

Uncertain Supply Chain Management

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The effect of the comprehensive quality management strategies on environmentally responsible activities and the performance of the organizations

Ahmad Hanandeh^{a*}, Ayman Mansour^a, Sakher Najdawi^b, Omar Kanaan^a, Ghaith Abualfalayeh^a and Kilani Qais^a

^aBusiness Administration Department, Business Faculty, Applied Science Private University, MEU Research Center, Middle East University, Jordan

^bAssistant Professor, Business Administration department, college of administrative sciences, Applied Science University, Bahrain

ABSTRACT

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The objective of this research is to investigate the impact of Total Quality Management (TQM) principles on the effectiveness of sustainable practices, as well as the effects of these practices on the entire performance of firms that operate within this industry. The study will look at how these practices have become more efficient. It is still necessary to conduct additional research to fill the information gap concerning the effect of TQM approaches on sustainable practices and overall organizational performance in the Jordan Tourism sector. The study will place a particular emphasis on the significance of TQM methodologies and sustainable practices in enhancing organizational dynamics and competitiveness. The research chose the following TQM practices: supplier partnership, leadership commitment, quality management system, and teamwork and collaboration to measure their impacts on building sustainable practices and improving organizational performance through distributed 221 research questionnaires and retrieved 187 valid data. The Jordanian tourism industry will serve as the setting for an examination into the relationship between TQM methodologies, sustainable practices, and organizational outcomes. The analysis will be carried out through the utilization of a case study technique in the Jordan tourism board which is considered the largest tourism institution in Jordan's tourism sector. The research endeavors to provide significant insights into the effectiveness of TQM implementation and provides information concerning the impact that TQM has on sustainable practices and the overall performance of organizations. The findings of the research are intended to provide practical consequences for businesses that cater to tourists in Jordan in the goal of achieving a sustained competitive advantage and improving overall performance. The significance of adopting TQM principles into sustainable operations will be brought into crystal clearer focus. Businesses in the tourist industry can intentionally implement and make use of TQM techniques to improve their sustainable practices, improve the quality of their services, and ultimately boost their competitiveness in the market and increase their chances of success. This research aims to present empirical data on the impact of TQM approaches on sustainable practices and overall organizational performance in the Jordanian tourism industry.

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1. Introduction

The tourism industry in Jordan is currently experiencing a surge in interest in the implementation of total quality management (TQM) systems, with the goal of enhancing both the performance of organizations and the sustainability of their practices. The greater attention emerges because of the industry's recognition of the obligation to adapt to international norms and the continuously changing expectations of travelers in a market that is becoming increasingly competitive (Smith et al., 2020). Within the context of Jordan's tourism industry, the purpose of this research is to investigate the complex factors that play a role in the acceptance and implementation of overall quality management strategies. Even though TQM has traditionally been associated with the manufacturing and service industries (Found et al., 2018), the implementation of TQM in the tourism industry presents a one-of-a-kind opportunity to investigate how quality management principles can bring about significant

* Corresponding author

E-mail address a_hanandeh@asu.edu.jo (A. Hanandeh)

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organizational change. Within the context of the tourism business, the purpose of this study is to evaluate the benefits that can be gained from implementing a robust comprehensive quality management system. This article highlights the growing realization among industry stakeholders of the multiple benefits that are associated with the implementation of TQM (Abbas, 2020). Additionally, this inquiry investigates the social side, specifically focusing on how it might promote sustainable practices and overall organizational results (Garcia Alcaraz et al., 2021). This is in addition to the apparent economic benefits that are associated with it. This research is being conducted with the primary objective of gaining an understanding of the intricate relationship that exists between TQM practices and the influence that these practices have on sustainable practices and overall organizational performance in Jordanian tourism companies. The purpose of this research is to provide a comprehensive understanding of how TQM approaches may be strategically used to improve sustainable practices and increase organizational efficiency (Johnson & Chvala, 2017; Al-Amarnah & Yaseen, 2014). This will be accomplished by utilizing the knowledge that was obtained from case studies that were conducted within the manufacturing industry. The existence of the tourism industry in Jordan offers a situation that is conducive to the practical examination of the strategic application of overall quality management principles, as well as the effects that these concepts have on sustainable practices and performance outcomes. In addition, the purpose of this research is to investigate the interdependent relationships that exist between the implementation of TQM, sustainable practices, and organizational performance, particularly within the context of the tourism industry in Jordan (Chen et al., 2020). The purpose of this study is to investigate the connections between these two concepts to provide key insights and recommendations that can be put into practice by tourism businesses in Jordan who are interested in incorporating overall quality management principles into their sustainable practices. The findings of this study will give a framework that can be utilized to enhance sustainable practices and promote sustainable organizational performance within Jordan's tourism industry, which is now experiencing a dynamic and competitive environment.

