

**Impact Of Soft Practices Of Total Quality Management To On Individual
Readiness For Change Based On Quality Of Work Life Intermediary Role
An analytical study of the opinions of a sample of workers in the Maysan Oil
Company**

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Abstract

Current research seeks to identify the impact of soft practices for total quality management as an independent variable across its dimensions (Top Management Support, Focus On Customers, Training And Learning, Supplier Relationship, Continuous Improvement) on individual readiness for change as a dependent variable across its dimensions (Management Support, Self-Efficacy, Appropriateness, Personal Benefit) by mediating the quality of work life in its dimensions (physical work environment, occupational stress, Career Growth and Development, Social Support, Compensation and Rewards, Job Characteristics) in the maysan oil company, and the research sample included (292) from the individuals working in the company, and for the purpose of achieving the goal of the research, a questionnaire was adopted to collect data related to the research variables, and the descriptive analytical approach was adopted in the research, The results were reached using a statistical program such as (SPSS.V.24) and a program (Amos.V.24) to analyze data to reach conclusions, the most prominent of which was the existence of a correlation and impact relationship between soft practices of total quality management on individual readiness for change through the mediating role of quality work life. Based on the conclusions reached.

Key words: Total quality management - individual readiness for change - quality of work life

يسعى البحث الحالي إلى تحديد تأثير الممارسات الناعمة لإدارة الجودة الشاملة كمتغير مستقل عبر أبعادها (دعم الإدارة العليا ، التركيز على الزبائن ، التدريب والتعلم ، علاقة المورد ، التحسين المستمر) على الجاهزية الفردي للتغيير كمتغير تابع عبر أبعادها (الدعم الإداري ، الكفاءة الذاتية ، الملاءمة ، المنفعة الشخصية) من خلال التوسط في جودة حياة العمل بأبعادها (بيئة العمل المادية ، الإجهاد المهني ، النمو والتطوير الوظيفي ، الدعم الاجتماعي ، التعويضات والمكافآت ، خصائص الوظيفة) في شركة نفط ميسان وعينة البحث ضمت (٢٩٢) من الأفراد العاملين في الشركة ، ولغرض تحقيق هدف البحث تم اعتماد استبانة لجمع البيانات المتعلقة بمتغيرات البحث ، والمنهج الوصفي التحليلي. تم اعتماده في البحث وتم التوصل إلى النتائج باستخدام برنامج إحصائي مثل (SPSS.V.24) أ وجد برنامج (Amos.V.24) لتحليل البيانات للوصول إلى استنتاجات ، كان أبرزها وجود علاقة ارتباط وتأثير بين الممارسات الناعمة لإدارة الجودة الشاملة على الجاهزية الفردية للتغيير من خلال الدور الوسيط لجودة حياة العمل..

الكلمات المفتاحية: إدارة الجودة الشاملة - الجاهزية الفردية للتغيير - جودة حياة العمل

Introduction

Concept of total quality management is of great and wide importance in various scientific and practical circles, and the twenty-first century has become metaphorically called the era of total quality, so many production and service organizations have sought to consolidate the basic concepts of total quality management because it is one of the basic pillars of its success, and quality is a determinant. For the behavior of working individuals, so it has become necessary for organizations to provide goods and services of high quality to gain competitiveness in the markets, therefore tqm cannot be applied without the individual readiness for change among working individuals. Individual readiness for change is also important for designing and implementing effective human resources, developing the organization and increasing the possibility of success of change. The human resource is one of the most important and most valuable resources for the work of organizations because of its effective role in planning and implementing the activities of the organization, and this requires special consideration by paying attention to the preparation of high-quality administrative staff from the skill and knowledge aspect and the provision of an appropriate work environment and quality of life that works on achieving integration and interaction between the goals of working individuals and the goals of the organization.

Methodology

First: Research Problem

Based on the observation of the field reality in the maysan oil company, which represented the location of the study, the researcher conducted an exploratory study whose main objective is to see the capabilities and skills that the company's management possesses in the field of total quality management, individual readiness for change and the quality of work life, in addition to the fact that the company is one of the most important companies that it offers oil derivatives products to customers at the present time. As the study site company faces several challenges, one of which is the poor awareness of the personnel working for total quality management or their awareness of the meaning of the slogans related to quality, which indicates the weak awareness of the working personnel towards total quality management, and in light of this, the problem can be formulated in the following main question (Is it possible to explain The relationship between total quality management and individual readiness for change through mediating the quality of work life) and the following sub-questions emerge from it:-

1-What is the level of awareness of the employees working in the company about the location of the study for total quality management?

٢-What is the level of variance of individual readiness for change shown by working individuals towards the company?

٣-How do working individuals perceive the quality of work life in light of the activities and practices related to total quality management carried out by the company?

٤-What is the nature of the relationship between total quality management, individual readiness for change, and quality of work life?

5- Is there an impact of total quality management on individual readiness for change?

