

The Impact of TQM Practices on Government and Private Organizations Performance in The UAE Through Organizational Commitment in UAE

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Abstract

The rapid development in all technologies has been accompanied by various changes in all fields, especially in a business environment. These tremendous changes in the business environment put pressure on the UAE private organizations to keep survival in this dynamic environment. There is a notable lack of total quality management by the UAE private and government organizations. This study aims to identify the impact of comprehensive quality management on the performance of the UAE private organizations, besides investigating the mediation role of organizational commitment between total quality management and the performance of the UAE private organizations. The cross-sectional approach was used to collect the data from 248 employees. Structural equation modeling was used to test the hypotheses. The finding of this study revealed that all the total quality management dimensions were found with a significant and positive impact on organizational performance. The quality-oriented leadership dimension was found with the highest impact on organizational performance. Also, the result revealed that organizational commitment mediates the relationship between all the total quality management dimensions and organizational performance. Therefore, the private organizations in the UAE could prepare strategies to improve their services. It is recommended by this study the implementation of

total quality management must be accompanied by promoting the organizational commitment toward the performance.

Keywords: *TQM practices, Organizations performance, Organizational commitment, UAE.*

1. Introduction

The United Arab Emirates (UAE) succeeded in transforming from the traditional economy, on the oil revenues only, to the modern global economy, which depends on a knowledge-driven economy and increases investments to keep up with rapid development in a short period (Daleure, 2017). The UAE plans to move from a state-dominated model to a more private sector-focused one (Shafiq & Hafeez, 2019). This is obvious through the 2021 vision that enhances the increasing participation of the private sectors by encouraging the private sector and building global partnerships and research for changing the state work strategy towards more innovation and stimulating innovation in many sectors (Obaid, 2015). On the other hand, the rapid development in all technologies has accompanied various changes in all fields, especially in the business environment. These tremendous changes in the business environment put pressure on the private organizations to survive in this dynamic environment and make the competition the main challenge and the critical factor to achieving excellence in this continuous dynamic environment. Therefore, private organizations always search for modern management concepts and the latest strategies that help them to keep success and achieve their targets as effectively as possible.

TQM practices is a new management ideology that starts at the top, the board of directors, and moves down to involve employees. It is based on the idea of applying everyone in the organization in decision-making, including those on the front line who care for the customer's satisfaction. Therefore, implementing TQM practices requires significant changes in organizational culture and converting it to customer-centric. As a result, the competition has become the most challenging factor in the market because of the increase in customer expectations of service quality. As a result, quality has become a critical success factor in service organizations. Thus, organizations rebuild their schemes and processes and adopt plans and techniques to be client-centric (Tortorella & Marodin, 2017).

Alzoubi & Ahmed (2019) observed that TQM practices are a new philosophy established only recently. Besides its recentness, TQM practices received inadequate attention from scholars and other relevant personnel who could have helped advance this field of operations (Anil, 2019). Yusr, Mokhtar, Othman, and Sulaiman (2017) find that the researchers did not take sufficient time to determine the success factors required to establish it within the entities where it should be used. This is a further indication that TQM research practices, particularly in the Middle East, are deficient to the extent that more exploration into its implementation should be done. Prajogo and Cooper (2017), focusing on Jordan, a country in the Middle East, laments the lack of research and exploration related to TQM practices. Waal and Frijns (2016) reveal that employees of the UAE's organizations have barely appreciated the need for TQM. They have not adopted a positive perception towards its implementation within the respective organizations. In the same light, the management of the organizations is not abundantly convinced to update their entities into high-quality companies or agencies.

Private organizations are facing excellence challenges with other competitors. Therefore, they have adapted the implementation of TQM practices as a tool for excellence and as an effective method for improving the final quality, raising the organization's performance, and maintaining survival in the diverse business environment. But when talking about the service industry, the matter becomes problematic because it has a different approach from other

sectors in many characteristics. Moreover, the final product of these organizations is intangible, which makes it difficult to measure, even with the customer's satisfaction or the organization's performance (Shafiq & Hafeez, 2019). Therefore, incorporating TQM practices, philosophy, and methods is critical in improving performance (Gaikar & Cherian, 2020). However, there is less consensus as to what the leading TQM practices are or the general definition of TQM. There is no standard view of TQM today, and TQM practices have been realized differently by different people (Tortorella & Marodin, 2017). Yet, an essential factor that should be considered to ensure the success of TQM practice adoption is developing a sound implementation structure before the start of the transition phase (Iqbal & Asrar-ul-Haq, 2018).

Reviewing the literature on quality management in the UAE, the researcher can state that little empirical research has been done on implementing TQM practices in the UAE private organizations (Alzoubi & Ahmed, 2019). Due to this, managers of firms and organizations find it challenging to get the information they need to adopt the practices of TQM. To cover the gap and provide these firms with practical assistance in TQM practices, this research aims to spotlight the implemented TQM practices in the services industry in the private sector in the UAE to determine whether these organizations reached their goal by applying TQM practices. Therefore, this part of this field still needs more research to fully understand this philosophy and help organizations expand the benefits of TQM practices. Moreover, by reviewing the literature, it was concluded that all the principles of TQM are the same, but its implementation differs among studies. Of utmost importance is that most of the research studies focus on advanced and already developed countries, with very few focusing on the UAE and the Middle East in general.