2. Literature review

2.1 Total Quality Management (TQM)

According to Yang et al. (2023), TQM is an all-encompassing strategy that places an emphasis on continuous improvement, customer happiness, and employee involvement. The goal of this strategy is to improve organizational performance and exceed the expectations of consumers. According to Khasanah et al. (2023), TQM emphasizes the significance of quality in all aspects of an organization's activity, ranging from the development of products to the provision of assistance to customers. TQM seeks to build a culture of quality excellence in which all employees are committed to providing products and services that correspond to the highest standards of quality and customer satisfaction (Yusuf, 2023). This culture is believed to be the foundation of TQM. The TQM approach is a collection of approaches and core principles that are intended to improve processes, reduce errors, and increase the level of satisfaction experienced by customers. These practices include the following: Plan-Do-Check-Act (PDCA) cycles and Six Sigma procedures are two examples of the types of methodologies that are utilized in TQM, which encourages the ongoing improvement of processes, products, and services (Yang et al., 2023). TQM places an emphasis on comprehending and satisfying the requirements and anticipations of the users. Among these include the gathering of feedback from customers, the administration of surveys, and the implementation of measures to ensure the satisfaction of customers (Yusuf, 2013). All staff are encouraged to participate in quality improvement projects using TQM. Among these are the provision of training and resources, the empowerment of employees to recognize and address issues, and the acknowledgment of their efforts to the enhancement of quality (Yang et al., 2023). The TQM methodology emphasizes the relevance of precisely defined processes and procedures to achieve consistent and predictable results. An example of this would be the definition of essential processes, the mapping out of process sequences, and the establishment of mechanisms to monitor and improve the efficiency of the process. The TQM methodology recognizes the need to develop strong relationships with suppliers to ensure the efficiency and dependability of inputs. To do this, it is necessary to work together with suppliers to establish quality standards, conduct audits of suppliers, and collaborate on projects aimed at improving processes (Yusuf, 2023). 6. In TQM, the dedication and support of leadership are necessary for quality improvement initiatives. This includes the establishment of specific quality goals and targets, the provision of resources and help for TQM initiatives, and the demonstration of sustainable practices to persuade individuals at all levels of the company to adopt a culture of quality excellence (Khasanah et al., 2023). By adopting the ideas and methods of TQM, businesses have the potential to improve quality, reduce expenses, and increase the level of satisfaction experienced by their customers. According to Yang et al. (2023), TQM is a methodical strategy that aims to achieve excellence in all aspects of organizational performance. It is essential for corporations to maintain their competitive edge in the present global market.

2.1.1 Supplier partnership (SP)

According to Nilsson and Odbratt (2023), supplier partnership is a strategic technique that focuses on creating strong, cooperative relationships with suppliers to improve overall supply chain performance, as well as to increase product quality and reduce costs. The term "supplier partnership" is defined by Baqleh and Alateeq (2023) as the process of working closely with suppliers to accomplish shared goals, share information, and jointly develop innovative solutions to meet the requirements of the client. The goal of a supplier partnership is to establish a long-term relationship between purchasers and suppliers that allows for mutually beneficial interactions. 1. The foundation of a successful supplier partnership is honest and open communication, as well as mutual trust. Both parties are transparent in their information sharing; interact with one another in an efficient manner and work together to address challenges and opportunities (Chen & Su, 2023). 2. Shared goals and objectives: The establishment of supplier partnerships guarantees that the goals and objectives of both the vendors and the customers agree with one another. The creation of common performance measurements, the establishment of quality

standards, and the establishment of collaborative improvement initiatives are all required steps in this process (Chen & Su, 2023). 3. Problem solving through collaboration: Supplier partnerships require collaborative problem-solving to improve operations and resolve challenges. To accomplish this, it is necessary to conduct joint investigations into the core reasons for problems, to put remedial measures into place, and to consistently monitor performance (Nilsson & Odbratt, 2023). 4. Collaborations between multiple suppliers make continuous development possible by fostering innovation and the exchange of information. Exchanging best practices, working together on research and development projects, and embracing new technology or process advancements are all examples of what this entails (Nilsson & Odbratt, 2023). 5. Risk pooling and mitigation: The pooling of risks and benefits between buyers and suppliers is an essential component of partner relationships with suppliers. The creation of backup plans, the expansion of supply sources, and collaborative efforts to lessen the likelihood of interruptions are all necessary steps in this process (Baqleh & Alateeq, 2023). 6. The development of suppliers: The purpose of supplier partnerships is to improve the capabilities and adaptability of suppliers to meet the ever-changing requirements of customers. According to Baqleh and Alateeq (2023), this entails providing customers with training and help, exchanging information about the market, and funding projects that aim to promote suppliers. Through the cultivation of strong connections with their suppliers, businesses have the potential to improve product quality, reduce lead times, and strengthen the robustness of their supply chains. According to Cahyono et al. (2023), businesses who have robust relationships with their suppliers can leverage the expertise and experience of their suppliers, fostering innovation and gaining a competitive advantage. The term “supplier partnership” refers to a strategic strategy that emphasizes the importance of collaboration, trust, and shared goals between buyers and suppliers. According to Cahyono et al. (2023), organizations that develop powerful partnerships with their suppliers can generate a competitive edge in the contemporary business landscape, as well as receive reciprocal benefits.

2.1.2 Leadership commitment (LC)

According to Pudjowati et al. (2024), leadership commitment is an essential component for the accomplishment of effective organizational activities. This commitment emphasizes active engagement including strategic goals and working to promote a culture of excellence. Within the context of Zen (2023), the word “leadership commitment” refers to the unwavering drive of executives in organizations to support significant initiatives, establish clear objectives, and provide the necessary raw materials for effective execution. The following are some of the fundamental components that comprise leadership commitment: 1. To demonstrate effective leadership commitment, the first step is to establish clearly defined goals and objectives. According to Martins et al. (2023), leaders can articulate an attractive plan, establish measurable objectives, and communicate their expectations to personnel at all levels of the organization. 2. As a component of leadership commitment, the process of allocating resources entails devoting the necessary human, financial, and technological assets to support significant initiatives. According to Martins et al. (2023), leaders are responsible for concentrating on initiatives, allocating finances, and providing access to technology and resources to facilitate execution. Setting a precedent and demonstrating an individual dedication to the company's objectives and beliefs are both essential components of leadership commitment, which in turn requires setting an example for others to follow. According to Yasin et al. (2023), leaders act as model for high standards and honesty by demonstrating the behaviors and attitudes that they strive to see shown by their staff. 4. To empower people, the leadership must make a commitment to enable them to take responsibility for their job and make a difference to the success of the firm. As stated by Yasin et al. (2023), leaders are responsible for providing authority, encouraging initiative, and establishing a nurturing environment in which individuals are given the authority to experiment and take measured risks. 5. As part of the leadership commitment, it is necessary to provide the staff with ongoing assistance and direction during the implementation period. According to Yasin et al. (2023), leaders are responsible for providing employees with direction, coaching, and feedback to aid them in overcoming challenges and realizing their full potential. Celebration of victories and acknowledgment of the efforts made by staff are an essential part of leadership commitment. According to Pudjowati et al. (2024), leaders are responsible for recognizing and celebrating the achievements of both individuals and teams, marking major events, and fostering an environment that emphasizes thankfulness and acknowledgment. When leaders of an organization demonstrate unwavering commitment to significant projects, they can instill confidence in their colleagues, build trust among them, and garner support from workers at all levels. To pioneering organizational transformation, achieving strategic goals, and cultivating a culture of excellence and continuing enhancement, the commitment of leadership is necessary (Park et al., 2023). By showcasing the active involvement and encouragement of top executives in advancing strategic goals and establishing a culture of excellence, leadership commitment is essential to the success of the company's operations. This commitment is essential for the accomplishment of organizational activities. The establishment of specific goals, the allocation of resources, the demonstration of leadership via actions, the empowerment of staff members, the provision of support and direction, and the acknowledgment of accomplishments are all components of effective leadership commitment. According to Susanto et al. (2023), leaders of organizations can win people's confidence, cultivate trust, and rally support by demonstrating an unwavering commitment to the organization's most important objectives. This ultimately results in the achievement of organizational success.