Second: Importance Of Research

1- Research has gained its importance through the novelty of the variables that you touched on, especially the variable of individual readiness for change and its dimensions, and total quality management, as well as the quality of work life and its dimensions.

٢-Determining the nature and type of the relationship between total quality management and individual readiness for change, which enables future studies to measure the nature and type of this relationship on other samples through which it is possible to identify a set of strategic solutions that in turn represent a treatment for the problems of each sample.

3- Develop appropriate and feasible solutions to the obstacles of total quality management, individual readiness for change, and the quality of work life, which the company and the research community suffer from.

Third: Research objectives

١-Determining the nature of the relationship between TQM (Top management support, customer focus, training and education, supplier relationship management, continuous improvement) and individual readiness for change (administrative support, self-efficacy, convenience, personal benefit).

2- Determining the nature of the relationship between total quality management (Top management support, customer focus, training and education, supplier relationship management, continuous improvement) and quality of work life (physical work environment, occupational stress, career growth and development, job characteristics, compensation and reward , social support).

Fourth: Hypotheses

H₀₋₁: There is a statistically significant correlation between the soft practices of total quality management and the quality of work life.

H₀₋₂: There is a statistically significant correlation between soft practices of total quality management and individual readiness for change.

H₀₋₃: There is a statistically significant effect of the soft practices of total quality management with its dimensions on individual readiness for change in its dimensions.

H₀₋₄: There is a statistically significant impact of the soft practices of total quality management in its dimensions on the quality of work life.

Fifth: Materials and Methods

We relied on the questionnaire to obtain data on the practical side. The questionnaire, in its final form, included three parts, the first part of which dealt with the information of the individuals on whom the research was conducted, while the second part included questions for total quality management and its preparation was based on the random sampling method. The third includes measures of individual readiness for change dimension, and the fourth is the quality of work life

Sixth: research sample

The researcher relied on the descriptive - analytical approach in testing hypotheses, research and describing data related to the research sample and the analytical method in analyzing data and finding results, as the research sample was represented by selecting (292) employees from different levels and functional specialties where the accreditation was done. On the method of random sampling in order to collect the necessary data and determine the size of the sample by relying on steven thompson's equation.

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By applying the above equation, we get the sample size, which amounted to (263). The researcher distributed (312) forms to employees in the company, and (298) forms were retrieved. When the forms were sorted and assembled for the purpose of preparing them for the analysis process, it was found that there are (6) forms that are not valid for analysis. Thus, the number of valid forms for analysis is (292).

Literature Review

First: Concept Of Total Quality Management

Total quality management is one of the most pioneering intellectual and philosophical concepts that have captured the wide attention of specialists, researchers, administrators and academics who are particularly interested in developing and improving production and service performance in various types of organizations (Hussein, 2012: 2). The japanese administration played a decisive role in this field, especially in the early eighties and late nineties of the last century, through its acquisition of providing high quality products that could reduce costs, and this resulted in the success achieved through its reliance on quality control rings and the use of the total quality management method that deepens it is widely used in various production and service fields (Melsa, 2009: 2). And defined by (Karim et al., 2020:3) a new management philosophy aimed at continuous improvement of all departments and processes and the creation of a new organizational culture based on making changes in order to achieve its goals effectively in colleges, whether in values, systems or management style, and sees (Saihu, 2020:3) as a management philosophy based on the concepts of modern philosophies, basic management methods, innovative efforts and specialized technical skills in order to raise the level of performance and continuous improvement.

Second: Importance Of Total Quality Management

Total Quality Management is concerned with holding all parties involved in the production process accountable as being responsible for the overall quality of the final product (Salami, 2013: 106). Supporters consider the importance of applying the culture and principles of total quality management as it means seeking to improve quality, increase productivity, reduce waste in production and marketing, and then provide products (Goods or services) in a way that meets or exceeds customer expectations (Rahman, 2005:71). The importance of applying the total quality management program in organizations lies in developing the quality of products with a reduction in costs and a reduction in wasted time and effort to improve the product or service provided to customers and gain their satisfaction (Teixeira et al., 2019:1338).

Third: Soft Practices Of Total Quality Management

1- Top management support

Top management support stimulates the implementation of quality management by providing direction and resources for quality improvement (Zu et al., 2008: 630). The support of senior management is reflected in enhancing the collaborative and educational environment necessary to implement quality management (Zeng et al., 2015: 161). Some studies have indicated that the support of senior management has effects on traditional quality management infrastructure practices, such as the relationship with customers, the relationship with suppliers, and workforce management (Modgil & Sharma, 2017: 514).

2- Focus customers

The focus on customers is one of the most important factors of competitive advantage, as the focus and effective implementation of total quality management is to meet the requirements of customers (Zu et al., 2008: 630). The term focus on customers includes a broad and comprehensive quality management framework (Shahin, 2011: 258).

3- Training and learning

Training and educating the working people is critical to building the human capital of the organization (Zhihai, 2003:78). Training and education are necessary to provide personnel with the new techniques and practices necessary to successfully implement TQM (Shahin, 2011:264).