This study makes important contributions. First, this study evaluates the impact of TQM Practices on government and private organizations performance in the UAE through organizational commitment in UAE. Second, it contributes empirical data to the issue of organizational commitment in UAE for both government and private organizations performance through the implementation of TQM practices. Additionally, this research may influence top management in UAE organizations and government decision-makers to adopt TQM methods and develop a better management approach that will help them compete both locally and globally. TQM plays a crucial role in improving the effectiveness, efficiency, and creativity of government and private organizations in UAE. In this research, it is argued that public and private employees voluntary contributions to the operation of their organizations might shed light on their attitudes and actions regarding organizational performance.

2. Theoretical literature and hypothesis development

The resource-based view (RBV) of firms is established by Barney (1991) to focus on the internal capabilities that can help organizations enhance performance and achieve competitive advantages over rivals. TQM practices and organizational commitment are critical internal factors for any organization as intangible resources differentiate them in the competitive market.

2.1 TQM practices

Researchers and practitioners in management and management quality have identified some practices for TQM, including customer focus, strategic quality planning, leadership, human resource focus, supplier quality management, knowledge and process, information analysis, training and education, resource management, strategic planning, staff selection and

deployment, competent staff, teamwork spirit, recognition and motivation, and innovation and creativity (e.g., Green & Zelbst, 2019; Obaid, 2015; Shafiq & Hafeez, 2019). While not all these practices can be adopted simultaneously, Smith and Rees (2014) indicated that it is essential that companies identify the vital competitive areas in their business to focus inclusively on them. As it is difficult, if impossible, for organizations to adopt all these practices simultaneously, they are required to prioritize these practices according to the competitive areas they want to improve (Tortorella & Marodin, 2017). In contrast, Jimoh & Waziri (2019) argued that it is essential for organizations to adopt a comprehensive approach in TQM to address any changes in the working area. Although organizations are required to adopt a comprehensive and systematic approach to respond to customers' needs, it is equally essential for organizations to recognize their key inputs and organizational aspects that should be enhanced to perform their key deliverables. Therefore, to identify the potential of each practice of TQM, it should be explored comprehensively.

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2.2 Organizational commitment

According to Mowday, Steers, and Porter (1979), organizational commitment is the relative strength of an individual's identification with and involvement in the organization. According to Smith and Rees (2014), organizational commitment is a psychological bond based on three forms: affective, normative, and continuance commitment (The Three-Component Model of Organizational Commitment). According to Meyer et al. (1993), organizational commitment consists of three dimensions:

1. Employees with strong affective commitment (recognition and attachment to the organization) work continuously because they want to do it.
2. Employees who have a relationship with an organization based on continuance commitment (aware of the costs associated with leaving the organization) are expected to remain in the organization because they need to do it.
3. Employees with normative commitment (feelings towards guarantees the right of social stress) felt that they should remain (ought to) with the organization.

2.3 Organizational Performance

Organizational performance is a multidimensional construct that evaluates the position of an organization pertained to internal or external standards. Corporate performance and effectiveness are the most well-known concepts for evaluating organizations. The former the concept is used for evaluating private organizations, and the latter is for evaluating public organizations. Yet, most of the organizational literature uses organizational performance to refer to private and public organizations (Obaid, 2015). Moreover, the debate is taking place

in the academic literature on some aspects of terminology, analysis level, and conceptual basis for assessment of organizational performance.

2.4 TQM practices and organizational performance

The relationship between TQM practices and the performance of companies has been thoroughly investigated, yet mixed findings have been reported. Most of the previous studies reviewed indicated a significant relationship between TQM practices and the performance of companies. For instance, Rahman and Bullock (2002) analyzed 261 Australian manufacturing firms. They found that the elements of soft TQM practices, namely workforce commitment, mutual vision, customer focus, use of teams, and cooperative supplier relations, were significantly related to the performance of companies. In addition, the brutal TQM practices, namely the use of principles, use of technologies, and enablers for quality improvement) were significantly linked to the performance of companies.

Similarly, in Turkey, a review was performed to examine the effect of TQM practices activities on different success metrics. The study showed that TQM practices were significantly linked to companies' performance. For Sadikoglu and Olcay (2014), TQM practices typically boost the performance of companies. Another research was conducted using the Malcolm Baldrige National Quality Award Criteria to analyze the scope of the practices of TQM practices in Palestinian hospitals and their relationship to organizational performance. The study findings showed that TQM practices construct MBNQA were positively linked to hospital performance. There was a significant relationship between the practices of TQM practices and organizational performance (Shafiq & Hafeez, 2019). In addition, an analysis was carried out in the UAE to identify, in part, the relationship between TQM practices and organizational performance. The study concluded that TQM practices, namely consumer focus and continuous improvement, have a high coefficient of association with corporate performance (Jimoh & Waziri, 2019). Hypothesis 1 was developed.

H1: There is a positive relationship between knowledge management and organizational performance.

The term leadership has often been attributed in many companies to exemplary performance (Aquilani et al., 2017). However, researchers believe that behavioral management is entirely the responsibility of managers because when managers inspire positive behavior relating to the development of the company's values, it becomes easier for the company to accomplish its strategic goals and vision (Obaid et al., 2015). . In light of this, hypothesis 2 was formulated.

H2: Quality-oriented leadership has a direct impact on organizational performance.

