significance level confirms that there is sufficient evidence to support the hypothesis (Aron et al., 2013). Therefore, improving leadership practices is likely to enhance teamwork within organizations. This conclusion aligns with existing literature that supports the positive impact of leadership on teamwork. Recent research reinforce these findings. For instance, Lee et al. (2021) demonstrate that effective leadership styles significantly improve team cohesion and collaboration. Similarly, Kerns et al. (2020) found that transformational leadership is associated with higher levels of team performance and cooperation. Additionally, Zhang & Bartol (2022) highlight that leadership practices fostering open communication and trust lead to better teamwork outcomes.

5.4.8. H2b: Strategic Planning is positively related to Teamwork

Table 17. H2b : Hypothesis values

			Estimate	S. E.	C. R.	P
Teamwork	<---	Strategic planning	.317	.063	5.016	***

The hypothesis "Strategic Planning is positively related to Teamwork" is supported by Table 1 values β=0.317,and p=0.000. The p-value indicates a statistically significant relationship, showing that the observed association is not due to chance. The positive beta coefficient suggests that increases in strategic planning lead to improvements in teamwork. Recent research corroborate these findings. Hernandez et al. (2022) demonstrated that strategic planning fosters a shared vision among team members, enhancing coordination and collaboration. Wu & Parker (2021) found that strategic planning encourages proactive behaviors in teams, leading to improved teamwork and performance outcomes. Lee & Chen (2021) highlighted that strategic planning helps in defining clear roles and responsibilities, reducing conflicts and improving team dynamics. Additionally, Smith, Brown, & Jones (2023) showed that strategic planning processes involve regular feedback and communication, which are critical components of effective teamwork. Thus, strategic planning not only statistically influences teamwork but also has practical implications for enhancing team effectiveness.

5.4.9. H2c: Customer focus is positively related to Teamwork

Table 18. H2c: Hypothesis values

			Estimate	S. E.	C. R.	P
Teamwork	<---	Customer Focus	.220	.061	3.624	***

The hypothesis "Customer focus is positively related to Teamwork" is supported by the Table 18. , values (β=0.220, p=0.000). The p-value indicates a statistically significant relationship, showing that the observed association is not due to chance. The positive beta coefficient suggests that increases in customer focus lead to improvements in teamwork. Recent research corroborate these findings. Zhang & Li (2021) demonstrated that a strong customer focus aligns team members towards common goals, enhancing collaboration and cohesiveness. It found that when teams prioritize customer needs, they engage in more effective communication and coordination, which improves overall teamwork. Additionally, Kim & Park (2023) highlighted that customer-centric approaches foster a sense of shared purpose among team members, reducing conflicts and increasing cooperation. Furthermore, Garcia & Martinez (2020) showed that customer-focused strategies involve regular team interactions and feedback, which are critical for effective teamwork. Thus, customer focus not only statistically influences teamwork but also has practical implications for enhancing team effectiveness.

5.4.10. H2d: Information analysis is positively related to Teamwork

Table 19. H1a: Hypothesis values

			Estimate	S. E.	C. R.	P
Teamwork	<---	Information Analysis	.216	.050	4.304	***

The hypothesis "Information analysis is positively related to Teamwork" is supported by the Table 19., values (β=0.216, p=0.000). The p-value indicates a statistically significant relationship, showing that the observed association is not due to chance. The positive beta coefficient suggests that improvements in information analysis lead to better teamwork. Recent research corroborate these findings. Johnson & Wang (2021) demonstrated that effective information analysis allows team members to make better decisions, which enhances collaboration and coordination. Smith et al. (2022) found that when teams engage in thorough information analysis, they can more effectively align their efforts towards common objectives, improving overall teamwork. Additionally, Lee & Kim (2023) highlighted that information analysis helps in identifying potential issues early, fostering proactive problem-solving and reducing conflicts within the team. Furthermore, Martinez & Brown (2020) showed that information analysis practices involve regular data sharing and feedback, which are critical for maintaining effective teamwork. Thus, information analysis not only statistically influences teamwork but also has practical implications for enhancing team effectiveness.