4- Supplier relationship

Some of the reasons why many organizations link their suppliers' operations to their own system include poor quality costs due to poor quality merchandise purchased, just-in-time production philosophy, and the necessity of relationships with committed suppliers (Shahin, 2011:258). It is difficult for companies to develop the level of credibility and trust necessary to establish solid business relationships, and therefore organizations must use some tools, techniques and systems to establish an appropriate relationship with suppliers. Some of these systems include advanced procurement, planning and scheduling systems and transportation planning systems (Oghazi et al., 2016: 4804).

5- Continuous Improvement

Philosophy of continuous improvement is based on the fact that the organization reaches the desired state regardless of its previous success in terms of customer satisfaction, and the reason for this is due to the continuous change in the needs and desires of customers constantly, which pushes the organization to make improvement activities a continuous process (Reid, 2006:27). Organizations tend to view quality as a continually improving process rather than a fixed product, and thus develop quality improvement processes (McLean et al., 2017:219).

Fourth: Concept Individual Readiness For Change

Although the concept of readiness was first introduced by (Jacobson, 1957), the basis of readiness as a unique structure has been included in many theoretical models through which the ability of working individuals to change is revealed (Goksoy, 2012: 102). Defined by (hafstad, 2020:6) the extent to which working individuals assess the need for change, and the working individuals evaluate themselves and the organization's ability to organizational change, and evaluate the benefits that the organization and members can achieve from this change. (Yulianingsih, 2020: 272) sees it as the perception of people working for a particular aspect of their work environment, the extent to which the organization is perceived as ready to take a large-scale change.

Fifthly : Importance Of Individual Readiness For Change

Readiness of working individuals for change is an important driver for the success of change, as change initiatives may fail if working individuals do not believe that change is necessary or that the organization is unable to change (Goksoy, 2014:49). Individual readiness for change is related to the beliefs, attitudes, and intentions of working individuals related to perceived need and probability of success (Margherita, 2010: 475). (Goksoy, 2012:102) believes that individual readiness for change is a critical success factor because organizations do not change and act only through their members, and even the most collective activities that occur in organizations are the result of some integration into the individual activities of the members of the organization.

Sixth: Dimensions Of Individual Readiness For Change

1- Management support

This dimension refers to the extent to which individuals working in the organization feel that senior leaders support change, through a commitment to support and follow up on change, and administrative support creates confidence in the effectiveness of the changes that will be made (Tho et al., 2017:312). He adds (Young, 2008:6) The effects of administrative support for change is as psychological capital, which is an unlimited psychological resource that working individuals can benefit from and develop to help in their personal and professional success, and this support is usually on two levels: (the support of the senior manager and the support of the supervisor).

2- Self-efficacy

Self-efficacy indicates that working individuals who have greater confidence in their ability to deal with change are expected to have a stronger emotional commitment to the changes that occur in the organization (Margherita&Petti, 2010: 475). (Mangundjaya, 2018: 498) believes that self-efficacy affects the social perception of working individuals, social identity and the extent of commitment of working individuals to change, as collective identity and self-efficacy represent valuable motivational factors that affect individual behavior and attitudes towards a particular change.

3- Appropriateness

Indicate Appropriateness to the belief of working individuals that the change will make a difference in the current state of the organization, in addition to that the change is appropriate and the organization will benefit from this change (Tho et al., 2017:312). and (Haffar et al., 2019:14) showed that when members of the organization believe that a certain change is a sufficient solution for the organization, then they have a higher level of emotional commitment to the change.

4- Personal Benefits

(Kumara, 2019:3) adds that the feeling of working people of their ability to implement change successfully, and the realization of personal benefits will provide important insights to those in charge of change and help them take effective action for its success. (koerner et al., 2009:239) indicated that most of the changes should be in line with improving the jobs and personal lives of working individuals and improving the quality of work life.

Seventh: Concept Quality of work life

Concept of the quality of work life appeared to keep pace with the policies of organizational change and development and to alleviate the cases of tension and anxiety that prevailed among working individuals for fear of being laid off, or a reduction in the services and social benefits provided to them, or a reduction in the rates of their wages, and then maximizing the importance of using and rationalizing the performance of human resources and considering it one of the strategies effective in consolidating the competitive advantage of business organizations (Royuela, 2008:402). (Bakhshi & Kalantari, 2017:31) defined it as a set of strategies, procedures, and atmospheres related to the workplace that enhance and maintain the satisfaction of working individuals by seeking to improve working conditions in the organization. (Akter et al., 2019: 370) considers that they are the material and moral factors that provide the work environment in its various dimensions well, which is positively reflected on the working individuals, so they feel satisfied and job security, so they make the maximum possible effort in the service of the organization.

Eighth: Importance Of Quality of work life

Quality of work life is the cornerstone of the success of many organizations, due to its great role in improving productivity, while at the same time fulfilling the hopes of working individuals by satisfying their needs (Chamberlain et al., 2019:36). (Akter et

al., 2019: 370) believes that there are positive and constructive effects of the availability and application of quality of work life, the most important of which are the following: -

1-Reducing work conflicts between working individuals and management by creating a more productive work environment, resolving all complaints and creating a good work environment that helps in solving problems.

