



**Arab American University
Faculty of Graduate Studies**

**The Impact of Total Quality Management Practices on
Sustainable Organizational Performance in Palestinian
Hospitals**

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Thesis Approval

The Impact of Total Quality Management Practices on Sustainable Organizational Performance in Palestinian Hospitals

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This thesis was defended successfully on 25/07/2024 and approved by:

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Declaration

I am the undersigned who submitted the thesis entitled.

The Impact of Total Quality Management Practices on Sustainable Organizational Performance in Palestinian Hospitals

I declare that the work that has been composed in this thesis, in whole or part, is my work and has not been submitted by others elsewhere for any other degree or qualification, except where stated by reference or acknowledgment.

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Dedication

I would first like to express my grateful thanks to God for giving me patience, power, and strength during my study. I would like to extend my thanks to my supervisor, Doctor Yahya Saleh, who provided me with friendly supervision and continuous encouragement during my study. I would like also to thank my mother, who taught me how to work hard to achieve my goals and gave me his precious support and advice during my study. I thank my husband for he was always there to support me and encourage me to achieve what I want. I am deeply thankful to my family for their continuous encouragement and support provided to me during my master's study. My warm love and thanks go also to my friends for their support, encouragement, and sacrifice during my study. Without their continuous encouragement, I would not have finished this study. Finally, I would like to thank everyone who had even a small favor to the success of my educational career and the end of the graduation project.

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Abstract

This study aims to investigate the impact of Total Quality Management (TQM) practices on sustainable organizational performance within Palestinian hospitals. The study aspires to comprehensively understand and evaluate the current landscape, employing a quantitative approach for systematic data collection, analysis, and interpretation. The investigation unfolds in several stages, starting with exploring existing TQM practices in Palestinian hospitals. Subsequently, the study examines the impact of TQM techniques on sustainable environmental, economic, and social performance within these healthcare institutions. To provide a comprehensive framework, the research endeavors to conceptualize the interplay between TQM practices and sustainable organizational performance in Palestinian hospitals. The methodology employed utilizes a quantitative research approach, leveraging a self-reported questionnaire with Likert scale items to collect data on demographic characteristics, TQM practices, and sustainable performance. The sample population comprises managers and employees across Palestinian hospitals in the West Bank, with a random probabilistic selection of 50 participants.

The study's core findings highlight the significance of leadership commitment, strategic planning, patient-centric focus, operational management, human resources practices, information systems, environmental awareness, social responsibility, and economic strategies in Palestinian hospitals. TQM practices are shown to positively impact sustainable environmental, economic, social, and overall organizational performance, affirming the study's hypotheses. Furthermore, the research identifies no significant differences in TQM practices concerning various demographic factors and hospital characteristics. Based on these findings, the research proposes recommendations for

enhancing TQM practices and sustainable performance in Palestinian hospitals. These recommendations encompass leadership training, effective communication of the hospital's vision, encouragement of initiatives for patient satisfaction, investment in operational upgrades, continuous staff training, improvement of information systems, environmental practices, ethical considerations, market reputation strategies, cost-effective measures, monitoring and evaluation, inclusive decision-making, and regular review of quality assurance systems.

Keywords: Total quality management (TQM) practices, sustainable organizational performance, hospitals

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Chapter One

Introduction

1.1 Overview

The chapter begins with a broad overview of the study. It defines the problem statement, and articulates the research questions, highlighting the significance of the study. The chapter proceeds to establish the main objectives, presents the theoretical framework, and outlines the associated hypotheses. Finally, it concludes with an overview of the thesis structure.

1.2 General Background

The concept of Total Quality Management (TQM) in organizational performance is based on the belief that achieving performance excellence can be achieved within a quality-oriented environment. This can only be achieved through collective efforts, with all employees in an organization working together to consistently enhance processes and ensure long-term sustainability (Dhamasanti and Sudaryati, 2020). Over the last two decades, TQM has served as a comprehensive strategy for organizations to improve performance regarding quality and growth. TQM involves a systematic approach to planning, implementation, and coordination of tasks, recognizing the uniqueness of each task and individual at every stage. The underlying philosophy of total quality management emphasizes a proactive approach focused on prevention rather than the mere detection of defects (Zhu et al., 2020). Organizations that have applied TQM enjoy numerous benefits, including the production of higher-quality products, increased customer satisfaction, reduced expenses, and enhanced financial, quality, and innovation outcomes (Wassan et al., 2022).

Organizational performance is a complex and multi-dimensional concept for evaluating an organization's status using both internal and external benchmarks. The primary metric for gauging organizations is the effectiveness of organizational performance. The former is employed to assess the private sector, while the latter is utilized for evaluating public institutions (Alghamdi, 2018).

Performance holds paramount significance in the effective management of firms. Researchers have examined multiple aspects of performance, including quality, financial, innovative, operational, and corporate performance (Tiwari et al., 2018). However, investigating the correlation between these performance kinds and Total Quality Management (TQM) practices is crucial. The proficiency of an organization in achieving its strategic and financial objectives directly reflects its performance. Notably, TQM has a beneficial and constructive impact on organizational performance (Tiwari et al., 2018). Sustainability plays a crucial role in influencing the performance of an organization, and its significance to the success of an organization cannot be emphasized enough. The organizational objective serves as a roadmap outlining the organization's direction to both the business environment and its internal goals. Sustainability provides approaches for pursuing growth while simultaneously conserving economic, social, and environmental resources for the well-being of present and future generations (Khoja et al., 2017).

Firms assess their performance by the achievement of their goals, but the efficiency of reaching these goals is often difficult without incorporating TQM alongside sustainability. This has repercussions on both environmental and social aspects within the organization, highlighting a research gap that warrants attention. These factors underscore the need to delve into the connection between TQM, sustainability, and performance.

Consequently, this study aims to explore the connection and influence of TQM and sustainability practices on the performance of an organization (Wassan et al., 2022).

Therefore, the purpose of this study is to ascertain how applying TQM approaches affects the long-term performance of hospitals in Palestine. Focusing on the unique setting of the Palestinian healthcare industry, the study aims to evaluate sustainable organizational performance in terms of social, economic, and environmental aspects. It is predicted that the findings will demonstrate the relationship between TQM procedures and favorable sustainability outcomes, providing insightful information to raise the efficiency of Palestine's healthcare institutions.

1.3 Research Problem

In the environment of increasing competition and customer demands, hospitals face significant challenges in continuously providing exceptional services. To support their competitive position, it is important for hospitals to not only be concerned about the quality of their services but also to integrate social and environmental sustainability into their plans and operations. In Palestine, the healthcare sector is under high effort because of financial constraints, economic instability, and an increasing demand for advanced health services. Additionally, internal weaknesses such as limited resources, workforce challenges, and the need to follow rapid changes in the healthcare environment increase this complexity.

With the above approach, the importance of applying TQM principles grew significantly as both that which patients ask formally (stated customer requirements) demand from hospitals and that which patients want but do not utter down their words request are taken into account to ensure long-term sustenance factors. Nonetheless, there is little knowledge

in Palestinian hospitals about the need to synthesize TQM with sustainable principles. The absence of an efficient approach, with the integration of sustainability dimensions being social, economic, and environmental directly impacts healthcare quality in hospital settings leading to patient safety issues translating through their entire impact on general productivity at hospitals.

This research explores the relationship between TQM practices and the sustainable performance of hospitals in Palestine. The study offers not only empirical evidence, derived from the theoretical literature (comprising of examples) and practice to attest to such integration but also provides insights regarding the linkage between TQM applications with sustainability outcomes.

1.4 Research Questions

The present study aims to address the following primary questions:

1. What are the current practices of TQM in Palestinian hospitals?
2. What is the effect of TQM practices on sustainable performance in Palestinian hospitals?
3. What type of conceptual framework relates the total quality management techniques with sustainable organizational performance in Palestinian hospitals?

1.5 Research Objectives

The main objective of this study is to discover the effect of total quality management on sustainable organizational performance in Palestinian hospitals.

From this main goal, the following objectives could be derived:

1. Assessing the actual practices of TQM in Palestinian hospitals.

2. Studying the effect of TQM practices on sustainable performance in Palestinian hospitals?
3. Developing a conceptual framework that relates the TQM practices with sustainable organizational performance in Palestinian hospitals.

1.6 Research Significance and Justifications

This study holds significant value by highlighting an important research area. It contributes to expanding the knowledge on the influence of TQM practices on sustainable organizational performance, in the case of Palestinian hospitals. In 2022, the number of operating hospitals in Palestine was 93. In the West Bank, there were 58 hospitals (Palestinian ministry of health,2023). The study examines the important role of these hospitals in delivering important healthcare services.

The study shone the light on people as well, who are considered to be the most valuable resources in hospitals when it comes to outcomes. To give proper recommendations, this research is helpful for hospital decision-makers by providing evidence on the benefits of applying TQM principles to enhance sustainability.

The research questions were derived from the researcher wanting to illustrate learning points about TQM implementation in Palestinian hospitals, with a special interest in elaborating on potential obstacles. Considering the sensitivity and vital role of the healthcare sector, the hospital should achieve environmental economic, and social sustainability as suggested by this study so that the results can be used to have a real-time impact on promoting long-run resilience which will eventually improve overall effectiveness in the healthcare system.

1.7 Theoretical Framework and Study Hypotheses

Based on the predefined study objectives, questions, and variables it hypothesized that: there are no significant differences in the implementation of TQM practices among Palestinian hospitals according to their demographic characteristics. In addition, the study investigates a case of how TQM practices adoption is associated with sustainable hospital performance in Palestinian hospitals. Another objective of the study is to analyze if there might be a positive relationship between TQM and social, environmental, and economic sustainability. In particular, utilizing TQM principles can be expected to result in both better environmental effects and greater economic performance. Nevertheless, these observations are a part of the larger inquiry and will subsequently be discussed in relation to research questions or foci from this study. It means that the organization employing TQM elements should see good economic benefits over time. Also, the study recommends that TQM practices play a significant role in enhancing the social performance of Palestinian hospitals; where confirming such practice can lead to achieving a better impact on communities and overall expectations of being good with the public (patients) who are socially oriented. Thus the study hypotheses are:

1. H1: There are no significant differences in TQM practices in Palestinian hospitals concerning their demographic characteristics.
2. H2: There is a positive relation between TQM practices and environmental sustainable performance in Palestinian hospitals.
3. H3: There is a positive relation between TQM practices and the economic sustainable performance in Palestinian hospitals.
4. H4: There is a positive relation between TQM practices and socially sustainable performance in Palestinian hospitals.

5. H5: There is a positive relation between TQM practices and sustainable performance in Palestinian hospitals.

1.8 Thesis Structure

The research is structured into 5 chapters. The 1'st chapter delves into the overall framework of the study. Chapter 2 is dedicated to a comprehensive literature review. The 3'd chapter is the research methodology. Chapter 4 presents the analysis of data and subsequent discussion. Lastly, Chapter 5 encapsulates the primary conclusions, and recommendations, and outlines potential avenues for future research.

Chapter Two

Literature Review

2.1 Overview

This chapter provides an overview of Total Quality Management (TQM) and its connection to sustainable organizational performance. It begins by exploring TQM's foundational theories and core principles that promote continuous improvement and customer satisfaction. The significance of TQM is emphasized, particularly its role in enhancing organizational efficiency and effectiveness through diverse implementation approaches. The discussion includes critical aspects of establishing TQM, highlighting the need for leadership commitment and employee involvement. The chapter then shifts to sustainable organizational performance, addressing the concept of sustainability within organizational goals and practices. It features a discussion on measuring sustainable performance, as outlined by Hubbard (2009), underscoring the need for effective measurement to evaluate TQM initiatives' long-term success. A review of previous studies examines the interplay between TQM and sustainable performance, reinforcing TQM's role in driving sustainable outcomes.

The chapter concludes with a summary of key findings and their implications for future research and practice in TQM and organizational performance. Additionally, the proposed conceptual model presented, illustrates the relationship between TQM practices and sustainable organizational performance, serving as a framework for future studies and applications.

2.2 Total Quality Management (TQM)

TQM gained traction in the early 1980s when Hewlett-Packard analyzed the quality of products from U.S. chip manufacturers in comparison to their Japanese counterparts. Notably, despite W. Edward Deming's initial introduction of TQM, the Japanese embraced the philosophy while the USA initially rejected its principles. Enhanced quality increases productivity by minimizing rework, rejects, and waste, thereby reducing costs, and customer complaints and ultimately expanding market share (Khanam et al., 2016). TQM represents a vital outlook that a company can attain solely through extended planning. This involves creating and executing yearly quality plans that incrementally guide the company toward realizing the envisioned goals (Dahlgaard et al., 2008). According to Khanam et al. (2016), TQM represents a managerial philosophy employing a specific set of bases, practices, and approaches to foster corporations' growth and profitability. It offers a route to boost productiveness by avoiding redoing work, rejections, wastefulness, customer objection, and excessive expenses. TQM is a framework adopted by organizational management to attain customer/patient satisfaction (Alzoubi et al., 2019). In addition, Arifin et al. (2022) define TQM encompasses a range of techniques implemented within a company to yield benefits such as enhanced profitability and improved quality of resources. Total quality, as referenced here, is a business model that seeks to enhance the competitiveness of a firm by continuously enhancing the quality of its products, services, personnel, ways, and surroundings (Pambreni et al., 2019). TQM is a strategy designed to improve a business's overall efficiency and adaptability. Essentially, it is a method of organizing and engaging the entire organization, including all departments, activities, and individuals at every level (Toke & Kalpande, 2020). TQM encompasses every aspect of the quality of services

delivered by an organization to its consumers. This includes the quality of products, delivery, pricing, and services. As such, TQM stands apart from old quality concepts like quality ensuring and quality review, which primarily focus on the manufacturing industry's current quality aspects (Ngambi & Nkemkiafu, 2015).