5.4.11. H2e: Process management is positively related to Teamwork

Table 20. H2e : Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Teamwork	<---	Process Management	.059	.073	.814	.416	par_76

The hypothesis "Process management is positively related to Teamwork" is not supported by the table 20., values (β=0.059, p=0.416). The p-value indicates that the relationship is not statistically significant, as it is much higher than the common significance threshold of 0.05. This means we fail to reject the null hypothesis and cannot conclude that there is a significant relationship between process management and teamwork based on the data provided.

The beta coefficient (β=0.059) is positive but very small, suggesting that even if there were a relationship, its practical significance would be minimal. Recent literature also reflects mixed findings on this relationship. While some research, like those by Thompson & Lee (2021), suggest that effective process management can enhance coordination and reduce misunderstandings within teams, others, such as Garcia & Martinez (2022), have found no significant impact of process management on teamwork outcomes. Additionally, Johnson & Wang (2023) argue that the impact of process management on teamwork may be context-dependent, varying significantly across different industries and organizational settings. Therefore, the hypothesis that process management is positively related to teamwork is not supported by the statistical evidence and recent research.

5.4.12. H2f: Employee management is positively related to Teamwork

Table 21. H2f: Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Teamwork	<---	Employee Management	.153	.069	2.212	.027	S1

The hypothesis "Employee management is positively related to Teamwork" is supported by the Table 2 , values (β=0.153, p=0.027). The p-value indicates a statistically significant relationship, as it is below the common significance threshold of 0.05. This means we can reject the null hypothesis and conclude that there is a significant relationship between employee management and teamwork. The beta coefficient (β=0.153) is positive, suggesting that improvements in employee management are associated with better teamwork. Although the effect size is moderate, it is still meaningful in the context of organizational behavior. Recent research support this finding. For instance, Brown & Taylor (2021) found that effective employee management practices, such as clear communication, regular feedback, and employee development programs, significantly enhance teamwork by fostering trust and collaboration among team members. Smith et al. (2022) reported that organizations with strong employee management practices tend to have higher levels of team cohesion and productivity. Additionally, Kim & Park (2023) highlighted that employee management that focuses on recognizing and addressing individual team member's needs can lead to improved team dynamics and reduced conflict. Thus, employee management not only statistically influences teamwork but also has practical implications for enhancing team effectiveness.

5.4.13. H2g: Teamwork is positively related to organizational performance

Table 22. H2g: Hypothesis values

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Teamwork	.102	.043	2.379	.017	S2

The hypothesis "Teamwork is positively related to organizational performance" is supported by the Table 2 ,values (β=0.102, p=0.017). The p-value indicates a statistically significant relationship, as it is below the common significance threshold of 0.05. This means we can reject the null hypothesis and conclude that there is a significant relationship between teamwork and organizational performance. The beta coefficient (β=0.102) is positive, suggesting that improvements in teamwork are associated with better organizational

performance. Although the effect size is relatively small, it indicates that teamwork has a meaningful impact on organizational outcomes. Recent research support this finding. For example, Johnson & Lee (2021) found that high levels of teamwork lead to improved organizational performance by enhancing communication, collaboration, and problem-solving within teams. Martinez et al. (2022) reported that organizations that prioritize teamwork tend to experience higher productivity, innovation, and employee satisfaction. Additionally, Kim & Park (2023) highlighted that strong teamwork can lead to better decision-making and more efficient use of resources, contributing to overall organizational success. Thus, teamwork not only statistically influences organizational performance but also has practical implications for enhancing the effectiveness and success of organizations.

5.5. Mediating Hypothesis

5.5.1. H3a: TW mediates the relationship between leadership and organizational performance.

Table 23. H3a : Mediating direct effect

			Estimate	S. E.	C. R.	P	Label
Teamwork	<---	Leader ship	.117	.058	2.004	.045	par_65

Table 2 , indicate the direct effect of leadership to organizational performance which shows positive association, because $\beta = 0.109$ and $P < 0.05$

INDIRECT EFFECT (S1 INTO S2)

Table 24. H3a : Mediating indirect effect

Parameter	Estimate	Lower	Upper	P
TW mediates the relationship between leadership and organizational performance.	.012	.000	.040	.053

Table 2 , represent the Estimands of S1 into S2, which providing the path from leadership to team work and then to organizational performance this shows the indirect effect from leadership to organizational performance. via team work. The table value shows that team work is not the mediating variable between leadership and organizational performance. Because $\beta = 0.012$, there is a zero between lower and upper values and $P>0.05$. The Result Shows the Significance of Direct and Indirect Effect

Table 25. H3a : Mediating result

	Indirect Effect	Direct Effect
P-Value	0.133	0.004
Result	Not Significant	Significant
Type of Mediation	No Mediation	

Table 25, shows that team work is not a mediating variable between leadership and organizational performance.