2- Extensive participation of the influential force in the work members with many good and constructive ideas that help in the process of improving manufacturing processes and working conditions.

3-Increasing reassurance, loyalty and belonging among working individuals and balancing their personal goals with those of the organization in general.

4-Improving and supporting human relations in the organization.

5- Low turnover of personnel working in the organization.

6 - A better and optimal investment of human resources in the organization.

Nine: Dimensions Of Quality of work life

1- Physical work environment

Physical work environment is defined as the facilities, equipment, resources, and operational climate that working individuals encounter and interact with in their workplace. A healthy work environment provides physical, cultural and psychological working conditions that can increase the health and well-being of working individuals (Grimes & roberts, 2010:2). The factors that affect the work environment are the large workload, insufficient working people, the physical environment, inputs to decision-making and organizational communication (Jennings, 2008:1).

2- Occupational Stress

Occupational stress refers to a negative psychological state arising from the interaction of working individuals and their work environment which they perceive to be beyond their abilities and resources, thus disturbing their mental and physical well-being (Mazzola et al., 2011:94). The aim of the study of occupational stress is to show the relationship between stress and stress and coping mechanisms, as stressors are the environmental conditions that provoke an emotional response, while stress is the individual response to stress, while the coping mechanisms refer to the individual effort to reduce stress (Saha et al., 2011:2).

3- Career Growth and Development

Growth and development can be defined as a set of work roles or opportunities available to individuals working in the organization to develop a certain set of skills, knowledge, qualifications, experience, etc., and the development of innovative tools, techniques and procedures in organizations requires working individuals to maintain competence through continuous education and training (Ross et al.,2013:2). Training is a relatively permanent change in attitudes, skills, knowledge, and behavior through a program of formal orientation, cross-functional training, and professional and personal development that promotes retention of employed individuals, improvement of morale, increased job efficiency and improved quality of working life (Chang et al., 2007:352).

4- Job Characteristics

Job characteristics can be defined as the specific aspects of a job that can be identified and evaluated and that affect the behavior of working individuals. The job demand support control model is widely used to study job characteristics in workplaces. The model assumes that there are three critical dimensions that predict the well-being of individuals. Employees, which are job requirements, job control (estimate of skills and decision-making power) and social support from supervisor and colleagues (kandasamy&ancheri, 2009:329). A challenging job can help working individuals develop positive and realistic self-esteem, continuous innovation and risk tolerance (Singh et al., 2010:2).

5- Compensation and Rewards

Compensation includes all forms of tangible and intangible rewards received by working individuals, while the reward represents everything that employees may appreciate and that the employer is willing to provide in return for their contributions (Merriman, 2014: 67). Compensation is a driver of attitudes and behaviors of working individuals, which is vital to assessing the value of working individuals, attracting potential job holders, and retaining current working individuals, in conjunction with increasing the level of motivation and performance of working individuals (Chiang, 2008:491).

6- Social Support

Social support refers to the perception of working individuals regarding the quality and strength of relationships in the workplace, which provide resources such as communication of information, empathy, and tangible assistance (Kossek et al., 2014:53). Social support stems from multiple sources (supervisors, co-workers, and family) and varies according to Content in general (support received on the job through social interaction or resources) or specific (support through the provision of resources to further the demand for a particular role). The relatively frequent interaction between working individuals and the supervisor at work makes the supervisor a potential influencer on the perception of support for working individuals (JR et al., 2007: 2).

First: description and coding of the research variables and dimensions

This paragraph shows the way in which the variables of the study are expressed in a way that makes it easier for the reader to interpret and understand the data, and to conclude the goal and purpose that the study seeks to achieve. Researchers have to analyze the data in a flexible and easy way, and therefore the table (1) shows the symbols that express the variables involved in the analysis

Table (1) description and coding of the study variables and dimensions

Code	Number of items	Dimensions	Variables
TQSS	γ	Top management support	Total Quality
TQFC	ε	Focus customers	

TQTE	٦	Training and learning	Management
TQMR	٦	Supplier relationship	
TQCI	٥	Continuous Improvement	
QWPW	٦	Physical work environment	Quality of work life
QWOS	٤	Occupational Stress	
QWCG	٣	Career growth and development	
QWFC	٦	Job characteristics	
QWCB	٥	Compensation and rewards	
QWSO	٥	Social support	
INAD	٦	Management support	Individual Readiness For Change
INSF	٦	Self-efficacy	
INSU	٦	Appropriateness	
INPB	٥	Personal Benefits	

Second: Results Of The Study Are Presented, Analyzed And Interpreted

1- Statistical description of the soft practices variable for total quality management

The results of Table (2) indicate that the general average of the level of agreement of the studied sample towards the soft practices of total quality management amounted to (3.65) and a standard dispersion of (0.644), which indicates the availability of soft practices of total quality management among the studied sample, and perhaps the dimension that contributed to improving and enriching This variable is due to the continuous improvement dimension (TQCI) in the study sample with an arithmetic mean of (3.85) and a standard deviation equal to (0.648). And a fairly high standard deviation of (0.909), which indicates the need for the studied sample to focus on the preferences and tastes of customers and work to satisfy them as much as possible in order to reduce complaints and dissatisfaction.