2.2.1 Total Quality Management (TQM) Theories

The evolution of TQM since the 1950s can be attributed to several American experts, including Edward Deming, Joseph Juran, and Philip Crosby (Ngambi et al., 2015).

Deming (1982), in his Total Quality Management theory, identified fourteen management points and formulated a system of "profound knowledge" consisting of four key elements: System Admire, Variation Knowledge, Knowledge Theory, and Psychology Knowledge. He proposed 14 management principles, such as maintaining constancy of purpose, adopting a new philosophy for continual improvement, ceasing dependence on inspection, and fostering a culture of pride in workmanship (Deming, 1982).

While Deming emphasized the internal aspects of organizations, Juran (1988) focused on the customer's perspective regarding the fitness for the use or purpose of products. Juran's Quality Trilogy comprises quality designing, enhancing, and assessment, with ten quality improvement steps (Juran, 1988). Crosby (1979), on the other hand, took a different stance. He believed quality to be the adherence to requirements and proposed that it could be gauged at the expense of non-conformance. His four absolutes consist of adhering to requirements, viewing prevention as the optimal method for ensuring quality, setting zero defects as the performance benchmark, and evaluating quality based on the cost of non-conformity. Crosby proposed fourteen steps for continuous quality improvement, covering areas like management involvement, quality advancement teams, evaluation,

quality cost analysis, quality mindfulness, fixing procedure, Error-free, workforce development, strategy development, objective formulation, defect cause removal, acknowledgment, quality committees, and stressing ongoing improvement (Crosby, 1979).

The TQM pyramid encompasses five bases: Management's guarantee (leadership), emphasis on both the client and the staff, reliance on factual data, continuous improvement (Kaizen), and participation from everyone. The foundation represents management's guarantee, while the four sides signify the other basis (Ngambi et al., 2015). A crucial management task involves outlining clear and meaningful quality goals, policies, and plans aligned with the TQM pyramid. Emphasis should be placed on satisfying external customers by exceeding their expectations, and action plans, both short-term and long-term, should be developed and revised annually in conjunction with an annual quality audit based on the TQM vision (Ngambi et al., 2015).

2.2.2 Principles of Total Quality Management

The following TQM practices are available in Mohammed et al. (2013):

- Leadership:

Leadership involves fostering a shared sense of purpose and direction and creating an internal environment that encourages active participation in achieving organizational objectives. Understanding the organization's needs and objectives instills enthusiasm in employees, positively impacting product and service quality. Verification of events and motivation of employees align with the organization's main objectives, minimizing misunderstandings and strengthening communication links with stakeholders.

- Customer-focused organization:

In a customer-focused organization, acknowledging dependence on customers is essential. It seeks to comprehend both present and future customer requirements, striving to fulfill standards and surpass anticipations. The benefits of this approach include ensuring customer loyalty, achieving organizational goals, measuring customer satisfaction, and establishing meaningful relationships with individuals associated with the organization.

- Engagement of individuals:

An organization's core lies in its employees, with their active participation leveraging their abilities for the organization's advantage. The key benefits include motivating committed employees, fostering innovation and creativity, inquiring about performance, contributing to continuous improvement, and understanding the importance of contribution.

- Process approach:

Efficient attainment of desired results occurs by effectively managing activities and resources. Adopting a process approach leads to cost and time-saving, improved organizational processes, emphasis on continuous improvement, systematic activity identification, and clear Duty and liability for managing key activities.

- Holistic management approach:

Comprehension and handling a system of interconnected processes play a major role in organizational success. Embracing this principle enables optimal results through process integration and harmonization. It focuses efforts on key processes, instilling confidence in stakeholders about organizational effectiveness, coherence, and efficiency. The system undergoes restructuring to achieve objectives effectively and efficiently.

- Continual improvement:

Establishing continuous improvement as a lasting organizational goal is vital for enhanced overall performance. This commitment enhances organizational capabilities and aligns improvement activities with strategic objectives. It prompts response to emerging opportunities while ensuring consistency in job roles.

- Evidence-based decision-making:

Effective decisions within the organization rely on meticulous data and information analysis. Providing accurate information is crucial for senior management decision-making. This approach ensures precise decisions, demonstrates the effectiveness of prior decisions, and enhances the capacity to review, challenge, and modify opinions. It provides data integrity and trustworthiness in the decision-making process.

2.2.3 TQM Importance

Total Quality Management (TQM) revolves around customer focus and continual enhancement of operational procedures to guarantee client contentment. Customer satisfaction is achieved when businesses meet customer expectations by delivering products and services hassle-free at fair prices. Successful organizations build strong customer relationships by consistently meeting client anticipations, resulting in customer loyalty and generating positive referrals (Nandy, 2022).

TQM is crucial in managing business processes by requiring management to understand customer expectations and demands. For instance, it helps understand customer expectations for products like Apple's from Apple Inc. TQM ensures quality assurance by delivering the exact quality customers expect managing unsatisfied customers effectively, addressing issues, and preventing recurrence (Agus& Hassan, 2011).

By focusing on internal processes, TQM helps management understand how processes align to produce desired products or services (effectiveness), operational consistency, and process efficiency. Through reliable production, effectiveness, and efficiency, management can minimize the wastage of money, time, and resources, contributing to the company's long-term goals. TQM enables management to ensure enduring success and stability in the market through efficient customer demand fulfillment, a key long-term goal (Steiber & Alänge, 2013).

TQM offers quality information and analysis that enhances organizational production performance, according to Lee et al. (2003). It aids in structuring management processes and procedures to achieve customer expectations more effectively, as noted by Feng et al. (2006). TQM also provides appliances and approaches for excellent supply chain management, emphasizing the importance of building strong relationships with suppliers to affect performance parameters like quality, distribution, flexibility, and expenditure (Nandy, 2022).

All processes, such as production, marketing, sales, accounts, and customer service, are interconnected in business organizations. Even small improvements across various levels and departments in quality assurance functions can positively affect overall performance. Continuous development enhances process effectiveness and efficiency while ensuring control and adaptation to meet customer desires (Agus & Hassan, 2011).

2.2.4 TQM Approaches

There are various approaches to TQM that management can employ to enhance customer satisfaction and overall efficiency within the firm (Steiber & Alänge, 2013); (Nandy, 2022).

Just in Time (JIT): is a managerial technique devised to regulate inventory flow within an organization, minimizing stock levels while enhancing manufacturing effectiveness. It prioritizes scheduling raw material procurements solely as required for production. Originating in Japan during the 1950s and effectively adopted by Toyota and other Japanese firms, JIT relies on signals or Kanban between various process stages to direct production, striving to fulfill JIT's objectives. JIT emphasizes continuous enhancement, and if implemented effectively, it can augment a manufacturing company's ROI, quality, and productivity. Key areas for enhancement encompass flow, employee engagement, and quality. Other segments of the inventory chain also play a crucial role in JIT.

Quality Circles: are collectives of workers engaged in comparable tasks who convene regularly to recognize, examine, and resolve job-related issues. Consisting of at least three and up to twelve participants, these compact assemblies are overseen by an administrator or manager. The team forwards recommendations to management and workers independently achieve solutions to elevate business efficiency. The Quality Circle principle empowers members to apply their expertise, ingenuity, and background to transform obstacles into prospects, yielding advantages for both employees and the establishment.

Statistical Process Control (SPC): entails employing statistical methods to oversee a process or manufacturing system. SPC techniques aid in observing process performance, detecting internal system flaws, and addressing production challenges. Frequently

synonymous with Statistical Quality Control (SQC), SPC facilitates seamless process operations, leading to more products meeting specifications and reducing waste (rework or scrap). Run charts, control charts, a focus on continual enhancement, and the formulation of experiments are fundamental aspects of SPC, which can be implemented in any process where the yield of a compliant product can be quantified, such as production lines.

Total Quality Control (TQC): Total Quality Control, as envisioned by Dr. Ishikawa, requires management to develop, design, produce, and service high-quality, cost-effective products beneficial to consumers. In TQC, every organization member, from top executives to departments and staff, actively participates in and promotes quality management. Emphasis is placed on procedures and continuous process improvement, with the involvement of every employee in idea generation and implementation. While TQC allows flexibility in processes and methods, there is a risk of deviating from the original target due to overemphasizing the process.

Total Preventive Maintenance (TPM): Total Preventive Maintenance is a coordinated, standardized, and structured approach to preventive maintenance. Unlike traditional methods, TPM empowers machine operators to perform simple maintenance tasks on their equipment. Originating in the late 1950s and often used interchangeably with Comprehensive Productive Maintenance, TPM, created by Seiichi Nakajima, establishes a solid foundation symbolized by the 5S methodology and eight pillars. The 5S system defines best practices to prevent inefficient practices, standardize procedures, and uphold a tidy and organized workplace, laying the groundwork for successful TPM adoption.

2.2.5 Implementing TQM

Successful organizations have recognized the significant impact of customer satisfaction on their overall financial performance. Establishing an environment that nurtures a culture of quality necessitates a structured and systematic approach (Tari & Sabater, 2004). The application of a quality management system involves several steps, outlined in the Generic Strategy Model for Implementing TQM, as follows (Ali & Khatoon, 2016):

1. Top management familiarizes itself with TQM and commits to integrating it as one of the long-term plans.
2. The firms evaluate their present culture, levels of customer enjoyment, and existing quality management systems.
3. Senior managers declare core ethics and beliefs, which are then disseminated throughout the organization.
4. A comprehensive TQM master plan is devised based on the insights acquired from steps 1, 2, and 3.
5. Customer requirements are pinpointed and ranked, aligning products and services accordingly.
6. Management charts out critical processes involved in meeting customer needs.
7. Management establishes teams to spearhead process improvement initiatives.
8. A steering committee oversees the progress of the TQM endeavor.
9. Leaders contribute personally to the initiative by planning, training, leading, or other means.
10. Day-by-day management of processes and standardization is enacted.
11. Improvement is regularly assessed, and adjustments to the plan are made as required.

12. Continuous employee perception is upheld, status feedback is given, and a system for rewarding/recognition is instituted. The TQM element approach involves focusing on the most important business processes or organizational units and employing the TQM mechanism to drive improvements in these areas (Tarí & Sabater, 2004).

2.2.5 Establishing and Implementing TQM

Establishing (TQM) is crucial for the effective operation of organizations. Before implementing a TQM, organizations need to identify and manage interconnected, multifunctional processes to consistently achieve customer satisfaction targets. Several considerations come into play when setting up a TQM, emphasizing it as a strategic alternative influenced by diverse goals, requirements, and the range of products and services provided (Tarí & Sabater, 2004).

As suggested by Ali and Khatoon (2016), the framework facilitates continuous development for both the product and the TQM. The fundamental steps in implementing a TQM are as follows:

1. Design & Build: Establishing the framework of a TQM system, including its structures, processes, and implementation strategies. Senior management is crucial in supervising this stage to ensure harmony with the organization and customers' requirements.

2. Deploy: Execution is most effectively accomplished through a detailed approach, decomposing each process into sub-processes and educating personnel on Records, instructional resources, and measurements. Corporate intranets are increasingly employed to aid in the rollout of TQM.

3. Control & Measure: Control and measurement are achieved by regular, methodical audits of the TQM. The specifics differ depending on the organization's size, expected risks, and environmental effects.

4. Evaluation and Enhancement: Managing the handling of audit outcomes, aiming to assess the efficiency and efficacy of each procedure, convey discoveries to staff, and formulate fresh standards and procedures guided by audit information.

The adoption of TQM profoundly influences every facet of organizational effectiveness. Two primary advantages of well-documented TQM implementation encompass fulfilling customer needs, bolstering trust in the organization, resulting in a larger client base, augmented sales, and recurring business, alongside fulfilling organizational needs, guaranteeing adherence to regulations, and delivering goods and services in an expense-effective and resource-efficient manner, promoting expansion, advancement, and profitability. Within these overarching benefits are advantages signaling readiness to deliver reliable outcomes (Alzoubi et al., 2019).

2.3 Sustainable Organizational Performance

Sustainability is often described as "meeting current requirements without jeopardizing the requirements of next generations." Many companies have recognized that embracing sustainability can enhance their competitiveness and drive Advancement throughout their processes, products, services, markets, and business models (Hossin et al., 2021).

The long-term viability of an organization is a key focus in sustainable development. To attain sustainable development, a company must balance three critical aspects: economic, social, and environmental (Sapta et al., 2021). Hence, companies must give precedence to financial and economic objectives, consider social advantages, and uphold

environmental preservation. Additionally, sustaining performance necessitates organizations to address actual needs without compromising those of the next generations (Schaltegger et al., 2015). An organization's enduring outcomes per its ability to match the requirements and aspirations of consumers and other stakeholders in the long run. This is achieved through effective management, organizational individual awareness, and keep learning and applying relevant improvements and innovations (Stanciu et al., 2014).

2.3.1 Organizational Sustainability Levels

Supporting the notion of regarding sustainability as organizations can be categorized into OS levels (Van Marrewijk & Werre, 2003):

- L 0 (pre-sustainability): At this stage, sustainability is not a consideration, but some actions labeled as sustainable might occur due to external pressures (such as legislation or consumer demand).
- L 1: Sustainability at this stage involves promoting societal well-being within legal limits, possibly through charitable actions. The desire for sustainability is perceived as a duty.
- L 2: Sustainability means integrating social, ethical, and environmental aspects since they benefit the organization economically. The drive is economic, aiming to enhance the organization's image.
- L 3: Sustainability entails economic stability, and social, and environmental concerns besides regulation requirements and economic gains. The motivation is valuing human capability, community obligation, and environmental stewardship equally.

- L 4: This stage aims for balanced, functional solutions and value creation across economic, social, and environmental domains. It seeks consistency to benefit all stakeholders, driven by the belief that sustainability is essential to progress.
- L 5: The highest level embodies whole-system sustainability, fully interconnected into all elements of the organization to enhance well-being and perpetuity. Motivation stems from the understanding that sustainability is the sole viable path, recognizing the interconnectedness of all beings and phenomena, leading to a global responsibility towards others.