2.1.3 Quality management system (QMS)

According to Sharma and Joshi (2023), a Quality Management System (QMS) is a framework that is designed to assist businesses in continuously providing goods and offerings that meet or exceed the expectations of their customers, while also continuously improving their operating procedures. An organization's QMS is defined by Zhao et al. (2023) as a set of rules,

procedures, and procedures that are developed to ensure the achievement and maintenance of quality goals throughout the entire organization. The following are some of the main components that make up a Quality Management System: 1. A Quality Management System, or QMS for short, is defined processes and procedures that provide specifics regarding the way various professions and activities are carried out inside an organization. According to Mironova and Vilisova (2002), the documents serve as a reference for people and ensure that operations are carried out in a standardized manner. A quality management system, often known as a QMS, is responsible for defining a quality policy and developing quantifiable quality targets that are in accordance with the more comprehensive objectives and strategic orientation of a company. According to Ong et al.'s (2020), the quality policy not only articulates the organization's commitment to quality but also provides a framework for decision-making activities. 3. Procedures for Risk Management: A QMS consists of processes that entail the identification, evaluation, and management of risks that have the potential to influence the quality of the products or services being offered. According to Petcu et al. (2021), risk management provides businesses with the ability to anticipate potential issues and put proactive solutions into place to mitigate the detrimental effects of those issues. 4. Monitoring and Measurement: A QMS is a system that integrates methods for monitoring and measuring key performance indicators (KPIs) to ensure that quality objectives are met. A QMS has procedures for dealing with deviations from standards and carrying out corrective and preventative measures to avoid future occurrences. This may require routine audits, inspections, and data analysis to evaluate performance and pinpoint areas for improvement (Sharma & Joshi, 2023). 5. Corrective and preventative actions: A QMS has procedures for dealing with deviations from standards. When problems happen, organizations rapidly investigate the underlying reasons, implement corrective actions, and take measures to prevent problems of a similar nature from arising in the future (Petcu et al., 2021). 6. Ongoing development: A Quality Management System encourages people to see opportunities for improvement and innovation, which in turn help to cultivate a culture of continuous progress. According to Zhao et al. (2023), organizations routinely evaluate and enhance their processes to increase efficiency, eliminate waste, and improve overall quality. 7. Training and Competence: A Quality Management System ensures that employees receive adequate training and have the skills necessary to always carry out their obligations in an effective manner. According to Ong et al.'s research from 2020, training programs are intended to enhance the knowledge and abilities of employees so that they may contribute to quality improvement activities for the company. 8. Customer Focus: A Quality Management System places a high priority on understanding and meeting the requirements and expectations of the customer. To promote customer loyalty and retention, businesses collect feedback from customers, monitor levels of satisfaction, and strive to exceed the expectations of consumers (Mironova & Vilisova, 20023). By implementing a Quality Management System, businesses can improve the quality of their products and services, increase the level of satisfaction experienced by their customers, and foster ongoing development. It is possible to manage quality in a methodical manner by utilizing a QMS, which ensures uniformity, dependability, and compliance with industry norms and laws (Petcu et al., 2021). According to Petcu et al. (2021), a Quality Management System is a key structure that assists businesses in achieving and maintaining high standards of quality and customer satisfaction, while simultaneously supporting continual development and innovation.

2.1.4 Teamwork and collaboration (TC)

According to Gaunt and Treacy's research from 2020, the concept of teamwork and cooperation is a crucial component of organizational success. These concepts emphasize the collective effort of individuals working together to achieve commonly held goals and objectives. As stated by Gaunt and Treacy (2020), cooperation, communication, and coordination among members of a team are essential components of efficient teamwork. This allows for the successful completion of tasks and the resolution of existing issues. The following are some of the essential components of teamwork and collaboration: 1. Establishing common Goals and Objectives The first step in achieving effective teamwork is to set common goals and objectives that are in line with the overarching mission and vision of the organization. According to Taxirovna (2024), members of a team are aware of their respective roles and duties, and they effectively collaborate to accomplish shared goals. 2. Open Communication: The success of a team is dependent on the existence of communication channels that are both open and transparent. These channels make it easier for members of the team to share their thoughts, information, and feedback with one another. For example, according to Wullschleger et al. (2023), effective communication helps to cultivate trust, improves comprehension, and encourages collaboration. Third, Mutual Respect and Trust: The foundation of effective teamwork is a foundation of mutual respect and trust among the members of the team. According to Gaunt and Treacy's research from 2020, individuals have value for one another's contributions, respect for the various perspectives that exist, and trust in one another's capabilities to effectively carry out their duties. 4. Clarification of Roles and Accountability: To guarantee that every member of the team is aware of their obligations and contributes to the overall success of the team, it is necessary to have clear definitions of roles and accountability mechanisms in place. According to Gaunt and Treacy's research from 2020, having clear expectations helps reduce uncertainty and prevents confrontations. 5. Resolution of Conflict: Working together as a team requires effectively resolving disagreements and disputes that may have arisen during the collaboration. Gaunt and Treacy (2020) state that teams establish ways for resolving disagreements in a constructive manner, promote open conversation, and find solutions that are mutually acceptable to all parties involved. 6. Synergy and Innovation: Synergy is produced when effective collaboration is performed. Synergy is when the combined efforts of members of a team produce outcomes that are greater than the contributions of any one individual member. According to Gaunt and Treacy's research from 2020, teams foster individual creativity, innovation, and the sharing of knowledge in order to overcome difficult challenges and drive continual development. 7. Support and Recognition: An environment in which members of a team feel supported and valued for their contributions provides the ideal conditions for the growth of teamwork. According to Gaunt and Treacy's research from 2020, leaders acknowledge and reward teamwork, celebrate achievements, and provide resources