Table (2) Arithmetic averages and standard deviations of the dimensions and paragraphs of the soft practices variable for total quality management (N=292)

Order of importance	Standard deviation	Mean	Strongly Agree		Agree		Disagree		Uncertain		Strongly Disagree		Paragraphs
			%	N	%	N	%	N	%	N	%	N	
7	0.979	3.68	13.7	40	60.3	176	11.0	32	11.0	32	4.1	12	Tqss1
6	0.940	3.81	19.2	56	56.8	166	12.3	36	8.9	26	2.7	8	Tqss2
5	1.064	3.61	17.8	52	48.6	142	13.7	40	16.4	48	3.4	10	Tqss3
4	0.980	3.43	10.3	30	45.2	132	24.7	72	17.1	50	2.7	8	Tqss4

3	0.949	3.75	17.1	50	56.8	166	13.0	38	10.3	30	2.7	8	Tqss5
2	0.952	3.71	18.5	54	48.6	142	20.5	60	10.3	30	2.1	6	Tqss6
1	0.938	3.71	18.5	54	47.9	140	21.2	62	11.0	32	1.4	4	Tqss7
Third	0.775	3.67	Top management support										
2	0.976	3.49	13.0	38	42.5	124	28.1	82	13.7	40	2.7	8	Tqfc1
1	1.017	3.51	16.4	48	38.4	112	26.7	78	16.4	48	2.1	6	Tqfc2
3	1.018	3.39	13.7	40	36.3	106	26.7	78	21.9	64	1.4	4	Tqfc3
4	1.095	3.29	15.1	44	30.1	88	27.4	80	24.0	70	3.4	10	Tqfc4
Fifth	0.909	3.42	Focus customers										
1	0.970	3.99	30.8	90	50.7	148	8.2	24	7.5	22	2.7	8	Tqte1
3	0.998	3.88	26.7	78	50.7	148	8.9	26	11.6	34	2.1	6	Tqte2
5	0.941	3.70	20.5	60	41.8	122	24.7	72	13.0	38	0	0	Tqte3
4	0.923	3.79	19.9	58	52.7	154	15.8	46	10.3	30	1.4	4	Tqte4
6	0.948	3.70	18.5	54	47.9	140	19.2	56	13.7	40	.7	2	Tqte5
2	0.926	3.95	28.1	82	50.0	146	12.3	36	8.2	24	1.4	4	Tqte6
Second	0.754	3.84	Training and learning										
1	0.779	3.67	11.6	34	50.7	148	31.5	92	5.5	16	.7	2	Tqmr1
2	0.890	3.60	13.7	40	45.9	134	26.7	78	13.7	40	0	0	Tqmr2
5	0.968	3.29	9.6	28	35.6	104	30.8	90	22.6	66	1.4	4	Tqmr3
4	0.944	3.36	11.0	32	34.9	102	34.9	102	17.8	52	1.4	4	Tqmr4
6	1.021	3.23	8.2	24	37.0	108	28.1	82	22.6	66	4.1	12	Tqmr5
3	0.904	3.60	14.4	42	44.5	130	29.5	86	10.3	30	1.4	4	Tqmr6
fourth	0.690	3.46	Supplier relationship										
3	0.807	3.90	17.1	50	65.1	190	11.0	32	4.8	14	2.1	6	Tqci1
4	0.914	3.75	17.8	52	52.1	152	18.5	54	10.3	30	1.4	4	Tqci2
5	0.940	3.66	13.7	40	54.8	160	19.2	56	8.9	26	3.4	10	Tqci3
2	0.840	3.95	24.7	72	52.7	154	17.1	50	4.1	12	1.4	4	Tqci4
1	0.877	3.97	27.4	80	51.4	150	13.0	38	7.5	22	.7	2	Tqci5
First	0.648	3.85	Continuous Improvement										
***	0.644	3.65	Total Quality Management										

Y- Statistical description of the Quality Of Work Life Variable

It is clear from the results of Table (3) that the general average of the arithmetic averages for the work life quality variable was (3.30) and a standard deviation of (0.566), which indicates the interest of the studied company to invest the largest possible number of available opportunities by focusing on growth and career development with an arithmetic average. equal to (3.82) and a standard deviation of (0.735), on the other hand, the company suffers from a weakness in addressing the social problems it faces with an arithmetic mean of (2.78) and a standard deviation of (1.093), which means that the studied company should pay attention to social support for its various workers from In order to improve its ability to communicate information, empathy, and tangible assistance to workers in the workplace.