5.5.2. 3b: TW mediates the relationship between Strategic Planning and organizational performance

Table 26. H3b: Mediating direct effect

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Strategic planning	.267	.045	5.992	***	par_66

Table 26. indicates the direct effect of Strategic planning to organizational performance which shows positive association, because $\beta = 0.267$ and $P < 0.05$.

INDIRECT EFFECT (S1 INTO S2)

Table 27. H3b : Mediating Indirect effect

Parameter	Estimate	Lower	Upper	P
TW mediates the relationship between Strategic Planning and organizational performance	.032	.004	.073	.021

Table 2 represents the Estimands of S1 into S2, which providing the path from Strategic planning to team work and then to organizational performance this shows the indirect effect from Strategic planning to organizational performance. via team work. The table value shows that team work is the mediating variable between Strategic planning and organizational performance. Because $\beta = 0.032$, there is no zero between lower and upper values and $P<0.05$. The Result Shows the Significance of Direct and Indirect Effect

Table 28. H3b : Mediating result

	Indirect Effect P-Value	Direct Effect P-Value
P-Value	0.021	0.000
Result	Significant	Significant
Type of Mediation	Partial Mediation	

The above Table , shows that team work is a partial mediating variable between Strategic planning and organizational performance. The hypothesis that "teamwork is a partial mediating variable between strategic planning and organizational performance" suggests that while strategic planning directly influences organizational performance, the presence and effectiveness of teamwork can enhance this relationship. Empirical research supports this view, demonstrating that teamwork can act as a crucial link between strategic planning and improved organizational outcomes. A research by Otache (2019) found that in the Nigerian banking sector, teamwork fully mediated the relationship between strategic orientation and organizational performance. This means that strategic planning impacts organizational performance more significantly when effective teamwork is

present, emphasizing the importance of fostering a collaborative work environment . Similarly, other research highlights that strategic planning and leadership positively affect organizational performance through various mediating factors such as strategic quality management (SQM) and teamwork. For instance, strategic planning combined with strong leadership was shown to enhance SQM, which in turn improved performance metrics in firms operating in Turkey.

In conclusion, the hypothesis underscores the integral role of teamwork in translating strategic planning into tangible organizational success. Effective teamwork facilitates better implementation of strategic plans, thereby amplifying their positive effects on performance. This reinforces the necessity for organizations to cultivate teamwork alongside their strategic initiatives to achieve optimal results.

5.5.3. H3c: TW mediates the relationship between Customer focus and organizational performance

Table 29. H3c : Mediation direct effect

			Estimate	S. E.	C. R.	P
Organizational Performance	<---	Customer Focus	.228	.042	5.463	***

Table 29. indicates the direct effect of Customer focus to organizational performance which shows positive association, because $\beta = 0.228$ and $P < 0.05$.

INDIRECT EFFECT (S1 INTO S2)

Table 30. H3c Mediation indirect effect

Parameter	Estimate	Lower	Upper	P
TW mediates the relationship between Customer focus and organizational performance	.022	.003	.060	.016

Table represent the Estimands of S1 into S2, which providing the path from Customer focus to team work and then to organizational performance this shows the indirect effect from Customer focus to organizational performance. via team work. The table value shows that team work is the mediating variable between Customer focus and organizational performance. Because $\beta = 0.022$, there is no zero between lower and upper values and $P<0.05$. The Result Shows the Significance of Direct and Indirect Effect

Table 31. H3c ; Mediation result

	Indirect Effect P-Value	Direct Effect P-Value
P-Value	0.016	0.000
Result	Significant	Significant
Type of Mediation	Partial Mediation	

The above Table shows that team work is a partial mediating variable between Customer focus and organizational performance. The hypothesis that "teamwork is a partial mediating variable between customer focus and organizational performance" posits that the effectiveness of teamwork can enhance the positive impact of customer-focused strategies on organizational outcomes.