and assistance to assist teams in achieving their goals. 8. Commitment to Ongoing Learning and Development: Working in a team requires a dedication to ongoing learning and development, both on an individual and a collective level. According to Gaunt and Treacy's research from 2020, teams should evaluate their level of performance, pinpoint areas in which they could improve, and look for chances to increase their skills and competencies. Organizations can improve their productivity, facilitate innovation, and generate superior results if they cultivate a culture that emphasizes cooperation and collaboration. According to Knoll et al. (2023), businesses that benefit from effective collaboration are better able to capitalize on the collective capabilities of their members, adapt to changing surroundings, and use the different talents and views of their team members. Teamwork and collaboration are vital drivers of organizational success, as they enable individuals to work together successfully toward common goals, solve challenges, and create superior results (Wullschleger et al., 2023). In conclusion, teamwork and collaboration are essential drivers of organizational success.

2.2 Sustainable practices

The success of an organization is contingent on the implementation of sustainable practices, which encompass a variety of activities, strategies, and commitments to not only make a beneficial impact on society but also ensure the organization's continued existence over the course of time. It is crucial for a firm to have solid standards in place to support sustainable behaviors within the company. According to Chege and Wang (2020), sustainable practices need careful handling of assets, moral issues, and thoughtful decision-making to reduce harmful effects on the environment and boost positive social responsibility. Both goals can be accomplished through the implementation of sustainable practices. When it comes to the promotion of sustainable practices, the role of a leader can be defined along several dimensions, including the following: making strategic decisions; interacting and advocating for shift; encouraging and working together with others; engaging stakeholders; continuously learning and improving; and at last, having a vision for the future. It is said by Sardana et al. (2020) that sustainable practices are those that have a vision for the future and that set strategic goals that are compatible with protecting the environment and equality among people. According to Andersson et al. (2023), leaders who are well-versed in environmentally friendly methods are also excellent communicators. They can drive home the importance of sustainable development initiatives and advocate for their adoption into overall corporate strategy. According to Andersson et al. (2023), sustainable practices that can empower individuals encourage cooperation and inclusivity in decision-making processes that are relevant to sustainability, which ultimately results in sustainable practices. To address issues pertaining to society and the environment, leaders who are skilled in the implementation of sustainable practices place a strong emphasis on the participation of stakeholders and make efforts to cultivate connections with a diverse variety of partners (Pradere et al., 2023). It is crucial for sustainable methods to encourage ethical business behavior and the building of income over the long term (Pradere et al., 2023). This may be accomplished by making successful strategic choices that take into consideration issues related to the economy, society, and the environment. Creativity and the ability to adapt: Leaders that place a priority on environmentally responsible practices build an atmosphere that fosters the generation of novel ideas and the capacity to swiftly adapt to shifting conditions (Zulu et al., 2023). To accomplish their goals, influential figures in the field of sustainable practices need to demonstrate accountability and transparency. One of the things that falls under this category is the communication of results to stakeholders, the monitoring of progress, and the establishment of quantifiable goals (Chege & Wang, 2020). According to Sardana et al.'s research from 2020, leaders that are committed to sustainable practices should place a high priority on making investments in the development of their team as well as developing a culture that encourages innovation and continuous improvement. By placing an emphasis on environmentally responsible business practices, companies can strengthen their brand, compete for the best employees, and stay ahead of the curve in the present-day business world. According to Pradere et al. (2023), sustainable practices not only lessen the bad effects that those activities have on the environment, but they also encourage creative thinking, protect businesses from failures, and guarantee that they will continue to be successful in the long run. Chege and Wang (2020) contend that effective sustainable procedures are critical to the promotion of environmentally friendly efforts, and that sustainability practices are necessary for businesses that wish to earn value while also contributing to the betterment of humanity as well as the environment.

2.3 Overall organizational performance (OP)

A broad range of strategies, procedures, and initiatives that are targeted at attaining strategic objectives and maximum efficiency are included in the process of optimizing organizational performance, which is crucial for sustainable success. According to the findings of several researchers (Xie et al., 2023), effective leadership is a fundamental component that plays a foundational role in driving organizational performance. The function that leadership plays in improving the performance of an organization is diverse and covers a variety of characteristics, such as strategy development, allocation of resources, handling talent, and culture nurturing. As a result of visionary leadership, organizational performance can flourish (Paschina, 2023). Visionary leadership is characterized by the establishment of lofty objectives, the encouragement of innovation, and the direction of planning and strategy efforts toward achieving long-term success. The ability to communicate effectively, ensure that goals are aligned, and cultivate a shared understanding regarding company priorities are all areas in which leaders who are skilled in improving organizational performance excel (Nyathi & Kekwaletswe, 2023). Employee Empowerment and Collaboration: According to Rajest et al. (2023), effective leaders empower their people, which in turn fosters a culture of responsibility and ownership, which in turn promotes improved performance. Decision-making in the context of strategic planning: Leaders that are skilled in improving organizational performance can make decisions that are well-informed and timely, which maximize resource allocation, manage risks, and profit on possibilities (Paschina, 2023). Organizational performance flourishes in circumstances that support innovation and flexibility, where leaders develop a culture of continual