Every level encompasses and evolution transcends previous standards, leading to business practices and institutional development that embody varying degrees of sustainability (Van Marrewijk & Werre, 2003). Although the TBL operates as a hierarchical framework, examining the Organizational Sustainability shortage in management methodologies and implements for practical application. Therefore, a framework is presented without passing judgment on values, guiding the management of the OS (Munck et al., 2011).

2.3.2 Dimensions of Sustainable Organizational Performance

- Financial Performance (FP): Evaluating FP involves looking at operational and financial outcomes. Operationally, it's tied to a manufacturing firm's ability to decrease expenses associated with inputs, waste treatment, power usage, and fines for environmental incidents (Abdul-Rashid et al., 2017). According to Cella-de-Oliveira (2013), It encompasses areas like competitiveness, job opportunities, entry into new markets, and long-term profitability. In essence, attaining this implies that

the organization carries out its activities responsibly and in an acknowledged approach, generating societal and economic advantages for participants.

- **Environmental Performance (EP):** EP is accomplished when manufacturing organizations engage in practices such as minimizing the consumption of natural resources like trees, reducing water wastage, mitigating carbon emissions, decreasing the utilization of polluted inputs, minimizing the occurrence of environmental incidents, and overall reducing their negative environmental footprint through their operations (Centobelli et al., 2019). Cella-de-Oliveira (2013) states that it entails mitigating the effects produced by the organization on the natural ecosystem, encompassing both biotic and abiotic elements. This extends beyond mere compliance with governmental regulations and programs, such as recycling or optimizing energy consumption. Instead, it demands a holistic perspective on organizational functions, entailing assessing the effects arising from the firm's products, procedures, and routine services. This strategy encompasses the reduction of superfluous expenses and excessive discharges, as well as the reduction of practices that may endanger future generations' access to vital natural resources.
- **Social Performance (SP):** In today's supply chain environment, Social Procurement (SP) has garnered importance as companies prioritize Corporate Social Responsibility (CSR). SP guarantees that an institution's social objectives are effectively implemented. Metrics for SP include workplace safety and health, enhancing the quality of community welfare, skill development for residents, and employee training on health and safety issues (Wang & Dai, 2018). It entails supervising organizations' influence on societal structures through their operational endeavors. Genuine attention is paid to the demands of diverse social factions

associated with the organization. In essence, this includes addressing matters Regarding human advancement (including schooling, instruction, job-related health, workplace security, and skill enhancement), parity (guaranteeing equitable wages and perks, even chances, and the elimination of workplace bias), and moral factors (maintaining human rights, cultural principles, and justice across generations and within generations) (Cella-de-Oliveira, 2013).

2.3.3 Measuring Sustainable Organizational Performance (Hubbard, 2009)

- **The Hierarchical Approach:** Robert (2000) has introduced a structured five-level hierarchical model, providing a conceptual framework to connect macroeconomic elements of sustainable development with specific metrics for organizations. Companies can regularly choose sustainability performance indicators based on decisions made at L1 (defining the limits of their unique 'system') and L2 (determining the sustainability level they will attain). The systemic approach underscores that each organization uniquely defines its system, resulting in the assessment of diverse activities.
- **The Quality Management Approach:** The basic element of the quality management approach lies in its emphasis on incorporating internal processes and systems within the organization, ensuring coherence and alignment concerning its strategy and objectives. Grounded in system theory, the quality management method is supported by national and international organizations promoting the implementation of quality processes in organizational operations. For example, the European Foundation for Quality Management has developed a comprehensive quality management framework called the Business Excellence model.

- **The Triple Bottom Line:** In essence, the Triple Bottom Line (TBL), by considering a broad stakeholder perspective and the implications for future generations, emerges as a viable contender for assessing sustainable organizational performance. Some companies tackle the obstacles of calculating their TBL environmental performance by embracing globally accepted, industry-certified environmental management systems (EMSs). These systems aid firms in formulating, executing, and communicating environmental policies, establishing goals for mitigating environmental effects, and monitoring performance against these objectives.
- **The Sustainable Balanced Scorecard:** Another approach, arguably the most appealing one, for evaluating organizational sustainability is by integrating social and environmental considerations into the existing Balanced Scorecard framework, resulting in a Sustainable Balanced Scorecard.

2.3.4 Total Quality Management for Sustainable Development

Quality management arises from the recognition that the key to retaining and growing a customer base is the quality of products or services. In any organization, whether economic or otherwise, in production or service, a unified quality system starts with operations, monitors actual performance, implements corrective actions as necessary, and aims for ongoing quality enhancement (Stanciu et al., 2014).

Total Quality Management (TQM) is a management philosophy focused on quality, engaging all members of the organization, and striving for long-term success through customer satisfaction and benefits to all organizational members and society (Dahlgard et al., 2007). This management approach centered on excellence and meeting customer needs, is relevant across a spectrum of endeavors, from manufacturing to service

provision, banking, and governmental bodies. It stands as a pivotal element in the competitiveness of numerous enterprises. While this management style may entail significant cultural changes in some companies and might come with growing pains, a foundation built on quality principles equips the company to undergo this transformation and work toward genuine long-term success (Dahlgard et al., 2007).

Examining businesses' performance in the context of globalization reveals that performance represents the level of competitiveness within the enterprise, guaranteeing a lasting foothold in the market. Performance predicts prospective outcomes in line with strategic goals and invariably pertains to the future, not solely depicting the present circumstance. In defining sustainable performance within the realm of quality management, a new approach has been proposed, emphasizing the change process (Olaru et al., 2012).

The economic shifts in developed nations have mandated fresh directives tailored specifically to business administration and sustainable growth to ensure enduring performance. This necessity has spurred the emergence of revised versions of global standards, such as the ISO 9004 series in 2009 and the updated EFQM excellence model in 2010. The title, "Guiding an organization towards sustained success - A quality management perspective," suggests that ISO 9004 supports these novel directives. Undergoing a comprehensive overhaul in 2009, ISO 9004 evolved into a roadmap for steering an organization toward prosperity, grounded in a commitment to quality management (Stanciu et al., 2014).

According to Stanciu et al. (2014), the 2010 version of the EFQM Excellence Model guides business management systems to foster sustainable development. Created in 1991 by the European Foundation for Quality Management (EFQM) via the European Quality

Award (EQA), this model seeks to encourage the adoption of a management system that leads organizations toward total quality, ensuring a satisfactory performance that fulfills the needs of all stakeholders (Stanciu et al., 2014).

In addition to this, Wassan et al. (2022) state that TQM can be applied across various industries, encompassing both service and manufacturing sectors. In the contemporary and competitive marketplace, organizations are compelled to prioritize enhancing both quality and innovativeness. TQM demonstrates a noteworthy and positive correlation with overall quality performance. Firms must concentrate on elevating both the quality of their products or services and fostering innovation. Additionally, applying TQM extends to strengthening the relationships between firms and their suppliers (Wassan et al., 2022).

2.4 Previous Studies

A study by Tasleem et al. (2016) aimed to explore the interrelated association of Total Quality Management (TQM) and Technological Management (TM) with Organizational Performance (OP), taking into consideration various organizational contextual factors, including ISO-9001 certification. The research collected feedback from 86 varied entities in Pakistan via a questionnaire survey and random sampling. Statistical examination indicates a favorable association between Organizational Performance (OP) and both TQM and Total Management (TM). The findings underscore the significance of ISO-9001 certification for TQM but do not establish substantial support for its impact on OP. Additionally, the study observes that organizations in the private sector exhibit significantly superior practices in TQM and TM, as well as OP, compared to government or public sector organizations.

In another study by Chen et al. (2018), TQM is conceptualized as a pivotal factor that bridges the internal and external aspects of an organization, while transformational leadership is seen as the driving force to foster and synchronize these internal elements. The overarching goal is to enable the organization to attain a sustainable competitive edge. The research performed a study consisting of a sample size of 228, utilizing Structural Equation Modeling (SEM) and discriminant analysis to examine the gathered data. The results of the analysis reveal several key findings. Firstly, TQM has a positive and significant impact on transformational leadership, indicating that organizations implementing TQM practices are more likely to exhibit transformational leadership qualities. This emphasizes the interconnectedness of TQM and the leadership approach within the organizational framework. Secondly, the research confirms a connection between transformational leadership and sustainable competitive advantage. This suggests that adopting a transformational leadership approach by leaders positively affects the organization's capacity to uphold a sustainable competitive advantage over time. Transformational leadership is a driving force in bolstering the organization's competitive standing.

Furthermore, the results indicate a direct positive impact of TQM on sustainable competitive advantage. This signifies that organizations that prioritize and implement TQM practices are more likely to achieve a sustainable competitive advantage. TQM, as a comprehensive approach to organizational management, contributes significantly to the firm's ability to remain at a competitive edge in the long term.

Alzoubi et al. (2019) conducted a literature review to establish a foundational understanding for more research on Total Quality Management (TQM) in the healthcare context and to identify key predictors of successful TQM implementation. The

methodology encompassed a structured review of 25 pertinent research papers retrieved from Science Direct, EBSCO, MEDLINE, CINAHL, and PubMed databases. The results of the systematic literature survey highlight five variables as fundamental predictors of TQM, underscoring their significance in the successful implementation of TQM within the healthcare sector. Additionally, it is revealed that these identified core predictors exert positive effects on enhancing the healthcare system. However, the survey identifies a scarcity of studies on TQM in healthcare, indicating a need for further exploration in this domain. Given the increasing importance of TQM as a management model to improve effectiveness in the healthcare sector, this research holds value for researchers and managers. The findings suggest that stakeholders in the healthcare industry must consider introducing and implementing TQM practices in hospitals and clinics.

Also, Shafiqet al. (2019) provided empirical data from a developing nation in South Asia, with a particular emphasis on the textile sector in Pakistan, the study collected data from companies affiliated with the All Pakistan Textile Mills Association (APTMA) through a questionnaire. The questionnaires were distributed among 210 textile companies, primarily receiving responses from quality or production managers. Structural Equation Modeling (SEM) was utilized to analyze the correlation between TQM practices and organizational performance. The research's results highlight a notably positive influence of TQM on organizational performance within the Pakistani textile industry. These findings challenge the assumption that the beneficial impact of TQM is restricted to firms in developed countries, suggesting that similar advantages can be accomplished in other regions of the world. Remarkably, all aspects of TQM demonstrate favorable associations with financial and non-financial outcomes. However, it is worth mentioning that the

"people" factor demonstrates no significant correlation with both financial and non-financial results.

A study by Jermisittiparsert et al. (2019) undertook a comprehensive empirical investigation into the correlation between green supply chain techniques and sustainable performance within the electronic industry of Thailand. It specifically examines the influence of green supply chain management (GSCM) strategies on the environmental, economic, and intangible performance of companies operating in this sector. The firms under investigation embrace GSCM strategies as a strategic initiative to accomplish their long-term goals, to enhance their overall performance. The data for this research were gathered from electronic industry companies in Thailand actively involved in GSCM initiatives, with a focus on evaluating their performance. The data-gathering procedure involved the optimization of a questionnaire tailored to analyze the intricate relationship among key variables in the study, including Green Purchasing, Green Logistics, Environmental Legislation, and sustainable performance. Acknowledging the significant role of Total Quality Management (TQM) strategies in shaping performance outcomes, the study further explores the moderating influence of TQM techniques within the context of Thailand's electronic industry, particularly the link between GSCM practices and sustainable performance. The empirical findings of this research can provide insights into the positive effects of GSCM strategies on the environmental, economic, and intangible aspects of performance within Thailand's electronic industry. Additionally, examining TQM techniques as a moderating factor elucidates the nuanced interaction between GSCM strategies and sustainable performance. Understanding these dynamics can offer valuable guidance for industry practitioners, policymakers, and researchers, assisting

them in adopting and refining strategies for sustainable and environmentally responsible practices within Thailand's electronic industry.

Al-Sawafi (2020) utilized the business relations theory as a conceptual framework to clarify the linkages between quality management relationships and the three dimensions of sustainability. The aim is to conduct an empirical investigation of the effects of both internal and external quality management (QM) relationships on sustainability performance. Internal quality management relationships pertain to aspects concerning management and employees, while external quality management relationships are associated with factors related to customers and suppliers. Sustainability performance is evaluated across social, environmental, and economic dimensions, representing the triple bottom line (TBL). Additionally, the study investigates the mediating influence of stakeholder pressure on the associations between quality variables and sustainability dimensions. Data were gathered through questionnaires from senior managers of 467 service and manufacturing firms in the UK. Statistical analysis and structural equation modeling (SEM) techniques were employed for data testing and analysis. The results reveal that internal and external quality relations directly and indirectly contribute to sustainability performance, with management relations influencing employee relations, customer relations, and supplier relations. The findings also indicate that management relations support other QM relations and indirectly influence sustainability performance. These effects were observed across the service and manufacturing sectors, helping to identify the varying impact of different QM relations on distinct sustainability performance dimensions. The moderation results yielded mixed outcomes for QM relations and sustainability performance.

Another study conducted by Abbas (2020) aimed to test the underlying connection between Total Quality Management (TQM) and Corporate Green Performance (CGP) while assessing the influence of TQM on CGP. Moreover, the research delves into the responsibility of Corporate Social Responsibility (CSR) in mediating the association between TQM and CGP, exploring how CSR serves as a mediator between these two variables. The study encompasses six TQM practices derived from the American "Malcolm Baldrige National Quality Award," with CGP encompassing green management strategies, green processes, and green product performance. Its dimensions related to community, staff, and clients define CSR. Data were collected from administrators of medium and large-sized manufacturing firms. The structural analyses revealed a noteworthy and beneficial impact of TQM on CGP, indicating that TQM significantly enhances organizational capacities to achieve green performance goals ($b = 0.259, p = 0.003$).