Suppose the services delivered by a company are perfect and meet the needs and expectations of their customers. In that case, profits rise not only because of customer satisfaction but also by attracting new customers. (Obaid, 2015). Researchers argued that companies that do not concentrate on customer loyalty are likely to fail (Wang et al., 2017, Aquilani et al., 2017). Thus, it is increasingly necessary for companies to adopt a practical customer-focused approach to enhance customer retention to build customer loyalty. Based on this, hypothesis 3 was formulated.

H3: Customer-focused strategy impacts positively on the performance of organizations.

The concept of strategic planning is also another significant factor that contributes significantly to the success of every company. Given that strategic planning is primarily connected to how a company manipulates its internal resources as a response to external developments in the market to develop its competitiveness (Tortorella & Marodin, 2017), the hypothesis 4 was formulated to be investigated in this study.

H4: Strategic planning is one of the TQM practices positively related to organizational performance.

Organizational culture contributes to the quality of products and services of companies. For instance, if creativity and courtesy are core principles embedded into a company's culture, high-quality goods, and attentive customer support will address customer value. Therefore, the culture of a company is an essential factor that can significantly contribute to its success of companies. Hypothesis 5 is formulated based on this view.

H5: Organizational culture predicts organizational performance.

Another TQM practice that is correlated with the performance of companies is continuous improvement (Green & Zelbst, 2019). With this practice, customers are likely to get high-quality products or services through continual improvement. The company aims to address any gap in its products or services reflected by customers or by self-evaluation (Obaid et al., 2015).

H6: Continuous improvement contributes towards improved performance.

Researchers indicated that supplier partnership is a crucial practice of TQM that contributes dramatically to the improvement of companies (Tortorella & Marodin, 2017).

H7: Supplier partnership directly impacts the performance of an organization..

2.5 TQM practices and Organizational commitment

Mayer and Schoomen (1992) conducted research on organizational commitment and job performance. As a result of their work, they showed that performance strongly affects adherence. Obaid (2015) stated a relationship between job performance and organizational commitment. This theoretical discussion and debate, along with the current empirical proof, leads to the following hypothesis:

H8: TQM Practices have a significant and positive effect on organizational commitment.

2.6 Organizational commitment as mediator

High organizational commitment is needed in an organization because creating a high commitment will affect professional work situations. Vigoda-Gadot (2007) found the relationship between organizational citizenship behavior and in-role performance directly and indirectly in which corporate politics is involved as a mediator. Al-Alawi et al. (2007) have concluded that organizational structure, information system, trust, reward system, communication, and trust, were positively associated with sharing the knowledge in the organization. Conner (2006) has determined the antecedents of perceived organizational politics, including work experiences, organizational size, professional activities, and socialization. The significant and negative relationship of perceived corporate politics with organizational commitment (Aquilani et al., 2017). Finally, Organizational Commitment as Mediating and Moderator Variables Previous studies considered organizational commitment a moderating and mediating (Iqbal, 2020, Tortorella & Marodin, 2017). On the other side, studies that place organizational commitment as a moderating variable have been conducted by Green & Zelbst (2019). As this relationship has not been fully explored, the current review plans to fill the gap in the literature. In light of this argument, hypothesis 3 was formulated to be investigated in the present study.

H9: Organizational commitment mediates the impact of TQM Practices on organizational performance.

2.7 Research gap

TQM is a relatively recent term in business management, yet quite comparative research has been conducted about TQM (Iqbal, 2020). Although much of the empirical literature available on how TQM affects company excellence and success is general, there is relatively little empirical data on how TQM practices affect the performance of companies. Given the growth of market operations in the private sector in the UAE, the need for updated research to examine if companies in the country implement TQM and how the implementation of the practices of TQM can influence the performance of the companies.

Empirical research conducted in 2015 by Obaid, Ali, Saleh, Thani, and Minhas (2015) investigated telecommunications, civil aviation, road, and transport industries to identify whether TQM is related to customers' satisfaction. However, it was not clear how the different practices of TQM are related to the performance of companies. In addition, many empirical studies did not define how the various methods of TQM relate to the other parameters of performance (Shafiq & Hafeez, 2019; Tortorella & Marodin, 2017). Therefore, it is also clear that it is essential to investigate how TQM practices can affect organizational performance and how each performance indicator is related to the practices of TQM. Therefore, this study aims to examine how different methods of TQM impact the performance of companies at different levels.

2.8 Conceptual framework

The causal relationship between TQM practices and organizational commitment toward organizational performance has been quite established in the literature, especially at a corporate level, and less found at an individual level. Based on the discussion above, TQM practices provide an expected long-term perspective of the work, which embarks organizational commitment to the employees. Hence, it would lead to generating a higher level of organizational performance. The systematic literature review results in no doubt played an instrumental role in supporting the research hypotheses. Finally, there are nine hypotheses identified in Figure 1.