enhancement and experiment (Xie et al., 2023). This is because these surroundings foster an environment that is conducive to innovation and adaptability. Effective leadership encourages accountability and transparency by ensuring that performance measurements are tracked, performance has been tracked, and outcomes are conveyed to consumers (Ahmed et al., 2023). This ensures that the organization can meet its goals. Continuous Training and Improvement: Leaders who are dedicated to improving the performance of their organizations place a high priority on continuous development and education, which helps to cultivate a culture of continuous improvement and skill augmentation among their workforce (Rajest et al., 2023). Companies can generate sustainable growth, maintain competitiveness in dynamic marketplaces, and effectively accomplish their mission if they prioritize initiatives that promote organizational performance (Nyathi & Kekwaletswe, 2023). This highlights the significance of strategic management actions and procedures in driving organizational achievement (Nyathi & Kekwaletswe, 2023). In conclusion, effective leadership has a crucial role in maximizing organizational performance, which highlights the relevance of strategic leadership.

Fig. 1 presents the structure of the proposed study.

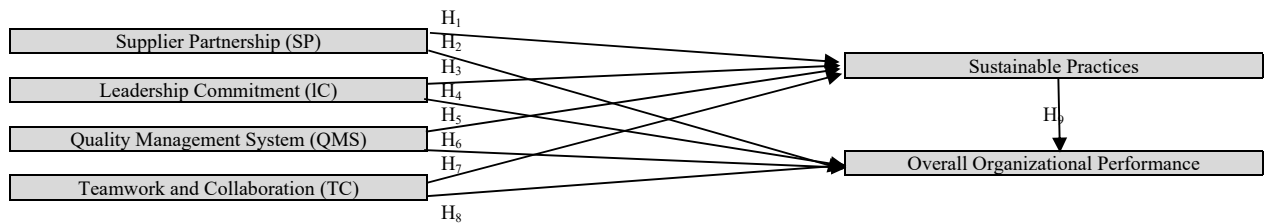


Fig. 1. Theoretical framework

3. Research methodology

To this study, quantitative research methodologies were utilized to explore the impact that TQM strategies have on environmentally practices and the overall success of organizations in the tourism industry in Jordan. To provide comprehensive and in-depth insights, this study involves the collection of primary data using a well-structured questionnaire as well as extra qualitative data. The participants in the study were selected using a structured random selection procedure, which was quite exact. As a result, we can guarantee that our study is an accurate reflection of the entire community of interest, which encompasses all the workers in the tourism industry in Jordan. Descriptive statistics, regression analyses, and correlation analysis were some of the statistical methods that were applied in this study, which focused on the quantitative data that was acquired from the survey. As a means of putting our ideas to the test and achieving our objectives, we carried out an exhaustive statistical investigation with the purpose of locating patterns, correlations, and trends.

4. Research Design

All these objectives were taken into consideration when we developed a digital survey that was filled out through the Jordan tourism commission. The questionnaire is comprised of thirty questions, which are arranged into eight separate kinds of structures. Factors pertaining to sustainable practices (SP), leadership dedication (LC), quality management system (QMS), cooperation and cooperation (TC), and organizational performance (OP) are included in the research questionnaire. Supplier partnership (SP) is also included. Primary data were utilized in conjunction with a Smart PLS (3.3.9) program to investigate the study theory and hypotheses involved. There were five different responses that each participant may select from on the research surveys. These choices were as follows: strongly disapprove, disapprove, unfavorably agree with, and highly agree.

5. Research analysis

To begin the process of evaluating survey data, the first and most important step is to convert the data points into meaningful codes. After that, the data was incorporated into the database by utilizing SPSS version 25 and SMARTPLS-SEM version 3.3. We carried out a thorough investigation into the process of entering data to identify and address any issues that may have arisen. Additionally, each reply has been put through a comprehensive evaluation. The results of the Measuring Model Analysis and the Structure Model Assessment are presented in the section on data analysis, which also includes a concise summary of the responses. Two models are required to execute the PLS-SEM approach. The first model is used to evaluate and validate the variables and assumptions of the study, while the second model is used for all the remaining aspects. Before we finished the major evaluation, we used the cleansing and verification tools that were supplied by the SPSS project to thoroughly validate and clean any data that was inconsistent or missing. During this investigation, we attempted to examine the Mahalanobis analysis for odd quantities. To ensure that the analysis was independent, we utilized a Chi-square (χ^2) score with a high threshold of 0.001. The approach necessitates a Chi-square value of at least 15.24 along with four degrees of freedom and a significance threshold of $p < 0.001$ to be considered valid. It is necessary to exclude from the analysis any outliers that have closeness scores that are greater than 15.24. To the final examination in this instance, 187 responses that were both valid and sanitized were collected. Prior to the evaluation, we carried out a test to determine whether or not the data was normal and examined the kurtosis features. Indicating that the parameters exhibited changes that fell within the permissible range of ± 2 , the results from the study do not considerably deviate from their normal distribution by any meaningful amount. The process of evaluating a research model is comprised of two primary components: evaluating the model itself and developing structural models. In the beginning, it is necessary to carry out the confirmation tetrad analysis

(CTA) test. The purpose of this test is to utilize tetrads τ and adjust the connection between pairs by utilizing the Bonferroni equation. To determine whether or not their choice of a summative or reflective model is appropriate, researchers might use this method to confirm their choice. Expanding on the conceptual framework that was employed prior to analyzing dependability and validity, it serves as a backup case for the internal orientation of the organization. The fact that there are no negative values within the trusted range is evidence that a reflective approach is the most appropriate option taken into consideration by the findings of the study, both from a theoretical and statistical perspective.

5.1 Measurement Model Assessment

To this inquiry, a paradigm that consists of thirty questions that investigate five fundamental components is utilized. To guarantee the precision and dependability of the measurements, it is in your best interest to preprocess them before carrying out the theoretical analysis. It is possible to determine whether an item is consistent with other elements by observing its external loading inside a structure. According to Hair et al. (2021), factors with higher external loadings are associated with increased consistency and comparability among the items.