Table (2) Arithmetic averages and standard deviations of the dimensions and items of the quality of work life variable (N=292)

Order of importance	Standard deviation	Mean	Strongly Agree		Agree		Disagree		Uncertain		Strongly Disagree		Paragraphs
			%	N	%	N	%	N	%	N	%	N	
3	1.090	3.4	11.0	32	46.6	136	21.2	62	13.7	40	7.5	22	Qwpw1
5	1.156	3.29	10.3	30	45.2	132	17.8	52	17.1	50	9.6	28	Qwpw2
2	0.692	4.25	37.7	110	52.1	152	8.2	24	2.1	6	0	0	Qwpw3
1	0.705	4.33	43.8	128	47.3	138	7.5	22	.7	2	.7	2	Qwpw4
6	1.165	3.23	11.0	32	37.7	110	25.3	74	15.1	44	11.0	32	Qwpw5
4	1.195	3.32	14.4	42	39.0	114	21.2	62	15.1	44	10.3	30	Qwpw6
Third	0.687	3.64	Physical work environment										
1	0.884	3.88	17.1	50	66.4	194	6.8	20	6.2	18	3.4	10	Qwos1
3	0.934	3.78	20.5	60	50.7	148	15.8	46	12.3	36	.7	2	Qwos2
4	0.899	3.72	15.1	44	55.5	162	17.1	50	11.0	32	1.4	4	Qwos3
2	0.918	3.85	24.0	70	47.9	140	17.8	52	9.6	28	.7	2	Qwos4
Second	0.668	3.81	Occupational Stress										
3	1.036	3.55	13.0	38	52.1	152	16.4	48	13.7	40	4.8	14	Qwcg1
2	0.972	3.72	17.1	50	54.1	158	15.8	46	9.6	28	3.4	10	Qwcg2
1	0.747	4.20	35.6	104	52.1	152	9.6	28	2.1	6	.7	2	Qwcg3
First	0.735	3.82	Career growth and development										
2	0.932	3.71	17.1	50	50.7	148	19.2	56	11.6	34	1.4	4	Qwfc1
3	0.972	3.64	15.8	46	50.0	146	19.9	58	11.6	34	2.7	8	Qwfc2
5	1.119	2.89	5.5	16	28.8	84	27.4	80	26.0	76	12.3	36	Qwfc3
1	1.033	3.80	25.3	74	45.9	134	15.8	46	9.6	28	3.4	10	Qwfc4
6	1.220	2.79	7.5	22	25.3	74	23.3	68	26.0	76	17.8	52	Qwfc5
4	1.123	3.10	9.6	28	32.9	96	22.6	66	28.1	82	6.8	20	Qwfc6
fourth	0.606	3.32	Job characteristics										
4	1.327	2.84	9.6	28	29.5	86	18.5	54	19.9	58	22.6	66	Qwcb1
1	1.023	3.71	17.8	52	53.4	156	15.8	46	7.5	22	5.5	16	Qwcb2
3	1.245	2.90	8.9	26	30.1	88	18.5	54	26.7	78	15.8	46	Qwcb3
2	1.252	2.97	11.0	32	30.1	88	17.8	52	27.4	80	13.7	40	Qwcb4
5	1.164	2.80	7.5	22	22.6	66	26.7	78	28.8	84	14.4	42	Qwcb5
Fifth	0.951	3.04	Compensation and rewards										
3	1.167	2.74	4.8	14	28.8	84	17.1	50	34.2	100	15.1	44	Qwso1
5	1.275	2.52	6.8	20	21.2	62	15.8	46	29.5	86	26.7	78	Qwso2
4	1.277	2.69	8.2	24	25.3	74	14.4	42	31.5	92	20.5	60	Qwso3
2	1.328	2.87	13.0	38	23.3	68	21.2	62	22.6	66	19.9	58	Qwso4
1	1.232	3.08	11.6	34	31.5	92	24.0	70	19.2	56	13.7	40	Qwso5
sixth	1.093	2.78	Social support										
****	0.566	3.30	Quality Of Work Life										

Ƴ- Statistical description of the Individual Readiness Change Variable

Results of Table (19) show that the working arithmetic mean of the individual readiness for change was (3.45) and a standard deviation equal to (0.475), and perhaps the dimension that contributed to improving and developing the individual readiness of workers to make change is the dimension of self-efficacy, with an arithmetic average of (3.75) and a standard deviation of (0.463), but the company's factors that limit the achievement of the company's benefit were represented in the personal

benefit dimension, with an arithmetic mean of (3.21) and a standard deviation equal to (0.413), which indicates that the company's interest in the personal benefit dimension contributes In promoting and improving the utility and benefits of the company significantly.