Moreover, TQM demonstrated a meaningful and positive influence on CSR ($b = 0.271, p = 0.002$), with a similar effect of CSR observed on CGP ($b = 0.189, p = 0.018$). Lastly, CSR was identified as a partial intermediary in the TQM-CGP relationship. Contextual examination indicates that TQM holds equal significance for CGP across firms of various sizes, albeit the level of CSR may fluctuate. Government backing is pivotal for firms to realize their CGP objectives effectively.

In contrast, Khalil and Muneenam (2021) conducted a study to evaluate the effect of Total Quality Management (TQM) practices on Corporate Green Performance (CGP) and to investigate the causal connection between TQM practices and CGP. Furthermore, the study investigates the intervening role of Organizational Culture (OC) in the correlation between TQM practices and CGP. Drawing on insights from the MBNQA model,

institutional theory, and green theory, data were collected from 369 participants representing 123 large and medium-sized private enterprises in the healthcare sector in Pakistan. Structural analyses revealed a substantial and favorable impact of TQM practices on CGP, suggesting that TQM practices significantly bolster organizational capacities to achieve green performance objectives. Additionally, TQM practices exhibit a positive and noteworthy influence on organizational culture, mirroring a similar effect observed between OC and CGP. Ultimately, organizational culture is shown to positively and significantly mediate the relationship between TQM and CGP. The contextual analysis of this research underscores the importance of TQM in realizing CGP goals for both large and medium-sized enterprises.

Hassis et al. (2023) explored the relation between TQM and Corporate Sustainability (CS), with a specific emphasis on the intermediate role of CSR. Adapting six TQM practices from the Malcolm Baldrige National Quality Award (MBNQA) model, CS was assessed across its environmental, social, and economic dimensions, while CSR was evaluated based on community, customer, and employee aspects. Employing a mixed-methods approach, the investigation conducted 12 semi-structured interviews with quality managers, production managers, and chief executive officers in the West Bank-Palestine manufacturing sector. Furthermore, a survey gathered quantitative data from 67 respondents at varying managerial tiers. Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized for analysis. Findings reveal a high degree of implementation for both TQM practices and CSR initiatives, with CS similarly implemented substantially. Among TQM practices, 'customer focus' and 'human resource management' emerged as the most influential, trailed by 'strategic planning' and 'process

management,' while 'leadership' and 'information analysis' were perceived as less influential. The structural analysis underscores a significant and positive influence of TQM on both CSR and CS, with CSR also showing a similarly significant positive impact on CS. Finally, CSR is identified as a partial mediator in the TQM-CS relationship. The study concludes by proposing a framework to guide policymakers in integrating TQM practices and CSR activities into their strategies and operational processes to achieve sustainable development objectives.

A study undertaken by Wassan et al. (2022) aimed to propose a conceptual model to explore the interaction between Total Quality Management (TQM) practices, sustainability, and organizational performance, specifically focusing on illustrating their combined impact on overall performance. The study employed a quantitative analysis method to investigate the relevant correlations among the variables under scrutiny. Data for the study were collected through a questionnaire survey administered within the manufacturing sector. Factor Analysis and Confirmatory Factor Analysis (CFA) were utilized as analytical tools. The study's findings emphasize the significance of total quality management and sustainability as crucial factors contributing to performance success in manufacturing industries. The results reveal a positive correlation between TQM, sustainability, and organizational performance. Based on these findings, a framework was developed to elucidate the relationships among key TQM practices, sustainability, and organizational performance. In conclusion, the study suggests that the implementation of total quality management can lead to sustainable competitive advantages in organizational performance.

Belal et al. (2022) have constructed a model to explore the influence of Total Quality Management (TQM) and Industry 4.0 (I4.0) on Sustainable Performance (SP).

Additionally, it explores the mediating function of TQM in the correlation between I4.0 and SP. A survey involving 240 individuals applied in the ready-made garment (RMG) industries in Bangladesh was conducted. Structural Equation Modeling (SEM) was utilized for data analysis. The study findings indicate that both TQM and I4.0 technologies significantly impact the sustainable development of the Bangladeshi RMG sector.

Moreover, the study observes that TQM is a mediator in the relationship between I4.0 and SP. These findings underscore the explanatory role of TQM in elucidating the association between I4.0 and sustainable performance. The findings of this research offer valuable perspectives for business executives aiming to bolster sustainability by embracing TQM principles and Industry 4.0 (I4.0) technologies. Significantly, this study addresses a void in current literature by exploring the potential linkages among TQM, I4.0, and Sustainable Performance (SP), alongside the intermediary function of TQM in the correlation between I4.0 and SP, presenting novel viewpoints within this domain.

Sin et al. (2022) investigated the correlation between Total Quality Management (TQM) methodologies and sustainable performance, with a focus on 4- and 5-star hotels in Malaysia between June and December 2018. Based on a sample of 121 valid responses, the empirical examination demonstrates that TQM practices exert substantial and positive influences on sustainable performance, covering economic, environmental, and social aspects. The results validate the hypothesis (H1) asserting TQM as a pivotal predictor of sustainable performance, consistent with prior research accentuating TQM's predictive capacity for sustainability across diverse sectors. The statistical findings indicate a significant positive association between TQM and sustainable performance at a significance level of 0.01 ($\beta = 0.906$, $t = 9.738$, $p < 0.01$). This aligns with earlier studies

emphasizing the favorable correlation between TQM and sustainable performance, underlining the implementation of quality management principles throughout the organizational hierarchy. TQM, functioning as a comprehensive managerial framework, is critical in conserving and sustaining resources, thereby contributing to organizational sustainability. The study emphasizes that TQM transcends mere tools and techniques, embodying an organizational ethos ingrained within the cultural milieu, albeit with contextual variations. The research underscores the benefits TQM confers in achieving sustainability efficacy from Triple Bottom Line (TBL) perspectives, encompassing processes, continuous enhancement, customer contentment, and organizational dedication. The managerial and practical implications are substantial, as the study enriches TQM literature by offering a thorough exploration of hotels' endeavors to foster enduring development. The outcomes guide hotel managers in evaluating their firm's TQM implementation, fostering awareness and comprehension of TQM practices across the Malaysian and global hotel sectors.

Lepistö et al. (2023) undertook a comprehensive investigation into the aspects of soft Total Quality Management (soft TQM) that impact the environmental and social sustainability of Finnish small and medium-sized enterprises (SMEs), taking into account business characteristics, size, and potential certifications as control variables. Acknowledging the central role of sustainable business practices in a company's prosperity, this research probes into the investment in soft TQM dimensions essential for advancing sustainability. Through an extensive literature review, TQM dimensions spanning the entirety of business operations were identified, leading to the pinpointing of specific concerns. To gauge the implementation status of these specific concerns, a survey was formulated and dispersed to 6889 CEOs randomly selected in the autumn of 2020,

yielding 271 responses. Ten hypotheses were formulated based on previous literature and research, and the collected data underwent regression analysis. The findings highlight that two practices—business management systems and human resources (HR) practices—are linked with environmental sustainability, whereas only the business management system is connected with social sustainability. Control variables showed no notable effect on environmental sustainability; nonetheless, the industrial sector demonstrated an influence on social sustainability. The study guides company executives and advocates governmental support for sustainable development, especially within Finnish SMEs. As a tangible contribution, it stresses the significance of devising and executing business management systems to reinforce sustainability. Additionally, it highlights that certification alone does not guarantee sustainability attainment; therefore, ongoing monitoring of operations and processes is essential for maintaining high-level performance over time.

2.5 Summery

Various studies have shown the effect of TQM on various dimensions of organizational performance and sustainability, for instance, some studies investigate the positive link between TQM and organizational performance within the private sector. Meanwhile, another study emphasized how TQM facilitates transformational leadership that in turn assists in creating a sustainable competitive advantage. Other studies determined the main predictors of successful TQM implementation in the healthcare context and outlined a gap in the research of this very field of industry. On the other hand, studies regarded the role of TQM as a moderator to green supply chain management and sustainable performance, proof that it is relevant outside industries. These studies depict the emerging

trend and direction of research in integrating TQM, particularly with leadership, sustainability, and technological advancement within various industries.

2.6 The Proposed Conceptual Model

Figure 1.1 below depicts the conceptual model of the research accompanied by the five study hypotheses.

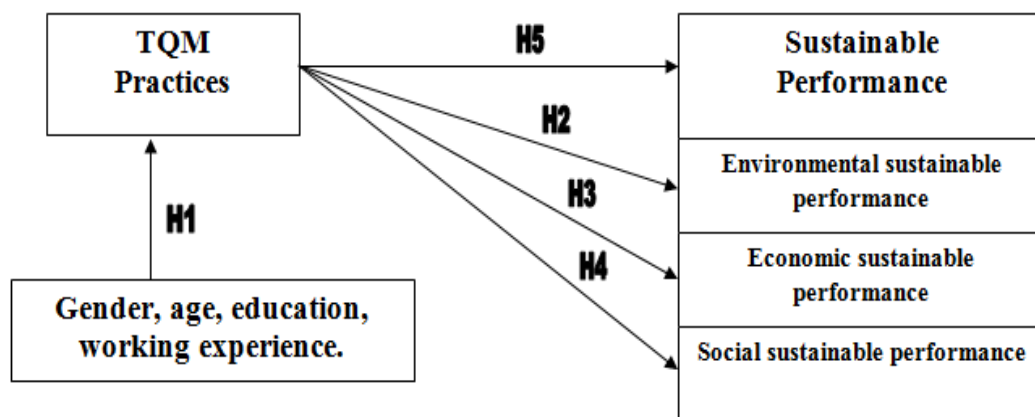


Figure 2.1: The Proposed Conceptual Model

Chapter Three

Research Methodology

3.1 Overview

This chapter delves into the methodology employed in the research. It involves identifying the research approach, determining the study's population and sample, selecting a data collection method, and describing the research instrument. Additionally, it addresses the assessment of validity and reliability for operational variables, outlines statistical analysis techniques, and highlights ethical considerations.

3.2 Research Approach

This study endeavors to examine the relationship between total quality management and sustainable organizational performance in Palestinian hospitals. To achieve this objective, a quantitative methodology will be employed. The quantitative research approach entails a systematic and structured technique for gathering, analyzing, and interpreting numerical data. This methodology underscores the utilization of measurable variables and statistical methods to unveil patterns, relationships, or trends within a specified population or sample. The study will adopt the quantitative research approach, utilizing a self-administered questionnaire comprising inquiries on demographic characteristics, TQM practices, and sustainable performance (utilizing a five-point Likert scale). This questionnaire will be designed and deployed to collect pertinent data. A random probabilistic sample will be used to collect relevant data from Palestinian hospitals serving as the study population. The collected data will undergo statistical analysis using SPSS to scrutinize the research hypotheses and formulate the conceptual framework.

3.3 Population and Sample

The study's population is delineated within this section, and the appropriate sample size is determined through calculation.

3.3.1 Population of Study

The population refers to the complete assembly or aggregation of individuals, items, or elements that possess a shared characteristic and serve as the focus of the study. The population of the study consists of all managers and employees working in the Palestinian hospitals in the West Bank. According to the Palestinian Ministry of Health (2023), in 2022, the number of operating hospitals in Palestine reached 93. In the West Bank, there were 58 hospitals, and the total number of beds (including the psychiatric and neurological hospital) was 4,286, with a rate of 13.4 beds per 10,000 population and 1.8 hospitals per 100,000 population.

3.3.2 Sample of Study

A sample is a portion or smaller subset chosen from the broader population. It serves to represent and make inferences about the traits of the entire population. Owing to the extensive size of the study population and prevailing constraints, a random non-probability sample selected questionnaires were distributed across 58 hospitals in the West Bank, with two questionnaires allocated to each hospital. It was requested that each questionnaire be completed by either a manager or an employee, resulting in a sample size of 116 individuals. A total of 50 questionnaires were returned and deemed suitable for analysis.

3.4 Data Collection Method

This study utilizes the questionnaire as a tool for collecting data, chosen for its efficiency in terms of time and cost. The questionnaires are administered in person and distributed electronically to the selected sample. The questionnaire was developed based on the previous works of authors, namely: (Abu Daqar & Constantinivits, 2020), (Al zoubi, 2019), (Al-Ali, 2014), (Alaraki, 2014), (Ali, 2013), (Alshourah, 2021), (Alzoubi, Hayati, Rozalia, Ahad, & Al-Hamdan, 2019), (Aranha, 2021), (Bednarz, Bierc, & Matejun, 2020), (Begun & Jiang, 2020), (Bhat, 2007), (Black & Revere, 2006), (Costa & Godinho, 2016), (Coukuyt, Looy, & Backer, 2018), (El Tohamy & Al Raoush, 2015), (Essel, 2020), (Halis, Twati, & Halis, 2017), (Khalil & Muneenam, 2020), (Khawka, 2016), (Leite & Kumar, 2020), (Ministry of Health, 2016), (Ministry of Health, 2019), (Mohanty & Lakhe, 2006), (Munhurrum, Munhurrum, & Panchoo, 2011), (Overtveit, 2000), (Ovretveit, 2000), (Palestinian News and Info Agency, 2020), (Patel, 2009), (Ramos, 2020), (Sabella, Kashou, & Omran, 2015), (Sapta, Sudja, Landra, & Rustiarini, 2021), (Shdaifat, 2015), (Donabedian, 1989), and (Siljkovic, 2020).

Electronic distribution, along with in-person administration, of questionnaires is motivated by five primary reasons: (1) ease of administration, (2) accessibility from any location, (3) cost-effectiveness, (4) swift delivery, and (5) convenience for respondents to answer at their own pace.

3.5 Research Instrument

A structured questionnaire is used to collect primary data. The questionnaire consists of three sections, outlined as follows:

➤ **Section One** aims to gather information about the socio-economic attributes of the participants. This section encompasses the following seven elements:

- **Gender:** (two categories).
- **The Hospital is classified into** (three categories).
- **Academic achievement:** (three categories).
- **The number of employees in the hospital:** (five categories).
- **The hospital location:** (ten categories).
- **Job Title:** (four categories).
- **Degree/Education:** (four categories).
- **Experiences:** (five categories).
- **A quality assurance system is applicable in this hospital:** (seven categories).