Table 1
Measurement model

Construct- Item	Outer Loading	Average Variance extracted (AVE)	Indicator Reliability	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Cronbach's Alpha	HTMT
Threshold	> 0.7	>0.5	>0.6	>0.6	>0.6	>0.6	Confidence Interval Does
Supplier Partnership (SP)							
Q1.							
Q2.	0.836						
Q3.	0.871	0.800		0.935	0.824	0.826	Yes
Q4.	0.758						
Q5.	0.828						
	0.707						
Leadership Commitment (IC)							
Q6.	0.843						
Q7.	0.889	0.813		0.865	0.772	0.820	Yes
Q8.	0.789						
Q9.	0.814						
Q10.	0.732						
Quality Management System (QMS)							
Q11.	0.852						
Q12.	0.876						
Q13.	0.721						
Q14.	0.802	0.824		0.932	0.734	0.856	Yes
Q15.	0.871						
Teamwork and Collaboration (TC)							
Q16.	0.724						
Q17.	0.871	0.801		0.947	0.738	0.873	Yes
Q18.	0.802						
Q19.	0.743						
Q20.	0.868						
Sustainable Practices (SP)							
Q21.							
Q22.	0.711						
Q23.	0.887						
Q24.	0.839	0.789		0.846	0.714	0.849	Yes
Q25.	0.789						
	0.721						
Overall organizational Performance (OOP)							
Q26.	0.702						
Q27.	0.897	0.808		0.831	0.784	0.867	Yes
Q28.	0.731						
Q29.	0.889						
Q30.	0.824						

It is necessary to surpass the standard value of 0.50 that was established by Hair et al. (2021) for the extracted mean variance (AVE). The validity of the idea's convergence is evaluated using this statistic, and it assures that its fundamental framework is responsible for more than fifty percent of the average fluctuation in the warning indicators that are relevant to the concept. An examination of the probability significance of AVE, or the average variance extracted, is used to evaluate convergent reliability, which is a sort of construct validity. An examination of concurrent values for factors that assess the same element is carried out with the use of statistical techniques. When evaluating a given approach, it is necessary to investigate any variances or variations that may exist between the items or measurements being evaluated. There are many statistical approaches and theories that may be utilized to evaluate convergence validity. One common way involves analyzing the correlations that exist between the parameter variables. The primary strategy that is utilized is the factorization of the components to achieve and carry through such a high degree of precision. Composite Reliability, also referred to as CR, and AVE (Average Variance Extracted) are two methods that have been discussed in the preceding sections as being extremely important when it comes to verifying this authenticity.

5.2 Structure Model Test

The next step in the method of structural equation modeling, or SEM, is to conduct an analysis of the fundamental assumptions that were made during the research. This comes after an examination of the correctness and dependability of the measurement paradigm. To accomplish this goal, it is strongly suggested that you refer to the procedures that are outlined by Hair (2010). During these processes, a framework for examination can be constructed. To evaluating the study hypothesis, a variety of

different metrics are utilized. These measures include the path coefficient, which is calculated goodness of appropriate, impact magnitude, prediction usefulness, and coefficient of determination. Additionally, the presence of multiple correlations is examined to determine whether it is present in each analysis separately in the sections that are to follow.

Effect Size (f^2)

After doing computations and conducting an analysis of the R2 value, the effect size, also known as f^2 , is a metric that is used to measure the impact produced by a variable that is independent of a dependent variable. Because of this, equation Q27 is a well-known strategy that is utilized for determining the extent of various effects.

Table 2
Exogenous Constructs

Constructs	Effect size (f^2)		Result
	SP	OOP	
Supplier Partnership (SP)	0.011	0.004	Small Effect
Leadership Commitment (LC)	0.006	0.116	Medium
Quality Management System (QMS)	0.027	0.024	Small Effect
Teamwork and Collaboration (TC)	0.165	0.112	Large Effect
Sustainable Practices (SP)			
Overall Organizational performance (OOP)			

5.3 Research hypotheses Test

To put the hypotheses of the study to the test, the second step is to investigate the ways in which the relationships discussed in the second chapter can act as a moderator. Now, there is a debate going on over whether or not this effect ought to be researched. A moderator variable, denoted by the letter M, can alter the degree of link that exists between two variables by exerting an influence on the interaction that occurs amongst both the dependent and the independent variables.