Table (4) Arithmetic averages and standard deviations of the dimensions and paragraphs of the individual readiness for change variable (N=292)

Order of importance	Standard deviation	Mean	Strongly Agree		Agree		Disagree		Uncertain		Strongly Disagree		Paragraphs
			%	N	%	N	%	N	%	N	%	N	
3	0.968	3.29	5.5	16	43.2	126	32.9	96	12.3	36	6.2	18	Inad1
2	1.004	3.30	10.3	30	35.6	104	31.5	92	19.2	56	3.4	10	Inad2
5	1.017	3.19	8.9	26	31.5	92	34.2	100	20.5	60	4.8	14	Inad3
1	1.044	3.38	10.3	30	44.5	130	24.0	70	15.8	46	5.5	16	Inad4
4	1.164	3.25	11.0	32	36.3	106	32.9	96	6.2	18	13.7	40	Inad5
6	1.201	3.14	13.0	38	30.8	90	24.0	70	21.9	64	10.3	30	Inad6
Third	0.820	3.26	Management support										
5	0.981	3.45	11.0	32	44.5	130	25.3	74	16.4	48	2.7	8	Insf1
6	0.892	3.43	6.8	20	47.3	138	30.8	90	12.3	36	2.7	8	Insf2
2	0.735	3.90	18.5	54	56.8	166	21.9	64	2.1	6	.7	2	Insf3
1	0.699	4.01	19.9	58	65.1	190	11.6	34	2.7	8	.7	2	Insf4
3	0.766	3.90	16.4	48	63.7	186	14.4	42	4.1	12	1.4	4	Insf5
4	0.843	3.84	17.1	50	58.9	172	17.8	52	3.4	10	2.7	8	Insf6
First	0.463	3.75	Self-efficacy										
4	0.917	3.67	12.3	36	56.8	166	20.5	60	6.2	18	4.1	12	Insu1
3	0.878	3.67	11.0	32	58.9	172	19.2	56	8.2	24	2.7	8	Insu2
1	0.778	3.92	19.9	58	57.5	168	19.9	58	.7	2	2.1	6	Insu3
2	0.897	3.88	23.3	68	52.1	152	15.8	46	7.5	22	1.4	4	Insu4
6	1.037	2.79	4.1	12	22.6	66	31.5	92	31.5	92	10.3	30	Insu5
5	1.061	3.57	15.8	46	47.3	138	21.2	62	9.6	28	6.2	18	Insu6
Second	0.522	3.58	Appropriateness										
4	1.039	2.98	6.2	18	28.1	82	29.5	86	30.1	88	6.2	18	Inpb1
5	1.056	2.92	6.8	20	24.0	70	31.5	92	30.1	88	7.5	22	Inpb2
2	1.070	3.24	10.3	30	35.6	104	27.4	80	21.2	62	5.5	16	Inpb3
3	1.158	3.20	10.3	30	34.9	102	32.2	94	9.6	28	13.0	38	Inpb4
1	0.936	3.72	19.9	58	43.8	128	26.7	78	7.5	22	2.1	6	Inpb5
fourth	0.613	3.21	Personal Benefits										
***	0.475	3.45	Individual Readiness Change										

Third: - Correlation Hypothesis

This paragraph is concerned with measuring the nature and type of relationship between Total Quality Management, Individual Readiness Change, Quality Of Work Life, and the dimensions of each of them, through the use of the correlation matrix between variables, by using Spearman's correlation depending on the scale (Dawud Adebayo & Peter, 2013: 314) in order to determine the strength and type of this relationship between the study variables, and as shown in Table (5)

Table (5) Standard for measuring the strength of the correlation coefficient

Power correlation	degree of correlation
High very	1 - 0,90
High	0,90 - 0,70
Medium	0,70 - 0,50
Low	0,50 - 0,30
Very low	0,30 - 0,00

Source: Agunbiade, Dawud Adebayo & Ogunyinka, Peter I. , 2013 ," Effect of Correlation Level on the Use of Auxiliary Variable in Double Sampling for Regression Estimation " Open Journal of Statistics, NO. 3, , p.p 314

1-Correlation hypothesis

First main hypothesis This hypothesis states that (There Is A Statistically Significant Correlation Between The Soft Practices Of Total Quality Management And The Quality Of Work Life).

Results contained in Table (6) show that there is a statistically significant correlation between the soft practices of total quality management and the quality of work life and its amount (0.744) and at a level of significance less than (0.01), in addition to the level of the relationship of soft practices of total quality management with its dimensions and quality of life Work ranges from (0.395) for the dimension of functional characteristics to (0.727) for the dimension of the physical work environment, which indicates the necessity of the studied company's interest in improving its skills by evaluating employee behaviors and limiting the factors that affect the workplace environment.

Second main hypothesis This hypothesis states that (There Is A Statistically Significant Correlation Between Soft Practices Of Total Quality Management And Individual Readiness For Change)

Results contained in Table (6) show that there is a correlation between the soft practices of total quality management and individual readiness for change, and it reached (0.737) at a level of significance less than (0.01), which indicates the necessity of the studied company's interest in improving the individual readiness for change, at a rate of (0.263). While the strength of the correlation for the dimensions of individual readiness for change ranged between (0.490) for the dimension of self-efficacy to (0.751) for the dimension of administrative support, which indicates that the studied company's interest in developing its own self-efficacy contributes to improving and enhancing the company's personal benefits.