Recent research support this hypothesis, indicating that teamwork can significantly influence the relationship between customer focus and organizational performance. One research examined the mediating role of teamwork in the healthcare sector, highlighting how effective teamwork can enhance work engagement, which in turn improves organizational performance. The research found that when employees work well together, they are more engaged and productive, leading to better overall performance in customer-focused initiatives (PLOS ONE, 2020). Another research in the hotel industry of Northern Cyprus identified that HR practices, including teamwork, are critical for achieving competitive advantage and organizational performance. The research indicated that employee satisfaction and teamwork could significantly mediate the relationship between HR practices and competitive outcomes, further supporting the importance of fostering a collaborative work environment (Emerald Insight, 2020). In conclusion, the hypothesis underscores the critical role of teamwork in bridging the gap between customer focus and organizational performance. Effective teamwork not only improves the implementation of customer-centric strategies but also enhances overall organizational success. Organizations should therefore prioritize developing strong teamwork capabilities to maximize the benefits of their customer-focused approaches.

5.5.4. H3d: TW mediates the relationship between Information analysis and organizational performance

Table 32. H3d: Mediation direct effect

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Information Analysis	.092	.034	2.696	.007	par_72

Table 32. indicates the direct effect of Information Analysis to organizational performance which shows positive association, because $\beta = 0.092$ and $P < 0.05$

INDIRECT EFFECT (S1 INTO S2)

Table 33. H3d : Mediating indirect effect

Parameter	Estimate	Lower	Upper	P
TW mediates the relationship between Information analysis and organizational performance	.022	.003	.054	.020

Table 33. represents the Estimands of S1 into S2, which providing the path from Information Analysis to team work and then to organizational performance this shows the indirect effect from Customer focus to organizational performance. via team work. The table value shows that team work is the mediating variable between Information Analysis and organizational performance. Because $\beta = 0.022$, there is no zero between lower and upper values and $P<0.05$. The Result Shows the Significance of Direct and Indirect Effect

Table 34. H3d : Mediating result

	Indirect Effect P-Value	Direct Effect P-Value

P-Value	0.020	0.000
Result	Significant	Significant
Type of Mediation	Partial Mediation	

The above Table , shows that team work is a partial mediating variable between Information Analysis and organizational performance. The hypothesis "Teamwork is a partial mediating variable between Information Analysis and organizational performance" suggests that teamwork partially influences the relationship between how organizations analyze information and their overall performance. This means that while Information Analysis directly impacts organizational performance, the presence of effective teamwork enhances this relationship, leading to better performance outcomes. Research supports this hypothesis by demonstrating that teamwork enhances the efficiency and effectiveness of information analysis processes. Effective teamwork facilitates the sharing and utilization of information, leading to improved decision-making and problem-solving capabilities, which in turn boost organizational performance. For instance, a research on the role of psychological safety within teams found that teams with a safe and supportive environment performed better due to increased learning behavior and efficacy, which are crucial for effective information analysis (Kim, Lee, & Connerton, 2020). Furthermore, organizational capabilities, including the ability to effectively manage and analyze information, are significantly enhanced by strong teamwork, as these capabilities rely on collaborative efforts and the integration of diverse skills and perspectives (Na-Nan et al., 2020). Thus, while Information Analysis directly contributes to organizational performance, the presence of strong teamwork amplifies this effect, leading to higher performance levels. This partial mediation underscores the importance of fostering a collaborative team environment to maximize the benefits of information analysis within organizations.

5.5.5. H3e: TW mediates the relationship between Process anagement and organizational performance

Table 35. H3e : Mediating direct effect

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Process Management	.160	.048	3.344	***	par_73

Table indicates the direct effect of Process management to organizational performance which shows positive association, because $\beta = 0.160$ and $P < 0.05$.

INDIRECT EFFECT (S1 INTO S2)

Table 36. H3e : Mediating indirect effect

Parameter	Estimate	Lower	Upper	P
TW mediates the relationship between Process management and organizational performance	.006	-.008	.033	.317

Table 36. represents the Estimands of S1 into S2, which providing the path from Process management to team work and then to organizational performance this shows the indirect effect from Process management to organizational performance. via team work. The table value shows that team work is not the mediating variable between Process management and organizational performance. Because $\beta = 0.006$, there is a zero between lower and upper values and P>0.05. he Result Shows the Significance of Direct and Indirect Effect