➤ **Section Two:** This part aims to collect data on Total Quality Management practices in Palestinian hospitals:

- **Leadership and administrative Management support system:** (six items).
- **Strategic Planning:** (five items).
- **Focus on the Patient:** (six items).
- **Operation management:** (five items).
- **Human resources management:** (seven items).
- **Information and analysis:** (five items).
-

➤ **Section Three:** This part aims to collect data on Sustainable Organizational Performance in Palestinian Hospitals:

- **Environmental performance: (eight items).**
- **Social performance: (six items).**
- **Economic performance: (five items).**

The 2nd and 3rd sections of the questionnaire employ a 5-point Likert scale, where 1 represents "Strongly Disagree" and 5 corresponds to "Strongly Agree." All statements are phrased positively, eliminating the need for item reversal.

3.6 Validity and Reliability of Instrument

This section examines the validity and reliability of the instrument, assessing how accurately the research tool measures its intended constructs and consistently generates reliable results over time. It scrutinizes the credibility and consistency of the instrument, verifying that the collected data is both precise and dependable for the intended research objectives.

Content validity ensures that the measuring instrument encompasses an adequate and representative spectrum of dimensions and items that accurately capture the variable under consideration. Within this framework, a greater array of dimensions and items pertaining to the measured variable enhances content validity. Validation of the content validity of the measuring tool can be achieved through evaluation by a panel of expert assessors. To validate the instrument's content validity, two expert evaluators appraised the research tool in terms of content, phrasing, format, and question sequence. Following their feedback, necessary modifications were made accordingly.

3.6.1 Reliability of Research Instrument

The reliability of a research instrument pertains to the constancy and steadiness of its measurements or outcomes across multiple administrations or varying conditions. A reliable tool should yield consistent results when applied to the same subjects or phenomena under similar circumstances. Reliability is paramount in research as it indicates the degree to which the instrument can be relied upon to produce trustworthy and replicable data. Diverse methods, including reliability tests, internal consistency, and inter-rater reliability, are utilized to gauge the reliability of research instruments. Elevated reliability bolsters the validity of research findings, as consistent measurements bolster confidence in the accuracy and precision of the gathered data. The reliability of the study tool (the questionnaire) was verified through the Cronbach's Alpha test for each section in the questionnaire and across all sections. Cronbach's alpha coefficient reveals satisfactory values for each section or field, with the first section exhibiting a Cronbach's alpha of 94.6% and the second section 87.6%. The overall Cronbach's alpha coefficient for all sections of the questionnaire is 95.5%, signifying high reliability, which is deemed acceptable in scientific research. Thus, the study tool (questionnaire) is highly reliable and has internal consistency. According to Taber (2018), the first section's alpha of 94.6% falls within the "excellent" range (0.93–0.94), signifying an exceptionally high level of internal consistency. The second section's value of 87.6% is considered "reliable" (0.84–0.90), also reflecting strong internal consistency. The overall alpha of 95.5%, falling between 0.76–0.95, is classified as "fairly high," further supporting the conclusion that the study tool is robust and reliable for research purposes, as it meets or exceeds acceptable scientific standards for reliability.

This is shown in the following Table 3.1.

Table 3.1: Cronbach Alpha Coefficients for Operational Variables

Field	Cronbach's Alpha
First field (Total Quality Management Practices)	0.946
second field (Sustainable Organizational Performance in Palestinian Hospitals)	0.876
All field	0.955

3.7 Statistical Analysis Techniques

This study employs both explanatory and predictive statistics. Descriptive statistics, including frequencies and percentages, are utilized to delineate the socio-economic characteristics of the participants. These statistical approaches are also employed to assess TQM practices in Palestinian hospitals via optical centers in the West Bank-Palestine, as well as to scrutinize SOP in Palestinian Hospitals.

The t-test and the one-way ANOVA are used to test if there are differences in TQM practices in Palestinian hospitals with respect to their demographic characteristics (Gender, hospital classification, number of employees in the hospital, hospital location, Job Title, Degree/ Education, experiences, Quality assurance system applicable in hospitals). And to test the impact of Total Quality Management practices on Organizational Performance in Palestinian Hospitals.

The correlation matrix investigates the influence and associations among the main variables and sub-variables. It is utilized to test the hypotheses related to the connection and influence of the best practices of Total Quality Management on Sustainable Organizational Performance in Palestinian Hospitals.

3.8 Ethical Issues

Four ethical considerations are noteworthy in relation to this study. Firstly, the study's objective was communicated to respondents on the questionnaire's cover page. Furthermore, the information supplied by respondents is handled with the utmost confidentiality. Additionally, no intentional misrepresentation or distortion occurs in reporting the collected data. Lastly, this research and any other involved party have no conflict of interest.

Chapter Four

Data Analysis And Discussion

4.1 Overview

This chapter commences with the examination and discourse of data. It starts by elaborating on the socio-economic attributes of the respondents and, subsequently the unveiling of the correlation matrix among the study variables. Moreover, an assessment of TQM techniques in Palestinian hospitals is performed, alongside an evaluation of SOP in Palestinian Hospitals. Finally, the formal testing of research hypotheses is carried out.

4.2 Respondents' Socio-Economic Characteristics

It follows that the demographic data shows the following distribution of the genders of respondents: male comprises 62.0% (31), while females make up 38.0% (19). The classification of working in a private hospital is 66.0% (33 persons), while in governmental hospitals and UNRWA, it comprises 30.0% (15 persons) and 4.0% (2 persons), respectively. The academic achievement comprises a Bachelor's degree for 34.31% or 35 persons and a Master's degree for 40.20% or 41 persons. A full 50.0% (51) are with local organizations.

Regarding the number of employees in the hospitals, 38.0% (19) were hospitals with more than 250 employees, and 30.0% (15) with 100-249 employees. Data about the hospital location showed that 28.0% (14) were located in Ramallah, while 24.0% (12) were located in Bethlehem, and smaller percentages were located in other areas. As for the job title, there was a preponderance of other roles: 86.0% Other (43), Administrative Director 6.0% (3), and Medical Director 4.0% (2).

Regarding their educational level, 70.0% of them had a Bachelor's degree, 18.0% had a Master's degree, and 6.0% had a PhD. As for their work experience within the hospital, it was 34.0% for those with 11-15 years of service, while 12.0% had less than 2 years of work experience. As for the quality assurance system, 26.0%, or 13 of the hospitals, used ISO 9001, followed by ISO 14001, representing 16.0% or 8, while the rest had a less representative percentage: HACCP at 4.0% with 2; JCI at 14.0% with 7; and 16.0% stating that no assurance quality system was applied.

Table (4.1): The Distribution of Sample Members Based on Demographic and General Variables Of Respondents

Variable	Scale	N	Percentage
Gender	Male	31	62.0%
	Female	19	38.0%
The Hospital is classified as being	Governmental	15	30.0%
	Private	33	66.0%
	Unrwa	2	4.0%
Academic achievement	BA	35	34.31%
	Master	41	40.20%
	Local Organization	51	50.0%
The number of employees in the hospital	10-19	4	8.0%
	20-49	4	8.0%
	50-99	8	16.0%
	100-249	15	30.0%
	Above 250	19	38.0%

The hospital location	Jericho & Jordan Valley	2	4.0%
	Hebron	6	12.0%
	Jerusalem	2	4.0%
	Bethlehem	12	24.0%
	Jineen	1	2.0%
	Ramallah	14	28.0%
	Salfeet	4	8.0%
	Turkarem	5	10.0%
	Qalqillya	2	4.0%
	Nablus	2	4.0%
	Administrative Director	3	6.0%
Job Title	Medical Director	2	4.0%
	Others	43	86.0%
	Head of Quality	2	4.0%
	Diploma	3	6.0%
Degree/Education	B.A/Bachelor's degree	35	70.0%
	Master	9	18.0%
	PhD/ Doctorate	3	6.0%
	Less than two years	6	12.0%
I worked in this Hospital for (Experiences)	2-5 years	11	22.0%
	6-10 years	11	22.0%

Quality assurance system applicable in this hospital	11-15 years	17	34.0%
	more than 15 years	5	10.0%
	ISO 9001	13	26.0
	ISO14001	8	16.0
	ISO22000	2	4.0
	HACCP	2	4.0
	JCI	7	14.0
	Other	10	20.0
	Nothing	8	16.0

4.3 Total Quality Management Practices in the Palestinian Hospitals:

4.3.1 Leadership and administrative management support system:

Table (4.2) presents the averages, standard deviations, and percentage of concurrence regarding the statement of the initial dimension concerning leadership and administrative management support system.

Table 4.2: Averages, Standard Deviations, and Percentage of Concurrence Regarding The (Leadership and Administrative Management Support System)

No.	Statement	N	Mean	STD	Percentage
1	The higher administration is committed to employing the principles of quality and improvement management.	50	3.820	1.024	76.4%

2	The higher administration allocates enough resources to improve the quality of services provided to the patients.	50	3.600	1.050	72.0%
3	The higher administration is committed to the culture of change management	50	3.540	1.073	70.8%
4	The higher Administration holds systematic Meetings to discuss and review issues related to the Quality given.	50	3.460	1.014	69.2%
5	The Higher Administration encourages the employees to share their opinions and creative thinking methods/ ideas	50	3.300	1.015	66.0%
6	The Higher Administration systematically shares the hospital's vision and strategy with the employees and workers	50	3.120	1.062	62.4%
	Mean	50	3.473	1.040	69.5%

As evident from the table above, the average of the participants for this segment of the questionnaire is 3.473 or (69.5%), indicating that respondents perceive a high degree of Leadership and Administrative Management support system. The highest accepted statement of the dimension is “The higher Administration is committed to employing the principles of quality and improvement management” with a mean of (3.8), then comes the statement “The Higher Administration allocates enough resources to improve the quality of services provided to the patients” with a mean of (3.60).

While the least accepted statement that is “The Higher Administration systematically shares the hospital's vision and strategy with the employees and workers,” with a mean of (3.1), then the statement “The Higher Administration encourages the employees to share their opinion and creative thinking methods/ ideas” with a mean of (2.90).

4.3.2 Strategic Planning

Table (4.3) displays the averages, standard deviations, and percentage of concurrence regarding the statement of the second dimension regarding Strategic Planning.

Table 4.3: Averages, Standard Deviations, and Percentage of Concurrence Regarding the (Strategic Planning)

No.	Statement	N	Mean	STD	Percentage
1	The main focus of the hospitals’ strategies and plans falls on Quality improvement.	50	3.780	0.975	75.6%
2	The hospital has a clear vision and mission supported by its employees.	50	3.720	0.970	74.4%
3	The hospital develops policies and strategies that consider the needs of its employees, patients, and related personas.	50	3.600	0.990	72.0%
4	The Administration/ Management provides enough and adequate resources to fulfill its short & long-term goals.	50	3.520	1.054	70.4%
5	The hospital systematically sets short and long-term goals.	50	3.160	1.095	63.2%
	Mean	50	3.556	1.017	71.1%

As evident from the table above, the average number of participants for this segment of the questionnaire is 3.556 (71%), indicating that respondents perceive a high level of implementation of strategic planning in Palestinian hospitals. The statement "The main focus of the hospitals' strategies and plans falls on Quality improvement" garnered the highest acceptance within this dimension, with a mean of (3.78), followed by the statement "The hospital has a clear vision and mission supported by its employees" with a mean of (3.72).

While the least accepted statement is "The hospital systematically sets short and long-term goals." with a mean of (3.16), then the statement "The Administration/ Management provides enough and adequate resources to fulfill its short & long-term goals" with a mean of (3.52).

4.3.3 Focus on the Patient

Table (4.4) displays the averages, standard deviations, and percentage of concurrence regarding the statement of the third dimension concerning Focus on the Patient.

Table 4.4: Averages, Standard Deviations, and Percentage of Concurrence Regarding the (Focus on the Patient)

No.	Statement	N	Mean	STD	Percentage
1	The hospital designs and provides its services based on the needs, and desires, and prioritizes patients.	50	3.720	0.904	74.4%
2	The manager supports the staff initiatives to improve the patient's satisfaction.	50	3.600	1.262	72.0%

3	Studies and research are regularly conducted to measure the patient's needs, and expectations.	50	3.440	1.128	68.8%
4	The hospitals constantly take in feedback from the patients to measure their satisfaction.	50	3.400	1.125	68.0%
5	The hospital has an effective complaints system to deal with and address patients' complaints.	50	3.280	1.341	65.6%
6	The hospital provides effective communication channels to maintain a strong relationship with its patients.	50	3.060	1.316	61.2%
	Mean	50	3.417	1.179	68.3%

As evident from the table above, the average number of participants for this segment of the questionnaire is 3.417 (68.3%), indicating that respondents perceive a high level of focus on the patient in Palestinian hospitals. The statement "The hospital designs and provides its services based on the needs, desires, and prioritizes patients" garnered the highest acceptance within this dimension, with a mean of (3.72), followed by the statement "The manager supports the staff initiatives to improve the 'patient's satisfaction" with a mean of (3.60).

While the least accepted statement that is "The hospital provides effective communication channels to maintain a strong relation with its patients.." with a mean

of (3.06) then the statement “The hospital has an effective complaints system to deal with and address patients” with a mean of (3.28).

4.3.4 Operation Management

Table (4.5) shows the means, standard deviation, and percentage of agreement in the statement of the third dimension about Operation management.