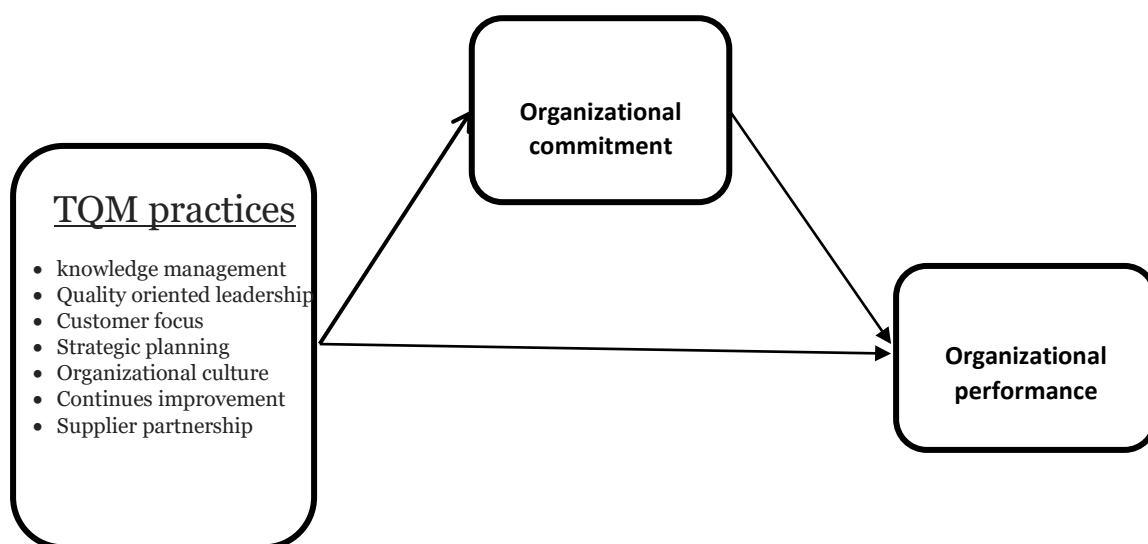


Figure 1. Conceptual framework

3. Research Methodology

Respondents of the present study are workers in the different government and private organizations departments in the UAE. We selected a sample of 372 to participate for the study. We received a total of 261 responses. We used Survey Monkey online data collection platform. Some answers were not complete and were removed from the data. This amounted to 13 incomplete responses. The analysis, therefore, proceeded with the remaining 248 responses. A response rate is 66.67%, given a total sample of 372. This sample response met the minimum sample requirement at which generalization may be achieved. A period of six (6) weeks was allocated to collect data. The results were downloaded from the online data collection platform and analyzed with Analysis of (Smart PLS). The collected data was originally entered into the online data collection platform based on the weights of the various responses.

3.1 Demographic analysis

Table 1 shows the respondent's profiles for those who participated in the study. As shown in the table, 71% of the participants belong to the male gender category (n=176), while 29% belong to the female gender category (n=72). The position of the participants was divided into four categories: general manager, assistant director, employee, and head of financial department. The general managers were 37% of the total number of sample and n = (92). The assistant directors were 14% of the total number of pieces and n = (34). The employees were 22% of the total number of components and n = (55). The head of financial departments was 27% of the total number of components and n = (67). For the qualifications part, most of the participants held a B. Sc certificate with 59% and n = 147, for M. Sc certificates, there were 29% and n = 73, and finally, for the Ph.D. certificates, there were 11% and n = 28. The experience of the participants ranged from 1 to more than 16 years. The first range was from 1 – 5 years; there were 30 respondents from this group with 12%. The second range was from 6 – 10 years; there were 62 respondents from this group with 25%. The third range was from 11 – 15 years; there were 59 respondents from this group, with 24%. The fourth range was more than 16 years; there were 97 respondents from this group, with 39%..

Table Profile of respondents (N = 248) 1

Gender	Frequency	Percentage	Working Experience	Frequency	Percentage
Male	176	71%	1 To 5 Years	30	12%
Female	72	29%	11 To 15 Years	59	24%
Total	248	100	6 To10 Years	62	25%
			More Than 16 Years	97	39%
Position	Frequency	Percentage	Total	248	100
General Manager	92	37%	Qualifications	Frequency	Percentage
Assistant Director	34	14%	B.Sc	147	59%
Employee	55	22%	M.Sc	73	29%
Head Of Financial Department	67	27%	PhD	28	11%
Total	248	100	Total	248	100

Measurement model evaluation 3.2

Reliability is an estimation of the degree of accuracy of a variable between different measures of a variable. It reflects the degree to which a variable or set of variables is consistent with what it is supposed to calculate is accurate. The reliability coefficient is used to measure the consistency of the whole scale using Cronbach's alpha. In this study, the correlation coefficient of Cronbach's alpha was used to estimate the internal consistency reliability: excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$), acceptable ($0.6 < \alpha < 0.7$), poor ($0.5 < \alpha < 0.6$), and unacceptable ($\alpha < 0.5$). Looking at Table 2, we find that all the variables (knowledge management, quality-oriented leadership, customer focus, strategic planning, organizational culture, continuous improvement, supplier partnership, organizational commitment, and organizational performance) were above 0.5. Results mean that all the variables have great internal consistencies. The values of Cronbach alpha ranged between 0.735 and 0.851, while the composite reliability values ranged between 0.733 and 0.909.

Convergent Validity is a type of substructure validity. Construct Validity implies that a test aiming to measure a particular structure (e.g., knowledge) predicts that structure. Convergent Validity takes two predictions that count the system and show that they are connected. Alternatively, discriminating Validity implies that two predictions that should not be linked are random. Two types of Validity are a requirement for fantastic construct validity. For the current research, the value used to test the convergent Validity is the average variance extracted (AVE). When the value of AVE is more significant than 0.5, the variable shows good construct validity. Table 2 shows that the variables (knowledge management, quality-oriented leadership, customer focus, strategic planning, organizational culture, continuous improvement, supplier partnership, organizational commitment, and organizational performance) have an AVE ranging between 0.517 and 0.769.