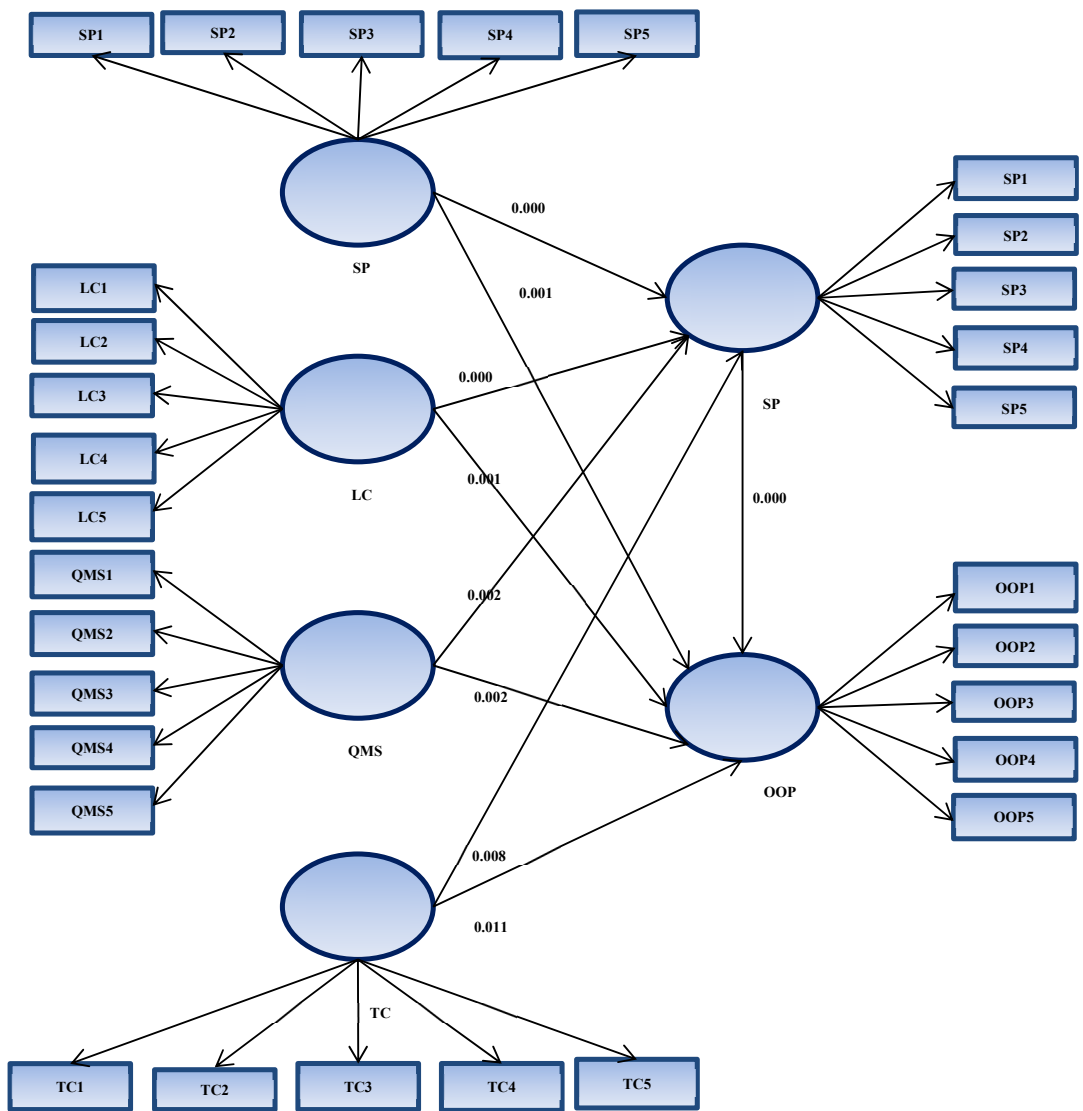


Fig. 2. Analysis Results Paths in Smart-PLS

Table 3
The results of path analysis

Hypotheses		Beta	P values	Results
H.1	SP → SP	0.558	0.000	Supported
H.2	SP → OOP	0.521	0.001	Supported
H.3	LC → SP	0.536	0.000	Supported
H.4	LC → OOP	0.761	0.001	Supported
H.5	QMS → SP	0.514	0.002	Supported
H.6	QMS → OOP	0.469	0.002	Supported
H.7	TC → SP	0.653	0.008	Supported
H.8	TC → OOP	0.642	0.011	Supported
H.9	SP → OOP	0.447	0.000	Supported

The route coefficients that have been recommended for the purpose of analyzing the study hypotheses that moderate the relationship can be found in both Fig. 2 as well as Table 3.

6. Research discussions

If organizations want to effectively adjust to the transforming Jordanian tourism industry, they need to have a solid understanding of the impact that complete quality management, or TQM, approaches have on ecologically sound procedures and the overall effectiveness of the organization. In the context of Jordan's tourism industry, the objective of this study is to investigate the ways in which TQM methodologies have influenced sustainable practices & overall outcomes of performance. In light of the dynamic character of the industry, it is of the utmost importance to get an understanding of how the concepts of Total Quality Management can lead to environmental sustainability and contribute to a successful organization. By investigating the connection between TQM implementation and sustainable practices, the purpose of this study is to shed light on the strategies that have the potential to promote long-term success and competitive advantage in Jordan's destination tourism industry. Specifically, the focus in this study will be on the intricate relationship that exists between TQM concepts those environmentally friendly policies in Jordanian tourism businesses. The ways in which TQM principles influence sustainable practices, employee engagement, and customer satisfaction will be the primary focus of this presentation. Therefore, for businesses to increase both their productivity and the quality of their services in the highly competitive tourism industry, they need to understand these dynamics. In addition to this, the research will investigate the wider implications that the deployment of TQM has on the general efficacy of Jordanian tourist companies. The primary objective of the research is to ascertain the extent to which TQM techniques contribute to tangible company results. This will be accomplished by analyzing key performance metrics (KPIs), such as keeping clients, income generation, as well as market share. This study will provide tourism enterprises with valuable information that will allow them to maximize their effectiveness and remain ahead of other companies so that they can achieve their goals. Based on the findings, the suggestions of the study will be addressed to various organizations in the tourism industry, including government agencies, industry associations, and leadership positions in organizations. These recommendations will place an emphasis on the relevance of adopting TQM concepts throughout sustainable methods and the way of life of the business to foster innovation and continual development. By implementing TQM methods, organizations operating within Jordan's tourism sector have the potential to enhance their sustainable operations and achieve long-term success despite the intense market rivalry. The primary purpose of this research is to contribute to the ongoing discussion on managing quality in the tourism industry and to offer useful guidance to businesses who are looking to thrive in the competitive and fast-paced modern market. The purpose of this study is to investigate the effects TQM, techniques on sustainable methods and overall effectiveness of organizations to provide Jordanian tourism companies with the tools necessary to thrive and function effectively in an environment that is always changing.