Table 4.5: Averages, Standard Deviations, and Percentage of Concurrence Regarding the (Operation management)

No.	Statement	N	Mean	STD	Percentage
1	The hospital administration regularly evaluates and improves its operations	50	3.780	0.910	75.6%
2	The hospital provides the latest technologies to effectively serve its patients	50	3.640	0.875	72.8%
3	The hospital administration examines and operates delicate procedures relevant to the quality of the service given.	50	3.640	0.921	72.8%
4	The hospital introduces automated operations that reduce human errors	50	3.380	1.048	67.6%
5	The hospital administration performs the KPIs indicators to monitor its operations	50	3.340	1.002	66.8%
	Mean	50	3.556	0.951	71.1%

As apparent from the table above, the average of the respondents for this section of the questionnaire is 3.556 or (71.1%), signifying that respondents perceive a high level of Operation management in the Palestinian hospitals. The statement "The hospital administration regularly evaluates and improves its operations" garnered the highest acceptance within this dimension, with a mean of (3.78), followed by the statement "The hospital provides the latest technologies to effectively serve its patients" with a mean of (3.64).

The least accepted statement is "The hospital administration performs the KPIs indicators to monitor its operations" with a mean of (3.34) then the statement "The hospital introduces automated operations that reduce human errors" with a mean of (3.38).

4.3.5 Human Resources Management

Table (4.6) displays the means, standard deviation, and percentage of agreement concerning the statement of the fifth dimension regarding Human resources management.

Table 4.6: Averages, Standard Deviations, and Percentage of Concurrence Regarding the (Human Resources Management)

No.	Statement	N	Mean	STD	Percentage
1	The hospital administration establishes quality and continuous improvement for the staff.	50	3.520	1.054	70.4%
2	Training and developing the staff skills are held regularly	50	3.520	1.111	70.4%
3	The administration gives priority to recruitment and hiring	50	3.300	1.129	66.0%

4	The hospital provides a healthy work environment that contributes to the health, safety, and well-being of all its staff.	50	3.300	1.035	66.0%
5	The hospital administration regularly measures the satisfaction of its staff.	50	2.780	1.217	55.6%
6	The hospital administration and management take into consideration the staff's opinions to improve the quality of the services given.	50	2.760	1.080	55.2%
7	The hospital has an effective incentives and rewards system.	50	2.440	1.163	48.8%
	Mean	50	3.089	1.113	61.8%

As evident from the table above, the average number of respondents for this section of the questionnaire is 3.089 (61.8%), indicating that respondents perceive a moderate to low level of human resources management in Palestinian hospitals. The statement "The hospital administration establishes the concept of quality and continuous improvement for the staff" garnered the highest acceptance within this dimension, with a mean of (3.52), followed by the statement "Training and developing the staff skills are held regularly", with a mean of (3.52).

The least accepted statement is "The hospital has an effective incentives and rewards system." with a mean of (2.44), then the statement "The hospital administration and

management take into consideration the staff opinions to improve the quality of the services given.” with a mean of (2.7).

4.3.6 Information and Analysis

Table (4.7) displays the means, standard deviation, and percentage of agreement regarding the statement of the Sixth dimension concerning information and analysis.

Table 4.7: Averages, Standard Deviations, and Percentage of Concurrence Regarding the (Information and analysis)

No.	Statement	N	Mean	STD	Percentage
1	The hospital has an effective informative and reporting system for all services.	50	3.580	1.144	71.6%
2	There is smooth coordination between all the hospital departments to implement and monitor quality improvement programs.	50	3.560	0.929	71.2%
3	Managers and employees can easily retrieve information related to the services provided.	50	3.480	1.182	69.6%
4	The higher administration/management uses qualitative data to make decisions, and design plans (complaints, errors, etc.)	50	3.420	1.012	68.4%
5	The hospital uses charts and statistical software for quality control	50	3.380	1.067	67.6%
	Mean	50	3.484	1.067	69.7%

From the table above, it's apparent that the mean score for this section of the questionnaire is 3.48 (69.7%), indicating that respondents perceive a high level of information and analysis in Palestinian hospitals. The most agreed-upon statement within this dimension is "The hospital has an effective informative and reporting system for all the services given," with a mean of (3.58), followed by the statement "There is smooth coordination between all the hospital departments to implement and monitor quality improvement programs," with a mean of (3.56).

The least accepted statement is "The hospital uses the charts and statistical software for quality control", with a mean of (3.38), then the statement "The higher administration/management uses qualitative data to make decisions and design plans (complaints, errors, etc.)" with a mean of (3.42).

4.4 Sustainable Organizational Performance in Palestinian Hospitals

4.4.1 Environmental Performance

Table (4.8) displays the means, standard deviation, and percentage of agreement regarding the statement of the initial dimension concerning environmental performance.

Table 4.8: averages, Standard Deviations, and Percentage of Concurrence regarding the (Environmental Performance)

No.	Statement	N	Mean	STD	Percentage
1	The usage of friendly green practices in operating and the maintenance of hospital vehicles, buildings, and hospital equipment	50	3.680	0.978	73.6%
2	Medical Waste Treatment and other wastes using safe ways in accordance with established protocols	50	3.620	1.105	72.4%

3	Reduced direct and indirect toxic substances used in the hospital	50	3.500	0.931	70.0%
4	Reduce the risks of environmental accidents i.e. waste leakage and pollution.	50	3.320	0.935	66.4%
5	Increase the use of recycled materials, and reduce the amount of medical and non-medical discharge/waste.	50	3.220	0.996	64.4%
6	Increase the rate of purchasing environment-friendly materials	50	3.100	0.931	62.0%
7	Increase the rate of consumption of renewable energy; i.e. solar energy.	50	2.680	1.347	53.6%
8	Reduce the consumption of natural resources and energy i.e. water, gas, and electricity in the hospital	50	2.620	1.292	52.4%
	Mean	50	3.218	1.064	64.4%

As evident from the table above, the average number of respondents for this section of the questionnaire is 3.218 (64.4%), indicating that respondents perceive a moderate level of environmental performance in Palestinian hospitals. The statement "The usage of friendly green practices in operating and the maintenance of hospital vehicles, buildings, and hospital equipment" garnered the highest acceptance within this dimension, with a mean of (3.68), followed by the statement "Medical Waste treatment and other wastes using safe ways under established protocols", with a mean of (3.62).

While the least accepted statement that is “Reduce the consumption of natural resources and energy i.e. water, gas, and electricity in the hospital” with a mean of (2.62) then the statement “Increase the rate of consumption of renewable energy; i.e. solar energy” with a mean of (3.68).

Hypothesis test for the First Dimension

There is no statistically significant impact of Total Quality Management practices on Environmental performance at the significance level $\alpha \leq 05$.

Table 4.8.1 One-Sample Test

	Test Value = 4					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
F2.1	-6.975	49	.000	-.78250	-1.0080	-.5570

F2.1: Environmental performance

The T-test shows that the statistical significance is equal to 0.000, which is less than 5%. Therefore, we reject the null hypothesis, so there is a statistically significant impact of Total Quality Management practices on Environmental performance at the significance level $\alpha \leq 05$.

4.4.2 Social Performance

Table (4.9) displays the means, standard deviation, and percentage of agreement regarding the statement of the second dimension concerning social performance.

Table 4.9: Averages, Standard Deviations, And Percentage Of Concurrence Regarding the (Social Performance)

No.	Statement	N	Mean	STD	Percentage
1	Improving the quality of the products and adhering to the professional code of ethics.	50	3.760	0.847	75.2%
2	Increase the attention to the health and safety of the employees	50	3.680	0.935	73.6%
3	Reducing the negative impact of the hospital activities on the local community	50	3.640	0.827	72.8%
4	Improving the health of society and reducing the spread of infections	50	3.580	1.012	71.6%
5	Increase the attention to the rights and interests of the employees	50	3.520	1.216	70.4%
6	Developing economic activities in the local community and providing more job opportunities	50	3.340	1.002	66.8%
	Mean	50	3.587	0.973	71.7%

From the table above, it's evident that the mean score for this section of the questionnaire is 3.58 or (71.7%), indicating that respondents perceive a high level of Social performance in the Palestinian hospitals. The most agreed-upon statement within this dimension is "Improving the quality of the products and adhering to the profession code of ethics," with a mean of (3.76), followed by the statement "Increase the attention to the health and safety of the employees," with a mean of (3.68).

The least accepted statement is “Developing the economic activities in the local community and providing more job opportunities” with a mean of (3.34), then the statement “Increase the attention to the rights and interests of the employees,” with a mean of (3.52).

Hypothesis Test for the Second Dimension

- Total Quality Management practices have no statistically significant impact on social performance at the significance level $\alpha \leq 0.05$.

Table 4.9.1: One-Sample Test

	Test Value = 4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
F2.2	-4.082	49	.000	-.41333	-.6168	-.2098

– F2.2: Social Performance

The t-test indicates a statistical significance of 0.000, less than 5%. Hence, we reject the null hypothesis, suggesting a statistically significant impact of Total Quality Management practices on Environmental performance at the significance level $\alpha \leq 0.05$.

4.4.3 Economic Performance

Table (4.10) displays the means, standard deviation, and percentage of agreement regarding the statement of the third dimension concerning economic performance.

Table 4.10: Averages, Standard Deviations, And Percentage Of Concurrence Regarding the (economic performance)

No.	Statement	N	Mean	STD	Percentage
1	Increase the hospital's market share, and elevate its reputation.	50	3.660	1.022	73.2%
2	Reducing waste treatment and disposal costs	50	3.420	0.950	68.4%
3	Reduce the energy costs in the hospital	50	3.380	1.048	67.6%
4	There is an increase in the quality of the given services while maintaining the same operational costs	50	3.240	0.894	64.8%
5	Growth in hospital profit and revenue is generally a result of the reduction of the consumption of energy and resources.	50	3.000	1.143	60.0%
	Mean	50	3.340	1.011	66.8%

From the table above, it's apparent that the mean score for this section of the questionnaire is 3.34 or (66.8%), indicating that respondents perceive a moderate level of economic performance in the Palestinian hospitals. The statement "Increase in the hospital's market share, and elevate its reputation" received the highest acceptance within this dimension, with a mean of (3.66), followed by the statement "Reducing waste treatment and disposal costs," with a mean of (3.42). While the least accepted statement that is "Growth in the hospital profit and revenue generally as a result of the reduction of the consumption of energy and resources" with a mean of (3), then the

statement “There is an increase in the quality of the given services while maintaining same operational costs” with a mean of (3.24).

Hypothesis Test for the Third Dimension

- There is no statistically significant impact of Total Quality Management practices on economic performance at the significance level $\alpha \leq 0.05$.

Table 4.10.1: One-Sample Test

	Test Value = 4					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
F2.3	-5.908	49	.000	-.66000	-.8845	-.4355

– F2.3: Economic Performance

The t-test indicates a statistical significance of 0.000, which is below 5%. Consequently, we reject the null hypothesis, suggesting a statistically significant impact of Total Quality Management practices on Economic performance at the significance level $\alpha \leq 0.05$.

Hypothesis Test for All Dimension Measures (Organizational Performance in Palestinian Hospitals):

There is no statistically significant impact of Total Quality Management practices on Organizational Performance in Palestinian Hospitals at the significance level $\alpha \leq 0.05$.

Table 4.11: One-Sample Test

	Test Value = 4					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
F2	-7.817	49	.000	-.63368	-.7966	-.4708

– **F2: Sustainable Organizational Performance in Palestinian Hospitals**

The t-test reveals a statistical significance of 0.000, which falls below 5%. Consequently, we reject the null hypothesis, indicating a statistically significant impact of Total Quality Management practices on Organizational Performance in Palestinian Hospitals at the significance level $\alpha \leq 0.05$.

4.4.4 Hypothesis-Testing with Respect to their Demographic Characteristics:

H1: There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to their demographic characteristics (Gender, hospital classification, number of employees in the hospital, hospital location, Job Title, Degree/Education, experiences, Quality assurance system applicable in hospitals)

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Gender.

Table 4.12: Independent Samples Test
Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
F1	Equal variances assumed	1.677	.202	-.266-	48	.791	-.05028-	.18884	-.42996-	.32939
	Equal variances are not assumed.			-.284-	45.532	.778	-.05028-	.17705	-.40676-	.30620

F1: Total Quality Management Practices in the Palestinian Hospitals

Independent Samples Test shows the value of sig 0.791, is more than 5%, then can't reject the hypothesis, then there are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Gender.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to hospital classification.

Table 4.13: ANOVA Table (Hospital Classification)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
F1 * The Hospital is classified as being	Between Groups	(Combined)	.076	2	.038	.088	.916
	Within Groups		20.117	47	.428		
	Total		20.193	49			

ANOVA Table shows the value of sig 0.916, is more than 5%, then can't reject the hypothesis, then there are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to hospital classification.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to the number of employees in the hospital.

Table 4.14: ANOVA Table (Employees in the Hospital)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
F1 * The number of employees in the hospital	Between Groups	(Combined)	2.713	4	.678	1.746	.157
	Within Groups		17.480	45	.388		
	Total		20.193	49			

ANOVA Table shows the value of sig 0.157, is more than 5%, then can't reject the hypothesis, then there are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to the number of employees in the hospital.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to hospital location.

Table 4.15: ANOVA Table (hospital location)

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
F1 * The hospital location	Between Groups	(Combined)	6.949	9	.772	2.33	.032
	Within Groups		13.243	40	.331		
	Total		20.193	49			

ANOVA Table shows a value of sig 0.03, its less than 5%, then rejects the hypothesis, then there is a significant difference at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to hospital location.

The ANOVA of the variation between hospital locations in Palestine has a significance level (P) equaling 0.03, which is an indication that there are significant differences with TQM practices across different hospitals while incorporating group means into all other Group elements and thereby they Cluster these earlier computed statistics about the location perspectives on an average rather than individual Dimensions or Factors Full-size table This of course hints that geography influences TQM practices... but it also concerns the possibility of data in specificity. The differences that were observed could be expected to arise from factors outside the control of hospitals in a single early treatment

protocol because results might have been determined by externalities related to location—e.g., resource levels, infrastructure investments, or local administration practices—which may differently affect outcomes. This demands further scrutiny to be done in the sense of ruling out any baker percent biases and making sure that rates represent dissimilarities amongst Tqm techniques rather than geography-ripped differences.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Job Title.