Table Measurement model evaluation 2

Constructs	Items	Factor Loadings	Cronbach's alpha	CR	AVE	Discriminant Validity (HTMT)
Customer focus	CF3	0.806	0.753	0.766	0.524	Yes
	CF4	0.707				
	CF5	0.649				
Continues improvement	CI2	0.65	0.771	0.76	0.517	Yes
	CI3	0.642				
	CI1	0.847				
Knowledge management	KM1	0.828	0.775	0.815	0.597	Yes
	KM2	0.821				
	KM3	0.657				
Organizational culture	OC1	0.845	0.769	0.733	0.585	Yes
	OC2	0.658				
	OC4	0.555				
Organizational commitment	OCM1	0.889	0.823	0.879	0.646	Yes
	OCM2	0.76				

	OC M3	0.744				
	OC M4	0.815				
Organizational performance	OP5	0.827	0.735	0.835	0.563	Yes
	OP6	0.783				
	OP7	0.785				
	OP8	0.582				
Quality oriented leadership	QOL 3	0.869	0.821	0.893	0.736	Yes
	QOL 4	0.864				
	QOL 1	0.839				
Strategic planning	SP1	0.775	0.812	0.873	0.632	Yes
	SP2	0.735				
	SP3	0.864				
	SP4	0.801				
Supplier partnership	SPP 1	0.843	0.851	0.909	0.769	Yes
	SPP 2	0.873				
	SPP 3	0.913				

3.2 Discriminant validity

Discriminant validity or divergent validity tests whether concepts or measurements that are not supposed to be related are unrelated. In other words, discriminant validity helps a researcher determine if two measures that should not be correlated/related are not related. According to table 3, the variables have shown perfect and positive correlation because all the variables obtained values of $r =$ greater than 0.4. The values found for the variable's customer focus = 0.724, continues improvement = 0.719, knowledge management = 0.773, organizational culture = 0.697, organizational commitment = 0.804, organizational performance = 0.75, quality-oriented leadership = 0.858, strategic planning = 0.795, and supplier partnership = 0.877. Table 3 shows the similarities between the latent structures related to the square root of the AVE (in the boldface). All AVEs are greater than the differences between latent constructs, suggesting adequate differential.

Table 3 Average variance extracted

	CF	CI	KM	OC	OCM	OP	QOL	SP	SPP
CF	0.724								
CI	-0.039	0.719							
KM	0.075	0.007	0.773						
OC	0.191	0.141	0.628	0.697					
OCM	0.059	0.029	0.629	0.162	0.804				
OP	-0.243	0.354	-0.348	-0.304	-0.289	0.75			
QOL	0.025	-0.081	-0.546	-0.26	-0.458	0.44	0.858		
SP	0.356	-0.022	0.061	0.246	0.017	-0.125	0.183	0.795	
SPP	0.22	0.121	0.344	0.507	0.399	-0.291	-0.317	0.053	0.877

Note: Diagonals are representative of the square root of the average variance which are extracted, whereas the other entries represent the correlations. Key: Where: CF; customer focus, CI; continuous improvement, KM; knowledge management, OC; organizational culture, OCM; organizational commitment, OP; organizational performance, QOL; quality-oriented leadership, SP; strategic planning, and SPP; supplier partnership.

Finally, the measurement model of the study is presented in figure 2 below. Based on the above discussion, it can be confirmed that the measurement is valid for further analysis, as suggested by Hair et al. (2017).

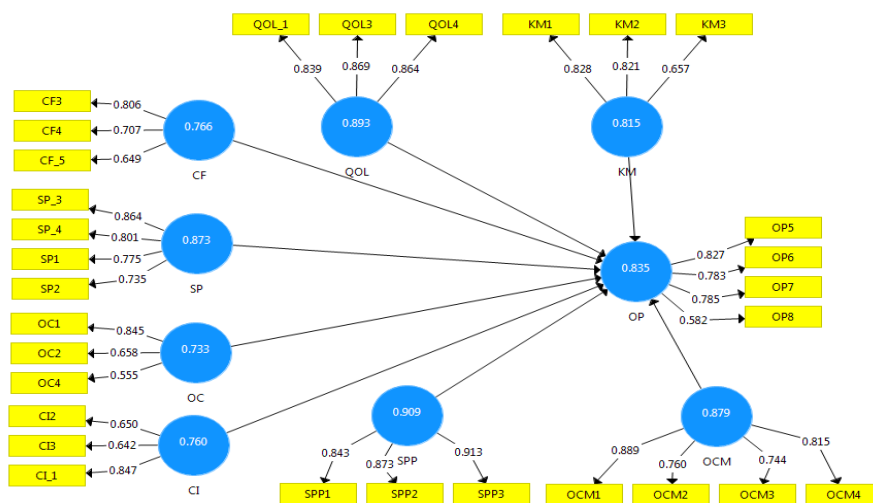


Figure Measurement model of the study 2

3.3 Reliability test for EFA

The reliability test was conducted using Composite Reliability and Cronbach Alpha. The results are presented in Table 4. All the tests for both Composite Reliability and Cronbach Alpha were passed successfully. All the scores were above 0.7, as Hair et al. (2010) recommended.