7. Research implications

The findings of this study have the potential to result in significant benefits for all parties involved in Jordan's tourism industry, including businesses, employees, and members of the public. Within the context of Jordan's tourism industry, the objective of the research is to offer illumination on the relationship between complete quality management, or TQM, and sustainable practices as well as overall organizational performance. According to the findings of this inquiry, one of the most important discoveries for Jordanian tourism companies is the recognition of the large interplay that exists between TQM approaches with sustainable practices. This interplay influences the dynamics of organizations and the efficiency of their workforce. The results of this investigation could be of assistance to businesses operating in the tourism sector regarding the enhancement of the way they operate and the development of a working environment that inspires personnel to be more active and productive. There is a significant potential for this research to be beneficial to tourism businesses in Jordan. As a result, they will be able to develop more sustainable practices, increase quality management frameworks, and employ TQM concepts to make greater choices and run their enterprises more effectively because of this. By implementing these findings and cultivating a culture that values creativity, collaboration, and ongoing improvement, organizations have the potential to increase both their morale and their productivity. Although they are going up against persistent competitors, tourism enterprises can differentiate themselves from the rest of the pack by utilizing data-driven efforts. The findings of this study have significant repercussions not only for specific businesses but also for the entire nation of Jordan. These repercussions include crucial institutions in Jordan, such as legislators and industry regulators. The findings can be used to assist in the formulation of laws and guidelines

to push the tourism sector to adopt TQM concepts in a more comprehensive manner. By modifying the regulations to reflect the changing character of the digital economy, legislators can encourage long-term success and the development of creative thoughts in the digital sector. The potential for increased technological capabilities plus greater economic growth in Jordan can be realized in partnerships among tourism enterprises, technology suppliers, and economic networks. Following the findings of the study, it is concluded that quality management is the most important factor in achieving successful sustainable practices and flourishing companies within Jordan's tourism sector. In doing so, it emphasizes the significance of stakeholders cooperating with one another in order to confront the challenges and seize an opportunities that are presented by the evolving digital economy. By cooperating with one another and developing cooperative relationships, the businesses that cater to tourists in Jordan will be able to meet the challenges of a market that is always shifting.

8. Research limitations

Although the purpose of this study was to investigate the ways in which TQM methodologies influenced sustainable practices and efficiency in the Jordanian tourism industry, it is possible that the findings of this study will not be directly relevant to other contexts. Since the Jordanian tourist industry is characterized by a variety of contextual elements that are unique to it, it is possible that the conclusions of this research project will not be easily applicable to other industries or regions. It is essential to note that the findings of the study can only be applied to a certain sector. This is since there might be substantial variations in the organizational dynamics and business outcomes that occur between different industries. In addition, the findings of the study take into consideration the passage of time. This is since TQM methods have been widely implemented in the tourism sector and have experienced rapid expansion. There is a possibility that the conclusions will lose part of their validity over time as new TQM procedures come into being and the structure of the industry continues to undergo constant changes. Consequently, to ensure that the study will continue to be useful in the real world, it is essential to make a commitment to provide continuous evaluation and adaptation to developing trends. The existence of various biases, such as the social desirability bias, which are inherent to survey-based research, can also have an impact on the quality and trustworthiness of the data. It is imperative that researchers and practitioners alike take extra precautions to steer clear of these biases if they wish for their findings to be taken seriously. Even though the study may shed insight on linkages between quality improvement adoption, sustainable procedures, and organizational outcomes, there are numerous inherent problems that must be overcome to establish causal links. To provide an acceptable interpretation of the data that was observed, it is essential to take into consideration the variables that are muddy and those that come from the outside. When these constraints are taken into consideration, it is necessary for researchers, professionals, administrators, and industry users to have a comprehensive understanding of the scope and limitations of the study before interpreting its findings. To derive the greatest possible benefit from study findings in terms of its practical relevance, it is essential to maintain a state of constant vigilance, be open to new methods, be conscious of prejudices; and acknowledge the variety that exists within organizations. It is vital to take a scientifically sound and contextual sensitive strategy that is adapted to the specific requirements and challenges of the Jordanian tourism industry to guarantee that the findings of the research are utilized to their full potential.

9. Research conclusion

Examining how total quality management strategies affect sustainable practices and organizational performance in Jordan's tourist sector is the main objective of this research. As the leading state organization in Jordan's tourist sector, we are particularly interested in learning how the Jordan tourist Board uses these components. Among the nine hypotheses that constitute the basis of the study, the first three state that the relationship between sustainable practices and total organizational performance in the Jordanian tourism industry is greatly affected by supplier collaboration, leadership commitment, quality management system, and cooperation. In the context of the Jordanian tourism sector, on the other hand, these factors are crucial in improving sustainable practices (hypotheses 1, 3, 5, and 7), and in creating successful overall organizational performance (hypotheses 2, 4, 6, and 8). The upcoming data analysis will focus on the Jordanian tourism sector with the aim of discovering strong connections that will shed light on the influence on sustainable practices and overall organizational performance.

Overarching, this study intends to shed light on the dynamic landscape of Jordanian tourism businesses, by dissecting the effects of supplier partnerships, sustainable practices, a quality management system, and collaboration on both individual and group output. This study aims to quantify the effect of a quality management system, collaboration, sustainable practices, and partnerships with suppliers on sustainable practices. These discoveries could greatly improve these companies' continuous endeavors to adapt and prosper in the ever-changing technological environment. This study agrees with the following studies: Pradere et al., 2023, Xie et al., 2023, Rajest et al., 2023, Sardana et al., 2020, Andersson et al., 2023, Zulu et al., 2023. Additionally, the study links to related studies conducted in related domains by government entities and similar circumstances. This study looks at how a company's overall performance is affected by factors like supplier partnerships, sustainable practices, a quality management system, and collaboration. These discoveries could greatly improve these companies' continuous endeavors to adapt and prosper in the ever-changing technological environment. This study agrees with the following studies: Smith et al., 2020, Found et al., 2018, Chen et al., 2020, Yang et al., 2023. Additionally, the study links to related studies conducted in related domains by government entities and similar circumstances. The effect of enhancing sustainable practices on an organization's output is the focus of this study. These discoveries could greatly improve these companies' continuous endeavors to adapt and prosper in the ever-changing technological environment. This study agrees with the following studies: Khasanah et al., 2023, Cahyono et al., 2023, Pudjowati et al., 2024, Yasin et al., 2023. Additionally, the study links to related studies conducted in related domains by government entities and similar circumstances.

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