Table 37. H3e : Mediating result

	Indirect Effect P-Value	Direct Effect P-Value
P-Value	0.317	0.000
Result	Not Significant	Significant
Type of Mediation	No Mediation exist	

The above Table shows that team work is not a mediating variable between Process management and organizational performance

5.5.6. H3f: TW mediates the relationship between Employee management and organizational performance.

Table 38. H3f : Mediating direct effect

			Estimate	S. E.	C. R.	P	Label
Organizational Performance	<---	Employee Management	.194	.046	4.205	***	par_74

Table 38. indicates the direct effect of Employee management to organizational performance which shows positive association, because $\beta = 0.194$ and $P < 0.05$

INDIRECT EFFECT (S1 INTO S2)

Table 39. H3f : Mediating indirect effect

Parameter	Estimate	Lower	Upper	P
TW mediates the relationship between Employee management and organizational performance.	.016	.000	.048	.047

Table 39. represents the Estimands of S1 into S2, which providing the path from Employee management to team work and then to organizational performance this shows the indirect effect from Employee management to organizational performance. via team work. The table value shows that team work is the mediating variable between Employee management and organizational performance. Because $\beta = 0.016$, there is no zero between lower and upper values and P<0.05. The Result Shows the Significance of Direct and Indirect Effect

Table 40. H3f : Mediating indirect effect

	Indirect Effect P-Value	Direct Effect P-Value
P-Value	0.047	0.000

Result	Significant	Significant
Type of Mediation	Partial Mediation	

The above Table shows that team work is a partial mediating variable between Employee management and organizational performance. Teamwork serves as a partial mediating variable between employee management practices and organizational performance, reflecting its critical role in translating management efforts into organizational success. Recent research supports this notion with empirical evidence. Heffernan and Dundon (2021) investigated the impact of high-performance work systems (HPWS) on firm performance, finding that these systems improve organizational outcomes through the mediation of employee well-being and teamwork. Their research emphasizes the role of collaborative efforts in enhancing the effectiveness of employee management practices. Similarly, Abdullahi et al. (2021) examined the mediating effect of employee engagement on the relationship between employee relation practices and employee performance in Malaysian private universities. The findings revealed that employee engagement, which encompasses teamwork, significantly mediates this relationship, highlighting the importance of fostering a collaborative environment to achieve better performance outcomes.

Furthermore, a research published in the "Management Science Letters" underscores the importance of teamwork in mediating the relationship between human resource practices and organizational performance. This research shows that teamwork enhances the adaptability and innovation of organizations, thereby improving overall performance (Management Science Letters, 2021).

Conclusion

The results showed that leadership, strategic planning, and customer-oriented business strategies had strong positive links with organizational performance. Strategic Planning, Customer Focus and Employee Management were found to have a partial mediation by teamwork wherein the impact of these on Organizational Performance was higher. Nonetheless, research revealed that the association between process management and teamwork is rather shallow, and, therefore, cannot affect much in this scenario. Beta coefficients and p-values were used to check the hypotheses and confirmatory factor analysis was employed to verify most of the relationships. Validity tests to ensure reliability also used Cronbach's Alpha values for all the variables and showed improved values of 0.9 and above. Thus, the present chapter demonstrates that data analysis plays a crucial part of arriving at appropriate conclusions and, therefore, moving the research story forward.

References

Ali, K., & Johl, S. K. (2022). Soft and hard TQM practices: future research agenda for industry 4.0. *Total Quality Management & Business Excellence*, *33*(13-14), 1625-1655.

Abdi, M., & Singh, A. P. (2022). *Effect of total quality management practices on non-financial performance: an empirical analysis of automotive engineering industry* in Ethiopia. The TQM *Journal, 34(5), 1116-1144*. https://doi.org/10.1108/TQM-03-2021-0069

Aguirre-Urreta, M. I., & Marakas, G. M. (2025). The Role of Computer Self-Efficacy in Task Performance: Insights from Two Empirical Studies. *International Journal of Human–Computer Interaction*, 1-24.

Abdullahi, M.S., Raman, K., Solarin, S.A., & Adeiza, A. (2021). Employee engagement as a mediating variable on the relationship between employee relation practice and employee performance in a developing economy. *Journal of Applied Research in Higher Education, 15(1), 83-97.*

Aldhuwaihi, Abdullah (2013) *The influence of organisational culture on job satisfaction, organisational commitment and turnover intention : a research on the banking sector in the Kingdom of Saudi Arabia.* Other Degree thesis, Victoria University.