Table 4 Composite reliability and Cronbach Alpha results

Factor	n	Composite Reliability	Cronbach Alpha
1	3	.878	.891
2	5	.900	.904
3	4	.877	.864
4	4	.779	.872
5	5	.737	.835

4. Results

4.1 Hypothesis testing (Direct effect)

The direct effect test was used to find out the type of relationships between the independent and dependent variables. This section aims to present the result of hypotheses testing for direct effect. The results are presented in table 4.11 concludes the following:

- The customer focus impacts organizational performance in in government and private organizations positively and significantly with beta = 0.151, t-value = 2.947, and significant level = 0.003.
- The continues improvement impacts organizational performance in in government and private organizations positively and significantly with beta = 0.424, t-value = 7.227, and significant level = 0.000.
- Knowledge management impacts organizational performance in government and private organizations positively and significantly with beta = 0.144, t-value = 2.057, and significant level = 0.000.
- The organizational culture impacts organizational performance in in government and private organizations positively and significantly with beta = 0.228, t-value = 2.375, and significant level = 0.018.
- Organizational commitment impacts organizational performance in government and private organizations positively and significantly with beta = 0.283, t-value = 4.043, and significant level = 0.000.
- The quality-oriented leadership impacts organizational performance in government and private organizations positively and significantly with beta = 0.469, t-value = 8.228, and significant level = 0.000.
- Strategic planning impacts organizational performance in government and private organizations positively and significantly with beta = 0.191, t-value = 3.537, and significant level = 0.000.
- The supplier partnership impacts organizational performance in government and private organizations positively and significantly with beta = 0.189, t-value = 3.203, and significant level = 0.000.

Table Summary of the direct effect 5

Paths	Beta	Standard Deviation	T Values	P Values
CF -> OP	0.151	0.051	2.947	0.003
CI -> OP	0.424	0.059	7.227	0.000
KM -> OP	0.144	0.07	2.057	0.000
OC -> OP	0.228	0.096	2.375	0.018
OCM -> OP	0.283	0.07	4.043	0.000
QOL -> OP	0.469	0.057	8.228	0.000
SP -> OP	0.191	0.054	3.537	0.000
SPP -> OP	0.189	0.059	3.203	0.000

4.2 Hypothesis testing (Mediation effect)

In this section, the results of assessing the mediating effect of organizational commitment on the relationships of (knowledge management, quality-oriented leadership, customer focus, strategic planning, corporate culture, continuous improvement, and supplier partnership)

and the organizational performance are presented. Table 6 shows the result of the mediating effects (Indirect Effect).

Table Mediation testing (indirect Effect) 6

Paths	Beta	Standard Deviation	T Values	P Values
KM -> OCM	0.698	0.019	36.999	0.000
KM -> OP	0.332	0.071	4.645	0.000
OCM -> OP	0.067	0.025	2.68	0.000

Paths	Beta	Standard Deviation	T Values	P Values
OCM -> OP	0.116	0.042	2.761	0.000
QOL -> OCM	0.457	0.046	9.846	0.000
QOL -> OP	0.389	0.074	5.25	0.000

Paths	Beta	Standard Deviation	T Values	P Values
CF -> OCM	0.078	0.032	2.438	0.340
CF -> OP	0.221	0.065	3.424	0.001
OCM -> OP	0.287	0.061	4.699	0.000

Paths	Beta	Standard Deviation	T Values	P Values
OCM -> OP	0.3	0.06	4.965	0.000
SP -> OCM	0.019	0.007	2.714	0.000
SP -> OP	0.127	0.061	2.102	0.036

Paths	Beta	Standard Deviation	T Values	P Values
OC -> OCM	0.698	0.021	33.466	0.000
OC -> OP	0.181	0.055	3.291	0.000
OCM -> OP	0.172	0.049	3.510	0.000

Paths	Beta	Standard Deviation	T Values	P Values
CI -> OCM	0.031	0.009	3.444	0.000
CI -> OP	0.377	0.063	6.021	0.000
OCM -> OP	0.293	0.058	5.084	0.000

Paths	Beta	Standard Deviation	T Values	P Values
OCM -> OP	0.208	0.072	2.879	0.004
SPP -> OCM	0.415	0.052	8.014	0.000
SPP -> OP	0.217	0.065	3.345	0.001

The PLS-SEM was also utilized to test the mediating effect of organizational commitment on the relationships of (knowledge management, quality-oriented leadership, customer focus, strategic planning, organizational culture, continuous improvement, supplier partnership) and organizational performance. The results also show that leadership style does mediate the relationship between organization-related factors and organizational performance in the UAE government and private organizations. The above table 4.13 and the following figures also present the results. These results have come up with the following conclusions:

- Organizational commitment partially mediates the relationship between knowledge management and organizational performance with a significance level of 0.007.
- Organizational commitment partially mediates the relationship between quality-oriented leadership and organizational performance with a significance level of 0.014.
- Organizational commitment mediates the relationship between customer focus and organizational performance with a significance level of 0.030 fully.
- Organizational commitment partially mediates the relationship between strategic planning and organizational performance with a significance level of 0.052.
- Organizational commitment partially mediates the relationship between organizational culture and performance with a significance level of 0.000.
- Organizational commitment partially mediates the relationship between continuous improvement and organizational performance with a significance level of 0.004.
- Finally, organizational commitment partially mediates the relationship between supplier partnership and organizational performance with a significance level of 0.029.