Table 4.16: Anova Table (Job Title)

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
F1 * Job Title	Between Groups	(Combined)	1.124	3	.375	.904	.446
	Within Groups		19.068	46	.415		
	Total		20.193	49			

ANOVA Table shows the value of sig 0.446, is more than 5%, then can't reject the hypothesis, then there are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Job Title.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Degree/ Education.

Table 4.17: Anova Table (Degree/ Education)

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
F1 * Degree/ Education	Between Groups	(Combin ed)	.546	3	.182	.426	.735
	Within Groups		19.647	46	.427		
	Total		20.193	49			

ANOVA Table shows a value of sig 0.735, its more than 5%, then can't reject the hypothesis, then there are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Degree/ Education.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to experiences.

Table 4.18: Anova Table (Experiences)

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
F1 * I worked in this Hospital for (Experiences)	Between Groups	(Combin ed)	4.849	4	1.212	3.55	.013
	Within Groups		15.344	45	.341	5	
	Total		20.193	49			

ANOVA Table shows a value of sig 0.01, which is less than 5%, then rejects the hypothesis, then there is a significant difference at ($\alpha \leq 0.05$) in TQM practices in

Palestinian hospitals with respect to the Quality assurance system applicable in this hospital.

- There are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to the Quality assurance system applicable in hospitals.

Table 4.19: Anova Table (Quality Assurance System Applicable in Hospitals)

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
F1 * Quality assurance system applicable in this hospital	Between Groups	(Combin ed)	1.979	6	.330	.779	.591
	Within Groups		18.214	43	.424		
	Total		20.193	49			

ANOVA Table shows the value of sig 0.591, is more than 5%, then can't reject the hypothesis, then there are no significant differences at ($\alpha \leq 0.05$) in TQM practices in Palestinian hospitals with respect to Quality assurance system applicable in hospitals.

4.5 Correlation Matrix

Table 4.20: Correlation matrix

Spearman's Correlation		F1	F2	F2.1	F2.2	F2.3
F1	Correlation Coefficient	1.000	.764**	.335*	.746**	.781**
	Sig. (2-tailed)	.	.000	.017	.000	.000
	N	50	50	50	50	50
F1.1	Correlation Coefficient	.640**	.451**	.226	.419**	.380**

	Sig. (2-tailed)	.000	.001	.115	.002	.006
	N	50	50	50	50	50
F1.2	Correlation Coefficient	.751**	.370**	-.031-	.527**	.512**
	Sig. (2-tailed)	.000	.008	.830	.000	.000
	N	50	50	50	50	50
F1.3	Correlation Coefficient	.901**	.743**	.371**	.584**	.755**
	Sig. (2-tailed)	.000	.000	.008	.000	.000
	N	50	50	50	50	50
F1.4	Correlation Coefficient	.763**	.531**	.109	.658**	.675**
	Sig. (2-tailed)	.000	.000	.453	.000	.000
	N	50	50	50	50	50
F1.5	Correlation Coefficient	.778**	.792**	.463**	.682**	.702**
	Sig. (2-tailed)	.000	.000	.001	.000	.000
	N	50	50	50	50	50
F1.6	Correlation Coefficient	.847**	.607**	.210	.806**	.654**
	Sig. (2-tailed)	.000	.000	.144	.000	.000
	N	50	50	50	50	50

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

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

- F1: Total Quality Management Practices in the Palestinian Hospitals
- F1.1: Leadership and Administrative Management Support System
- F1.2: Strategic Planning
- F1.3: Focus on the Patient
- F1.4: Operation Management

- F1.5: Human Resources Management
- F1.6: Information and Analysis
- F2: Sustainable Organizational Performance in Palestinian Hospitals:
 - F2.1: Environmental Performance
 - F2.2: Social Performance
 - F2.3: Economic Performance

The correlation matrix examines the effect and relationship between all main variables and sub-variables

To examine the hypotheses regarding the relationship and effect of the practices of Total Quality Management on Sustainable Organizational Performance in Palestinian Hospitals Correlation matrix indicates:

- There is a positive influence at ($\alpha \leq 0.05$) of TQM practices on the environmentally sustainable performance in Palestinian hospitals, due correlation coefficient having a positive sign and p-value less than 5% (reject null hypothesis), so the effect is positive and significant.
- There is a positive influence at ($\alpha \leq 0.05$) of TQM practices on the economic sustainable performance in Palestinian hospitals, also due correlation coefficient has a positive sign and p-value (0.000) less than 5% (reject null hypothesis), so the effect is positive and significant.
- There is a positive influence at ($\alpha \leq 0.05$) of TQM practices on the socially sustainable performance in Palestinian hospitals, as the correlation coefficient has a positive sign and p-value (0.000) less than 5% (reject the null hypothesis), so the effect is positive and significant.

- There is a positive influence at ($\alpha \leq 0.05$) of TQM practices on the sustainable performance in Palestinian hospitals, the correlation coefficient has a positive sign and p-value (0.000) less than 5% (reject null hypothesis), so the effect is positive and significant.

4.6 Discussion

The literature highlights the significance of total quality management in product and service-oriented establishments, emphasizing the central role of operations, monitoring, corrective actions, and continuous improvement (Stanciu et al., 2014). TQM is identified as a management approach focused on quality, involving all members of an organization and aiming for long-term success through customer satisfaction (Dahlgard et al., 2007). TQM, applicable across various sectors, is crucial for competitiveness despite potential cultural changes and growing pains during implementation (Dahlgard et al., 2007). The literature extends to the global context, where business performance reflects enterprise competitiveness and ensures sustainable market presence (Olaru et al., 2012). The discussion emphasizes the importance of sustainable performance within the quality management framework and introduces new guidelines such as the ISO 9004 series and the updated EFQM excellence model (Stanciu et al., 2014). The EFQM model directs business management toward sustainable development, promoting total quality to achieve satisfying performance, and meeting stakeholders' requirements (Stanciu et al., 2014). Furthermore, Wassan et al. (2022) assert that TQM is applicable across various industries, emphasizing the positive correlation between TQM and overall quality performance. In the contemporary marketplace, organizations are urged to prioritize quality and innovation, extending TQM to enhance supplier relationships (Wassan et al., 2022).

The current study, which explores the application of Total Quality Management (TQM) practices in Palestinian hospitals, aligns with previous studies in several significant ways while also offering unique insights specific to the healthcare context. For example, the findings of Tasleem et al. (2016), which highlight a positive association between TQM and organizational performance, are reflected in the current study's observation of the positive impact of TQM on Palestinian hospitals' environmental, economic, and social performance. Both studies emphasize the broad applicability of TQM practices across sectors, reinforcing the idea that TQM can enhance overall performance and contribute to organizational success.

Similarly, the work of Chen et al. (2018), which examines the link between TQM and transformational leadership, is relevant to the current findings on leadership in Palestinian hospitals. The study observes that higher administration is committed to quality principles, which echoes Chen et al.'s conclusion that TQM fosters transformational leadership and helps organizations achieve sustainable competitive advantage. The Palestinian hospitals' focus on strategic planning and quality improvement mirrors Chen et al.'s findings on the role of leadership in driving long-term organizational success through TQM.

In terms of healthcare-specific research, Alzoubi et al. (2019) emphasized the need for further exploration of TQM in healthcare and identified key predictors of successful TQM implementation. The current study provides valuable data to fill this gap by showing that Palestinian hospitals are generally patient-focused and are integrating TQM practices into their operations. However, the moderate ratings for human resources management and the need for better communication with patients suggest areas where further enhancement

of TQM could take place, which aligns with Alzoubi et al.'s call for ongoing improvement in healthcare systems.

Shafiq et al. (2019), focusing on the textile industry, also found a positive influence of TQM on organizational performance, but highlighted that the "people" factor showed no significant correlation with outcomes. In contrast, the current study identifies human resources management as a moderate area in Palestinian hospitals, suggesting that more effort is needed to fully harness the potential of TQM in staff development and engagement. This nuance provides a contrast to Shafiq et al.'s findings and emphasizes the importance of context in applying TQM practices.

The study by Jermstittiparsert et al. (2019), which investigated the role of TQM in green supply chain management and sustainable performance, resonates with the current study's findings on environmental performance in Palestinian hospitals. Both studies highlight the importance of sustainability, although the current research indicates room for improvement in areas like reducing resource consumption and using renewable energy. This comparison shows that while TQM contributes to sustainability, there are still development opportunities, particularly in the healthcare sector.

Finally, the studies by Al-Sawafi (2020) and Abbas (2020), which explore the role of TQM in enhancing corporate green performance and sustainability, align with the current research's conclusions that TQM positively impacts hospitals' environmental, economic, and social performance. However, while both of these previous studies focus on manufacturing and broader organizational contexts, the current study provides a more healthcare-specific lens, underscoring the importance of leadership, patient satisfaction, and operational management in achieving sustainable performance in hospitals.

Overall, the current study adds to the growing body of literature on TQM by providing evidence from the healthcare sector, showing that while TQM practices are generally effective in enhancing performance, there are areas for further improvement, particularly in human resources and environmental sustainability.

Chapter Five

Conclusions And Recommendations

5.1 Overview

In this chapter, the study's primary findings are presented, drawing upon the data analysis and discussions. Informed by these conclusions, a series of recommendations are offered for relevant stakeholders. Subsequently, guidance for future researchers is outlined. Lastly, the study's limitations are identified.

5.2 Main Findings

Response regarding overall leadership and governance majorities reported positive trend management of Palestinian hospitals then the opinion followed in workforces feel appreciated by both corporate culture principles related to health care quality and services, as well resources effort for development, however, hospital vision communication which encourages talents environment still be a weak point. Strategic planning is effective, adding a focus on quality improvement and vision; however, attention to setting both short-run and long-run objectives is required. Hospitals were predominantly patient-centered with management endorsing the efforts towards creating patient satisfaction, but their performance in communication to patients and complaint handling needed improvement. operational management is strong with regular reviews and sophisticated technologies, but work remains to improve performance indicators' visibility and automation of operations. On the other hand, human resource management is reported to have an average level of success even though it has a good system for training and supporting staff; according to public organizations, there are weaknesses in this area

regarding manual work coverage due to governmental institutions. Effective reporting and departmental coordination are well demonstrated, however, the use of statistical tools in decision support would benefit from improvement. The environmental performance of hospitals was fair, displaying good overall waste management but little emphasis on reducing resource consumption and renewable energy utilization. Social performance, especially about ethical standards and employee safety is considered as strong but insufficiently promoted by hospitals locally on economic activities and rights of employees. Highlights include good market make, waste collection, and treatment capacity alongside moderate — but below-average attention to reducing the load of energy used and improving cost-effectiveness. Total Quality Management (TQM) practices have moderate to strong, positive, and statistically significant impacts on environmental performance as well as social performance; It has also a direct relevance for economic sustainability in hospitals. There was no statistically significant in the implementation of TQM practices with respect to demographic or institutional factors (gender, residence, and qualification).

5.7 Thesis Contributions:

The study offers significant contributions by examining the implementation of Total Quality Management (TQM) practices in Palestinian hospitals and their relationship with sustainable organizational performance. First, it provides a comprehensive assessment of the actual TQM practices, highlighting key areas like leadership support, strategic planning, patient focus, and operational management. Second, the study establishes a clear link between TQM practices and the three pillars of sustainability—environmental, economic, and social performance—thereby addressing a critical gap in the literature. By

developing a conceptual framework that relates TQM practices to sustainable performance, the research contributes to both academic knowledge and practical applications. It also fills the void of empirical evidence in the Palestinian context, offering insights into how TQM can drive sustainable outcomes in healthcare settings.

5.8 Practical Implications:

Conclusion: The results of this study have significant practical implications for Palestinian hospital management. Hospitals must have strong leadership and a dedication to quality improvement for their consistently high performance. Sensible steps include enhancing QI strategic planning, encouraging patient-centred services and continually gauging the sophistication of care using informatics-driven technology. Hospitals must also conduct ongoing staff training to encourage an environment of self-improvement. The research also highlights the necessity for hospitals, especially in medical waste management, to shift to more sustainable processes. Such moves will enable the hospital to increase market share and build reputation, save operational costs, as well as enhance performance. Hospital administrators should focus on the positive impacts of TQM practices to ensure a sustainable basis for future success and resiliency.

5.3 Conclusions

The study's findings reveal noteworthy aspects of TQM practices in Palestinian hospitals. Strong leadership and administrative support are evident, as well as a clear commitment to quality improvement and resource allocation for enhanced service quality. Strategic planning is focused on quality improvement, supported by a clear vision and mission embraced by hospital employees. The patient-centric approach involves designing

services based on patient needs and desires and managerial support for staff initiatives to enhance satisfaction. Operations management emphasizes regular evaluation and the provision of cutting-edge technologies for effective patient service. A commitment to continuous improvement, including regular training and skill development marks human resources management. The information and analysis dimension highlights an effective reporting and coordination system between hospital departments for quality improvement. Environmental performance reflects moderate eco-friendly practices, particularly in medical waste treatment. Social performance underscores a commitment to improving product quality and ensuring the health and safety of hospital employees. An increased market share, enhanced reputation, and reduced waste treatment costs characterize economic performance. Importantly, the impact of TQM practices is positive and significant, contributing to environmentally sustainable, economically sustainable, and socially sustainable performance in Palestinian hospitals. Notably, there are no significant differences in TQM practices concerning gender, hospital classification, number of employees, location, job titles, degree/education, and the applicable quality assurance system in the hospitals.

5.4 Recommendations

1. Enhance Leadership Training by Providing leadership training programs for hospital administrators further to strengthen their commitment to quality and improvement management. This can help in fostering a culture of continuous improvement.
2. Improving communication of the hospital's vision and mission to employees. Ensuring a clear understanding among staff members can enhance the alignment of individual efforts with organizational goals.