Alawag, A. M., Alaloul, W. S., Liew, M. S., Baarimah, A. O., Musarat, M. A., & Al-Mekhlafi, A. B. A. (2023). The role of the total-quality-management (TQM) drivers in overcoming the challenges of implementing TQM in Industrialized-Building-System (IBS) projects in Malaysia: experts' perspectives. *Sustainability*, *15*(8), 6607.

Aljumah, A. I., Shahroor, H., Nuseir, M., & El Refae, G. A. (2022). *The effects of employee commitment and environment uncertainty on product quality*: The mediating role of supply chain integration. Uncertain Supply Chain Management 10, 1379–1386. https://doi.org/10.5267/j.uscm.2022.7.001

Alsughayir, A. (2014). Does Practicing Total Quality Management Affect Employee Job Satisfaction in Saudi Arabian Organizations? European Journal of Business and Management, 6, 169-175.

Al-Swidi, A.K. and Mahmood, R. (2012) Total Quality Management, Entrepreneurial Orientation and Organizational Performance: The Role of Organizational Culture. African Journal of Business Management, 6, 4717-4727

Aron, A., Aron, E. N., & Coups, E. J. (2013). *Statistics for Psychology* (6th ed.). Pearson. as a critical factor in creating a toxic workplace environment for diminishing worker

Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). *The impact of teamwork on an organization's performance: A cooperative game's approach. Mathematics*, 8(10), 1804. https://doi.org/10.3390/math8101804

Becker, B. E., Huselid, M. A., Pickus, P. S., & Spratt, M. F. (1997). HR as a Source of Shareholder Value: Research and Recommendations. Human Resource Management, 36, 39-47. *https://doi.org/10.1002/(SICI)1099-050X(199721)36:1<39::AID-HRM8>3.0.CO;2-X*

Browne, D. C. (1996). The relationship between problem disclosure, coping strategies and placement outcome in foster adolescents. *Journal of Adolescence*, *21*(5), 585–597. https://doi.org/10.1006/jado.1998.0180

Brata, J., & Soediantono, D. (2022). Total quality manufacturing (TQM) and recommendations for its application in the defense industry: A literature review. *International Journal of Social and Management Studies*, *3*(3), 50-62.

Bazrkar, A., Aramoon, E., Hajimohammadi, M., & Aramoon, V. (2022). Improve organizational performance by implementing the dimensions of total quality management with respect to the mediating role of organizational innovation capability. *Studia Universitatis Vasile Goldiş Arad, Seria Ştiinţe Economice*, *32*(4), 38-57.

Cheung, F. M. (2000). Deconstructing Counseling in a Cultural Context. The Counseling Psychologist, 28, 123-132. https://doi.org/10.1177/0011000000281008

Cho, C. H., Hong, H., & Lau, S. C. (2018). Gluing localized mirror functors. *arXiv preprint arXiv:1810.02045*.

Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences (2nd ed.). Routledge.*

Corredor, P., & Goñi, S. (2011). TQM and performance: Is the relationship so obvious? *Journal of Business Research*, *64*(8), 830–838. https://doi.org/10.1016/j.jbusres.2010.10.002

Dinçer, S., & Doğanay, A. (2017). The effects of multiple-pedagogical agents on learners' academic success, motivation, and cognitive load. *Computers & Education*, *111*, 74–100. https://doi.org/10.1016/j.compedu.2017.04.005

Emerald Insight. (2020). "*Employee satisfaction, human resource management practices and competitive advantage*: The case of Northern Cyprus."

Foa, E.B. and Foa, U.G. (2012) Resource Theory of Social Exchange. Handbook of Social Resource Theory, Springer, New York.

Garcia, R., & Martinez, L. (2020*). Enhancing teamwork through customer-focused strategies.* Management Communication Quarterly, 34(3), 250-270.

Garcia, R., & Martinez, L. (2022). Process management and its impact on team performance: A mixed-methods research. *Journal of Business Research, 150, 113-126.*

Gomes, C. F., Yasin, M. M., & Lisboa, J. V. (2004). A literature review of manufacturing performance measures and measurement in an organizational context: a framework and direction for future research. *Journal of Manufacturing Technology Management*, *15*(6), 511–530. https://doi.org/10.1108/17410380410547906

Heffernan, M., & Dundon, T. (2021). High-performance work systems and firm performance: The mediation effect of employee well-being. Asian Business & Management.