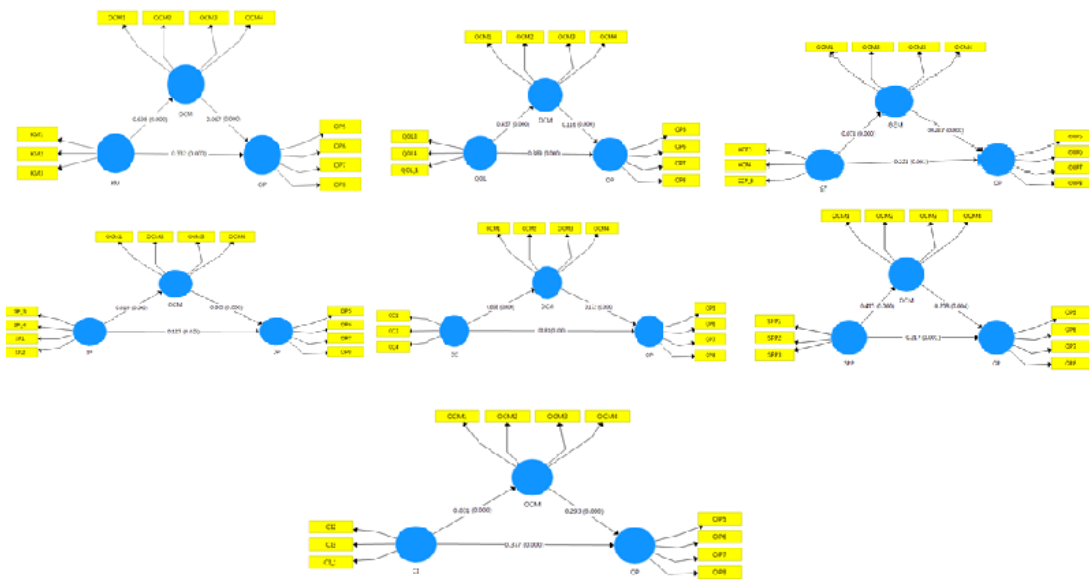


Figure Mediation role of organizational commitment 3

4.3 Structural model of the research

The bootstrapping option was utilized to examine the structural path significance (Hair et al., 2017). This procedure helps generate many subsamples as a replacement for the original samples to test coefficients for their relevance. Figure 4 shows the structural model after bootstrapping.

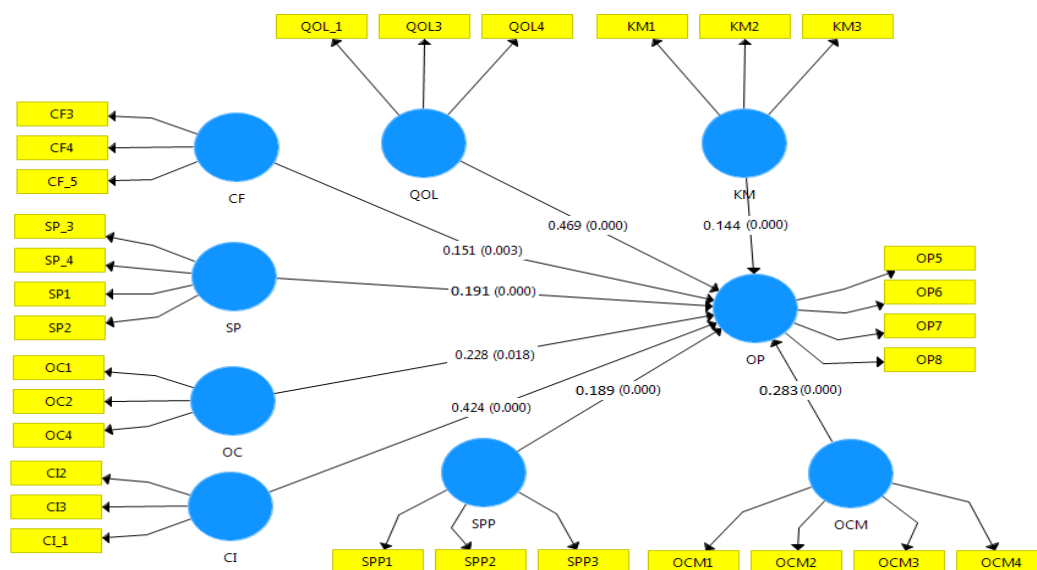


Figure 4 Structural model of the study

5. Discussion

The current study has applied the direct effect test, and it was found that knowledge management impacts organizational performance in government and private organizations positively and significantly with beta = 0.144, t-value = 2.057, and significant level = 0.000. Many researchers agreed that there are no standard knowledge management practices that serve all companies because each has its particular ways of working (Rai, 2013). However, some studies have identified a positive association between knowledge management and the performance of companies (Tortorella & Marodin, 2017).

The current study has applied the direct effect test, and it was found that quality-oriented leadership impacts organizational performance in government and private organizations positively and significantly with beta = 0.469, t-value = 8.228, and significant level = 0.000.

This result is similar to the results of the previous studies, where the term leadership has often been attributed in many companies to exemplary performance (Aquilani et al., 2017).