3. Encourage and support more initiatives aimed at enhancing patient satisfaction. This includes ongoing efforts to design services that align with patients' needs and desires.
4. Invest in regular evaluation and upgrades of hospital operations, with a focus on the provision of the latest technologies for effective patient service. This can contribute to overall operational efficiency.
5. Further, the concept of quality and continuous improvement for staff should be emphasized by implementing regular training and development programs. This ensures that staff members stay updated with the latest practices.
6. Explore opportunities to enhance the hospital's information and analysis system, ensuring seamless coordination between departments for effective quality improvement initiatives.
7. Strengthen environmentally friendly practices in hospital operations, particularly in waste treatment. This can include initiatives to reduce environmental impact and increase sustainability efforts.
8. Reinforce the importance of professional ethics in product quality and employee safety. Regular training sessions on ethical guidelines can contribute to maintaining high standards.
9. Develop strategies further to increase the hospital's market share and reputation. This may involve targeted marketing campaigns and community outreach programs.
10. Explore cost-effective waste treatment and disposal methods to reduce operational costs while maintaining environmental sustainability.
11. Implement a continuous monitoring and evaluation system for TQM practices to ensure sustained positive impacts on environmentally, economically, and socially sustainable performance. Regular assessments can inform ongoing improvements.

12. Foster an inclusive decision-making process that considers diverse perspectives within the hospital setting. This can contribute to a more comprehensive and effective implementation of TQM practices.
13. Regularly review and enhance the quality assurance system applicable in the hospital to align with evolving industry standards and best practices.

5.5 Directions for Future Research

1. Investigate how Satisfied and engaged employees contribute to better hospital performance.
2. Explore how new technologies can make hospital operations and patient care better.
3. See how the quality of care affects patients' satisfaction with their treatment.

5.6 Limitations of Study

It is important to acknowledge the study's limitations, including:

1. The reliance on a random sample of employees and managers working in the hospitals in the West Bank-Palestine. Therefore, caution should be exercised when generalizing the results.
2. Given the current political situation in Palestine and the challenges it has imposed on the people posed difficulties for the researcher in collecting primary data, particularly in meeting the required sample size.

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Appendices

Appendix A: Questionnaire



استبيان

انا الطالبة

سما ماهر رشاد عبده

أدرس الماجستير في الجامعة العربية الأمريكية في جنين، وضمن رسالة الماجستير بعنوان (تأثير ممارسات إدارة الجودة الشاملة على الأداء المؤسسي المستدام في المستشفيات الفلسطينية) تم تصميم هذا الاستبيان لجمع البيانات للإجابة على أسئلة الدراسة. أرجو منكم الاجابة على اسئلة الاستبيان، مع العلم ان البيانات سيتم استخدامها لاغراض البحث العلمي فقط وبسرية تامة

الرمز	السؤال
1	الجنس : <input type="checkbox"/> انثى <input type="checkbox"/> ذكر
2	العمر <input type="checkbox"/> (أقل من 20) <input type="checkbox"/> (21-40) <input type="checkbox"/> (41 وما فوق)
3	المؤهل العلمي: دبلوم بكالوريوسماجستيردكتوراة غير ذلك <input type="checkbox"/>
4	الوظيفة: موظف اداري رئيس قسم مدير فني مدير الجودة المدير العام <input type="checkbox"/>
5	عدد سنوات الخبرة <input type="checkbox"/> اقل من 5 <input type="checkbox"/> 5-10 <input type="checkbox"/> 10-11 <input type="checkbox"/> أكثر من 21 سنة <input type="checkbox"/>
6	مكان المنشأه: القدس رام الله نابلس طولكرم جنينقلقيليةطوباس سلفيتالخليلبيت لحمأريحا <input type="checkbox"/>
7	حجم المنشأه (عدد الموظفين) <input type="checkbox"/> 5 أو أقل <input type="checkbox"/> 6-49 <input type="checkbox"/> 50-249 <input type="checkbox"/> أكثر من 250
8	عمر المنشأه(سنوات): <input type="checkbox"/> 0-5 <input type="checkbox"/> 6-10 <input type="checkbox"/> 11-30 <input type="checkbox"/> أكثر من 31 سنة
9	أنواع المنتجات التي تنتجها المنشأه: لحوم تصنيعية <input type="checkbox"/> تصنيع وتعليب الخضروات <input type="checkbox"/> فواكه صناعة الزيوت والدهون <input type="checkbox"/> نباتية حليب <input type="checkbox"/> لبان دقيق <input type="checkbox"/> مح ومنتجات <input type="checkbox"/> حبوب وأعلاف السكاكر <input type="checkbox"/> والحلويات المعكرونة <input type="checkbox"/> معيرية المشروبات الغازية وغير الغازية <input type="checkbox"/> مركزات صن <input type="checkbox"/> منتجات أخرى

القسم الثاني: الإجابة على أسئلة الدراسة

يرجى الإجابة على العبارات التالية من خلال وضع إشارة (✓) في المربع المناسب (1 – غير موافق بشدة، 5-

أوافق بشدة)

أوافق بشدة 5	أوافق 4	محايد 3	لا أوافق 2	لا أوافق بشدة 1	الفقرة	
					الجزء الأول: الممارسات الحالية لإدارة الجودة الشاملة	
					يتم إجراء استطلاعات مستمرة من أجل التعرف على احتياجات ورغبات المرضى	P1
					يتم متابعة شكاوي المرضى وفق إجراء معتمد بهذا الخصوص.	P2
					يتم أخذ اقتراحات المرضى بعين الاعتبار عند طرح منتجات جديدة.	P3
					يتم قياس رضا المرضى وفق إجراء معتمد بهذا الخصوص.	P4
					توجد اسس واضحة للعلاقات مع المريض.	P5
					المرضى تنتمي للمستشفى ومنتجاتها.	P6
					الجزء الثاني: الأداء البيئي المستدام في المستشفيات الفلسطينية	
					يستخدم نظام تدفئة وتهوية فعال للتدفئة (HVAC) (التصميم ، عزل الأنابيب ، الموقع ، ... إلخ) في المستشفى.	H1
					يستخدم في المستشفى نظام إضاءة فعال (مفهوم إضاءة متكامل ، نظام إضاءة آلي) والاستفادة من الإضاءة الطبيعية لإضاءة المستشفى.	H2
					تتم الصيانة الدورية للشبكة الكهربائية في المستشفى للمحافظة على كفاءة الشبكة .	H3
					توضع لوحات إرشادية في مرافق المستشفى المختلفة لتشجيع العاملين والمرضى والزوار على ترشيد استهلاك الكهرباء في المستشفى من خلال إطفاء الإنارة.	H4
					موقع المستشفى مناسب لوصول المرضى ومرافقيهم والأطباء والمرضى والعاملين.	H5

					H6	هناك تقليل لتأثير الجزر الحرارية (الأسقف ، مناطق الرصف) في المستشفى
					H7	النقل وإمكانية الوصول (الوصول إلى وسائل النقل العام ، والمسافة إلى وسائل الراحة ، ومسارات الوصول إلى المستشفى) سهلة
					H8	توفر المستشفى مساحات خارجية عالية الجودة (حدائق ، ممرات)
					H9	يتم استخدام السيارات الهجينة التي تعمل بالوقود والكهرباء للمجئ والذهاب
					H10	توضع لوحات ارشادية في مرافق المستشفى المختلفة
					H11	توفر المستشفى نظام إدارة النفايات وفرزها وتخزينها حسب نوعها (تقليل و تدوير واعادة استخدام ، صيانة مجاري النفايات)
					H12	يتم وضع عدد كاف من سلال النفايات في مرافق المستشفى
					H13	توضع لوحات ارشادية في مرافق المستشفى المختلفة لتشجيع الطلبة والعاملين للتعامل الامثل مع النفايات الصلبة وفرزها
					H14	تستخدم مواد منخفضة التأثير على البيئة (الدهانات ، الأسقف ، الجدران والأرضيات، المنظفات ، ... إلخ) في المستشفى ومرافقها
					H15	تستخدم مواد متينة لمرافق المستشفى من ساحات وملاعب (مواد عالية القوة تتطلب صيانة أقل)
					H16	تستخدم المستشفى المواد المتلفة في استخدامات اخرى (مثل الاثاث الخشبي والمعدني)
					H17	يتم العمل على تقليل انبعاثات غازات الاحتباس الحراري (مثل ثاني أكسيد الكربون)
					H18	تستخدم في المستشفى شفاطات كهربائية لشفط الروائح والغازات ويتم توفير طفايات حريق فيها وفي كل طابق
					H19	تستخدم المستشفى مواد ماصة للصوت في التشطيبات كقصارة الاسقف الماصة للصوت
					H20	الزام الجميع بضرورة استخدام وسائل السلامة والصحة المهنية (قفازات، مرايبيل للمختبرات، نظارات، قبعات واقية وغيرها)

					الجزء الثالث: الأداء الاقتصادي المستدام في المستشفيات الفلسطينية	
					E1	يتم استخدام تقنيات المعلومات والاتصالات لضبط العمل في المستشفى
					E2	يتم التغلب على معيقات تكنولوجيا التعليم (عمر المعدات ، استبدال المعدات، اعتماد تقنيات جديدة) في المستشفى
					E3	هناك تقليل لاستخدام المواد الخطرة (ساحات الأسفلت ، قذائف البولي كربونات ، الدهانات والطلاء ، الأرضيات الصلبة ، أنظمة الأسقف) في مرافقها
					E4	توفر المستشفى الأمن / السلامة والنظافة الكافية (مراقبة أمنية ، كاميرات ، ... إلخ) في مرافقها
					E5	توفر المستشفى في مرافقها منحدرات وممرات لذوي الاحتياجات الخاصة
					E6	توفر المستشفى نظام مواصلات (عام او خاص) لتمكين الطلبة من القدوم الى ومغادرة المستشفى باوقات محددة
					E7	تعزز المستشفى النوع الاجتماعي من العاملين بحيث تحتوي المستشفى على كادر من العاملين الذكور والاناث
					E8	تنظم المستشفى نشاطات ترفيهية
					E9	تحرص المستشفى على المشاركة الدائمة للعاملين المجتمع المحلي بالمناسبات والمواسم المختلفة (قطف الزيتون، الاعياد الوطنية والفعاليات الوطنية وغيرها) بهدف تعزيز المسؤولية المجتمعية للمستشفى
					E10	لدى المستشفى شراكات مع مؤسسات المجتمع المدني والخاص (مصانع وشركات وجامعات وبلديات ووزارات وغيرها) بهدف الارتقاء بالدور المجتمعي للمستشفى
						الجزء الرابع: الأداء الاجتماعي المستدام في المستشفيات الفلسطينية
					S1	تقدم المستشفى خدمات لمراكز اجتماعية بحاجة الى دعم مادي او عيني.
					S2	تدعم المستشفى مراكز رعاية المسنين وتلبي احتياجاتهم.
					S3	تدعم المستشفى اي برامج رعاية صحية للمؤسسات والمراكز المهمة بالمجتمع

					تدعم المستشفى نشاطات اجتماعية بشكل مستمر	S4
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الملخص

تتناول هذه الدراسة العلاقة بين ممارسات إدارة الجودة الشاملة والأداء التنظيمي المستدام داخل المستشفيات الفلسطينية. من خلال فهم وتقييم الوضع الحالي بشكل شامل، باستخدام نهج كمي لجمع البيانات، وتحليلها، وتفسيرها بطريقة منهجية. تمت الدراسة خلال عدة مراحل، بدءًا من استكشاف ممارسات إدارة الجودة الشاملة الحالية في المستشفيات الفلسطينية. بعد ذلك، تدرس الدراسة تأثير ممارسات إدارة الجودة الشاملة على الأداء البيئي والاقتصادي والاجتماعي المستدام في هذه المؤسسات الصحية. ومن أجل توفير إطار شامل، تسعى الدراسة إلى تصوّر التفاعل بين ممارسات إدارة الجودة الشاملة والأداء التنظيمي المستدام في المستشفيات الفلسطينية. تعتمد الدراسة على نهج بحث كمي، باستخدام استبيان ذاتي التقرير يتضمن عناصر مقياس لا يكرت لجمع البيانات حول الخصائص الديموغرافية وممارسات إدارة الجودة الشاملة والأداء المستدام. اشتملت عينة الدراسة مديرين وموظفين في المستشفيات الفلسطينية في الضفة الغربية، وتم اختيار عينة عشوائية احتمالية من 50 مشاركًا. تسلط الدراسة الضوء في نتائجها الرئيسية على أهمية التزام القيادة، والتخطيط الاستراتيجي، والتركيز على المريض، وإدارة العمليات، وممارسات إدارة الموارد البشرية، وأنظمة المعلومات، والوعي البيئي، والمسؤولية الاجتماعية، واستراتيجيات الاقتصاد في المستشفيات الفلسطينية. ويظهر أن ممارسات إدارة الجودة الشاملة تؤثر بشكل إيجابي على الأداء البيئي والاقتصادي والاجتماعي، والأداء التنظيمي الشامل، مما يؤكد فرضيات الدراسة. وعلاوة على ذلك، تحدد الدراسة عدم وجود فروق ذات دلالة في ممارسات إدارة الجودة الشاملة بشأن مختلف العوامل الديموغرافية وخصائص المستشفى. استنادًا إلى هذه النتائج، تقدم الدراسة توصيات لتعزيز ممارسات إدارة الجودة الشاملة والأداء المستدام في المستشفيات الفلسطينية. تتضمن هذه التوصيات تدريب القادة، وتحسين تواصل رؤية المستشفى، وتشجيع المبادرات لرضا المرضى، والاستثمار في تحسين العمليات، وتدريب الموظفين بشكل دائم، وتحسين أنظمة المعلومات، والتوجيهات البيئية، والاعتبارات الأخلاقية، واستراتيجيات سمعة السوق، وتدابير فعّالة من حيث التكلفة، والرصد والتقييم، واتخاذ القرارات شاملة، واستعراض دوري لأنظمة ضمان الجودة.