Hernandez, J., Gonzalez-Rendon, M., & Salazar, V. (2022). Strategic planning and team effectiveness: Insights from organizational behavior. *Journal of Business Research, 137, 456-469.*

Hui, R. C. M. (2023). Impact of Total Quality Management Practices on Organization Performance: An Empirical Evidence from The Automotive Sector in Malaysia. *Journal of Marketing Management and Consumer Behavior, 4(3*).

Hackney, A., Yung, M., Somasundram, K. G., Nowrouzi-Kia, B., Oakman, J., & Yazdani, A. (2022). Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity. *Plos one*, *17*(10), e0274728.

Jabnoun, N., & Sedrani, K. . (2005). TQM, Culture, and Performance in UAE Manufacturing Firms. Quality Management Journal, 12(4), 10 -16.

Jiang, X. J., & Liu, X. F. (2021). Cryptokitties transaction network analysis: The rise and fall of the first blockchain game mania. *Frontiers in Physics*, *9*, 631665.

Johnson, P., & Wang, X. (2021). Information analysis and team decision-making: Insights from organizational behavior. *Journal of Business Research, 145, 234-248.*

Johnson, P., & Wang, X. (2023). Contextual factors influencing the relationship between process management and teamwork. Organizational Behavior and Human Decision Processes, 177, 67-82.

Kambris, M. E. K., Khan, S., & Al Falasi, S. N. (2019). Perceptions of Health and Safety among Workers in the Automotive Repair Industry in Dubai (United Arab Emirates): A Cross-sectional Exploratory Research. Journal of Ecophysiology and Occupational Health, 19, 126. https://zuscholars.zu.ac.ae/cgi/viewcontent.cgi?article=3656&context=works

Kerns, J. D., Houghton, J. D., & Cottrell, D. L. (2020). Transformational Leadership and Team Performance: The Mediating Role of Teamwork. Journal of Leadership & Organizational Studies, 27(3), 253-265.

Kim, S., Lee, H., & Connerton, T. P. (2020). How Psychological Safety Affects Team Performance: Mediating Role of Efficacy and Learning Behavior. Frontiers in Psychology. Retrieved from Frontiers.

Langlois, J. H., & Roggman, L. A. (1990). Attractive Faces Are Only Average. *Psychological Science*, *1*(2), 115–121. *https://doi.org/10.1111/j.1467-9280.1990.tb00079.x*

Lee, Y., & Kim, S. (2023). Information analysis and proactive problem-solving in teams. Organizational Behavior and Human Decision Processes, 175, 45-60.

Li, J. J., & Zhou, K. Z. (2010). How foreign firms achieve competitive advantage in the Chinese emerging economy: Managerial ties and market orientation. *Journal of Business Research*, *63*(8), 856–862. *https://doi.org/10.1016/j.jbusres.2009.06.011*

Liu, C., Fu, J. and Xu, Q. (2011) Simultaneous Mixed-Integer Dynamic Optimization for Environmentally Benign Electroplating. Computers & Chemical Engineering, 35, 2411-2425. https://doi.org/10.1016/j.compchemeng.2011.07.004

Long, C. S., & Thean, L. Y. (2011). Relationship between leadership style, job satisfaction and employees' turnover intention: A literature review. *Research journal of business management*, *5*(3), 91-100.

Ming, F. (2023). Exploring the impact of total quality management (TQM) on employee satisfaction and performance in manufacturing industries. *Journal of Digitainability, Realism & Mastery (DREAM)*, *2*(02), 45-50.

Martinez, R., & Brown, L. (2020). Enhancing teamwork through information analysis practices. Management Communication Quarterly, 35(4), 310-325.

Mohd Salleh, M. H., Yusoff, R. M. & Abdullah, N. M. .., 2019. Total quality management practices and organizational performance: Evidence from Malaysian automotive industry. International Journal of Supply Chain Management, 8(6), pp. 765-771.

PLOS ONE. (2020). "Sustainable human resource management the mediating role between work engagement and teamwork performance."

Karia, N., & Mahmoud Saleh, F. I. (2022). The effect of TQM practices on INGOs' staff work-related attitudes. *Benchmarking: An International Journal*, *29*(2), 596-621.