The current study has applied the direct effect test. As a result, it was found that the customer focus impacts organizational performance in government and private organizations positively and significantly with beta = 0.151, t-value = 2.947, and significant level = 0.003. This result is similar to the results of the previous studies, where the concept of customer focus has also been highlighted as one of the practices of TQM activities that are significantly linked to the success of companies (Dawabsheh & Jermisittiparsert, 2019, Shafiq & Hafeez, 2019). For example, suppose the services delivered by a company are perfect and meet the needs and expectations of their customers. In that case, profits rise not only because of customer satisfaction but also by attracting new customers.

The current study has applied the direct effect test, and it was found that the organizational culture impacts organizational performance in government and private organizations positively and significantly with beta = 0.228, t-value = 2.375, and significant level = 0.018.

This result is similar to the results of the previous studies, where the company's culture is another practice of TQM. The organizational culture describes the fundamental principles and standards prioritized by a company. It primarily contributes to the quality of products and services of companies. For instance, if creativity and courtesy are core principles embedded into a company's culture, high-quality goods, and attentive customer support will address the customer value.

The current study has applied the direct effect test, and it was found that continuous improvement impacts organizational performance in government and private organizations positively and significantly with $\beta = 0.424$, $t\text{-value} = 7.227$, and significant level = 0.000.

This result is similar to the results of the previous studies, where another TQM practice that is correlated with the performance of companies is a continuous improvement (Jimoh & Waziri, 2019). Besides, continued progress can be accomplished by training staff, which contributes to the company's creativity and ultimately to the company's excellence. Furthermore, Sadikoglu and Olcay (2014) indicated that continuous improvement through innovations and using new methods to offer customer value plays an essential role in enhancing the satisfaction of customers, which further contributes to the company's performance.

The current study has applied the direct effect test, and it was found that the supplier partnership impacts organizational performance in government and private organizations positively and significantly with $\beta = 0.189$, $t\text{-value} = 3.203$, and significant level = 0.000.

This result is similar to the results of the previous studies, where researchers indicated that supplier partnership is a crucial practice of TQM that contributes dramatically to the improvement of companies (Tortorella & Marodin, 2017; Shafiq & Hafeez, 2019). Neyestani and Juanzon (2016) argued that low-quality supplies can have a negative effect on quality goals, and it is, therefore, necessary to integrate the supplier partnership practice into the TQM system. Since supply quality directly affects the quality of products or services provided by a company, management experts stress the importance of integrating suppliers into the quality-oriented value chain to enhance the company's performance.

The current study has applied the direct effect test, and it was found that the organizational commitment impacts organizational performance in government and private organizations positively and significantly with $\beta = 0.283$, $t\text{-value} = 4.043$, and significant level = 0.000.

This result is similar to the results of the previous studies, where several types of research have been done on the relationship between organizational commitment and organizational performance. For example, the analyses of Mowday, Steers, and Porter (1979), revealed that the relationship between organizational commitment and job performance is not clear. Some studies have also confirmed that the relationship on the current subject is probably based on the change in the level of commitment.

The mediation effect test was employed, and it found that organizational commitment mediates the relationship between knowledge management and organizational performance with a significance level of 0.007. Also, organizational commitment mediates the relationship between quality-oriented leadership and organizational performance with a significance level of 0.014. Organizational commitment also moderates the relationship between customer focus and organizational performance with a significance level of 0.030. and organizational commitment mediates the relationship between strategic planning and organizational performance with a significance level of 0.052. Furthermore, organizational commitment mediates the relationship between organizational culture and organizational performance. The significance level is 0.000. Also, organizational commitment mediates the relationship between continuous improvement and organizational performance with a significance level of 0.004. Finally, organizational commitment mediates the relationship between supplier partnership and organizational performance with a significance level of 0.029.

6. Conclusion

In light of the results of this study, it can be stated that TQM practices is an integral organizational-wide philosophy. Adopted by organizations, they can improve their competitiveness and performance and enhance their performance. Besides, through TQM practices, organizations can minimize costs. The current study also indicated a significant and positive relationship between TQM practices and organizational performance. Indeed, by being committed to high-quality management, organizations can improve their performance and enhance their capacity to respond effectively to the needs and expectations of their customers in terms of performance. An important variable that can enhance the impact of TQM practices on the performance of organizations is organizational culture. The current study indicated that organizational culture could contribute positively to the effect of TQM practices on the performance of organizations, which leads to more organizational performance.

7. Limitations of the research

The UAE plans to move gradually from a state-dominated model to one that is more private sectors focused. This is obvious through the 2021 vision that enhances the increasing participation of the private sectors by encouraging the private and public sectors and building global partnerships and research for changing the state work strategy towards more innovation and stimulating innovation in many sectors. This study was conducted under these limitations: A hand-delivered questionnaire survey was used to collect the study data. Therefore, the study results are based on the perceptions and opinions of the respondents rather than on observations.

8. Recommendations and future research

As the current study was limited to one area in UAE, it is suggested to conduct further research to identify the impact of the principles of TQM practices on the performance of the government organizations in different areas in UAE. Besides, similar research can be conducted to determine the performance measures, including internal customer satisfaction. In addition, research with a comparative design can be carried out to identify the differences and similarities between the public and private sectors. The studies could focus on the three variables investigated in this study or concerning different regions of the UAE. Moreover, researchers can also examine the role of TQM practices and organizational culture on other types of performance, such as extra-role performance or contextual performance. Applying the same study using a different mediating variable such as leadership styles or employee satisfaction is also suggested.

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