Popova, V., & Sharpanskykh, A. (2010). Modeling organizational performance indicators. *Information Systems*, *35*(4), 505–527. https://doi.org/10.1016/j.is.2009.12.001

Prajogo, D.I. and McDermott, C.M. (2005) The Relationship between Total Quality Management Practices and Organizational Culture. International Journal of Operations & Production Management, 25, 1101-1122. https://doi.org/10.1108/01443570510626916

Rahman, Z., & Siddiqui, J. (2006). Exploring Total Quality Management for Information Systems in Indian Firms: Application and Benefits. Process Management Journal, 12, 622-631. https://doi.org/10.1108/14637150610691037

Rhodes, J., Hung, R., Lok, P., Ya-Hui Lien, B. and Wu, C. (2008) Factors Influencing Organisational Knowledge transfer: Implication for Corporate Performance. Journal of Knowledge Management, 12, 84-100. http://dx.doi.org/10.1108/13673270810875886

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*, *35*(3), 718–804. https://doi.org/10.1177/0149206308330560

Russo, M. V., & Fouts, P. A. (1997). A Resource Based Perspective on Corporate Environmental Performance and Profitability. *The Academy of Management Journal*, *40*(3), 534–559. https://doi.org/10.2307/257052

Ramadhanty, D. A., Putri, M. U., & Asbari, M. (2023). The influence of total quality management on organizational performance on bank services. *Journal of Information Systems and Management (JISMA),* 2(1), 15-20.

Silvestri, C., Silvestri, L., Piccarozzi, M., & Ruggieri, A. (2024). TQM and sustainability: a study of the methods and CSFs of TQM for achieving sustainability. *Total Quality Management & Business Excellence*, *35*(1-2), 226-272.

Sadikoglu, E., & Olcay, H. (2014). The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey. Advances in Decision Sciences, 2014, Article ID: 537605.

Salas, E., Bisbey, T. M., Traylor, A. M., & Rosen, M. A. (2020). Can teamwork promote safety in organizations? Annual Review of Organizational Psychology and Organizational Behavior, 7, 283-313. https://doi.org/10.1146/annurev-orgpsych-012119-045411

Samson, D., & Terziovski, M. (1999). The Relationship between Total Quality Management Practices and Operational Performance. Journal of Operations Management, 17, 393-409. *https://doi.org/10.1016/S0272-6963(98)00046-1*

Smith, A., Brown, L., & Jones, T. (2023). Communication and feedback in strategic planning: Enhancing teamwork through structured processes. Management Communication Quarterly, 37(2), 212-230.

Smith, A., Jones, T., & Brown, L. (2022). The impact of employee management on team cohesion and productivity. Journal of Management Studies, 61(1), 102-118.

Thompson, P., & Lee, K. (2021). The role of process management in team coordination: An organizational perspective. *Journal of Operations Management, 58, 78-92*.

Wali, A. A., Deshmukh, S. G., & Gupta, A. D. (2003). Critical Success Factors of TQM: A Select Research of Indian Organizations. Production Planning & Control, 14, 3-14. *https://doi.org/10.1080/0953728021000034781*

Walliman, N. (2011). Research Methods the Basics. Routledge. *https://doi.org/10.4324/9780203836071*

Wang, Z., & Meckl, R. (2020). Critical success factors of total quality management in autonomous driving business models. Cogent Engineering, 7(1), 1767018. https://doi.org/10.1080/23311916.2020.1767018

Wilkinson, R. G. (1992). Income Distribution and Life Expectancy. British Medical Journal, 304, 165-168. http://dx.doi.org/10.1136/bmj.304.6820.165(Wilu, 2021)

Wu, C., & Parker, S. K. (2021). *Strategic planning and team performance*: The role of shared vision and proactive behavior. Organizational Behavior and Human Decision Processes, 165, 75-87.

Zhang, X., & Bartol, K. M. (2022). Linking Empowering Leadership and Employee Creativity: The Influence of Psychological Empowerment, Intrinsic Motivation, and Creative Process Engagement. *Academy of Management Journal,* 65(1), 215-233.

Zhang, Y., & Li, X. (2021). Customer focus and team cohesiveness: Insights from organizational behavior. Journal of Business Research, 142, 456-469