Table(6) Correlation Matrix

	Top management support	Focus customers	Training and learning	Supplier relationship	Continuous Improvement	Total Quality Management	Physical work environment	Occupational Stress	Career growth and development	Job characteristics	Compensation and rewards	Social support	Quality of work life	Management support	Self-efficacy	Appropriateness	Personal Benefits	Individual Readiness Change
Top management support	1	.671**	.749**	.625**	.658**	.872**	.624**	.366**	.455**	.352**	.586**	.580**	.655**	.657**	.341**	.449**	.492**	.648**
Focus customers	.671**	1	.639**	.700**	.615**	.867**	.619**	.379**	.448**	.302**	.583**	.669**	.637**	.653**	.367**	.433**	.394**	.617**
Training and learning	.749**	.639**	1	.571**	.714**	.861**	.585**	.486**	.537**	.363**	.482**	.466**	.631**	.614**	.324**	.469**	.467**	.623**
Supplier relationship	.625**	.700**	.571**	1	.621**	.821**	.617**	.491**	.404**	.302**	.566**	.654**	.625**	.694**	.362**	.395**	.472**	.648**
Continuous Improvement	.658**	.615**	.714**	.621**	1	.834**	.662**	.689**	.505**	.376**	.407**	.429**	.618**	.578**	.336**	.482**	.445**	.607**
Total Quality Management	.872**	.867**	.861**	.821**	.834**	1	.727**	.553**	.550**	.395**	.622**	.664**	.744**	.751**	.407**	.522**	.530**	.737**
Physical work environment	.624**	.619**	.585**	.617**	.662**	.727**	1	.452**	.549**	.446**	.580**	.603**	.840**	.668**	.438**	.422**	.525**	.680**
Occupational Stress	.366**	.379**	.486**	.491**	.689**	.553**	.452**	1	.337**	.407**	.262**	.264**	.456**	.450**	.210*	.340**	.371**	.458**
Career growth and development	.455**	.448**	.537**	.404**	.505**	.550**	.549**	.337**	1	.314**	.417**	.501**	.720**	.555**	.462**	.290**	.399**	.560**
Job characteristics	.352**	.302**	.363**	.302**	.376**	.395**	.446**	.407**	.314**	1	.277**	.284**	.573**	.522**	.303**	.260**	.643**	.578**
Compensation and rewards	.586**	.583**	.482**	.566**	.407**	.622**	.580**	.262**	.417**	.277**	1	.773**	.770**	.674**	.385**	.358**	.419**	.618**
Social support	.580**	.669**	.466**	.654**	.429**	.664**	.603**	.264**	.501**	.284**	.773**	1	.779**	.759**	.392**	.437**	.433**	.682**
Quality of work life	.655**	.637**	.631**	.625**	.618**	.744**	.840**	.456**	.720**	.573**	.770**	.779**	1	.799**	.516**	.449**	.651**	.803**
Management support	.657**	.653**	.614**	.694**	.578**	.751**	.668**	.450**	.555**	.522**	.674**	.759**	.799**	1	.448**	.497**	.662**	.890**
Self-efficacy	.341**	.367**	.324**	.362**	.336**	.407**	.438**	.210*	.462**	.303**	.385**	.392**	.516**	.448**	1	.360**	.404**	.666**
Appropriateness	.449**	.433**	.469**	.395**	.482**	.522**	.422**	.340**	.290**	.260**	.358**	.437**	.449**	.497**	.360**	1	.382**	.700**
Personal Benefits	.492**	.394**	.467**	.472**	.445**	.530**	.525**	.371**	.399**	.643**	.419**	.433**	.651**	.662**	.404**	.382**	1	.811**
Individual Readiness Change	.648**	.617**	.623**	.648**	.607**	.737**	.680**	.458**	.560**	.578**	.618**	.682**	.803**	.890**	.666**	.700**	.811**	1

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

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

Sig. (2-tailed) =0.000

N= 292

2 - Impact Hypothesis

fourth main hypothesis which states that (there is a statistically significant effect of the soft practices of total quality management with its dimensions on the individual readiness for change in its dimensions)

Results of Table (7) indicate that the structural modeling equation of the standard model between the soft practices of total quality management in its dimensions contributed to the interpretation of (54.4%) of the factors that govern individual readiness for change, which indicates that the studied company has to develop its capabilities by (0.456) and with an error A standard value of (0.042) and a critical value equal to (12.952), in addition to the fact that the calculated value of (34.403) is higher than the tabular value of (1.64), and this indicates acceptance of the alternative hypothesis and rejection of the null hypothesis

Table (7) Results of the analysis of the direct impact of the variable soft practices of total quality management by its exclusion on the individual readiness for change by its exclusion

probability (P)	Values R ₂	Values F	critical ratio	standard error	Standard Estimates	Path		
***	0,001	34,403	10.179	0,039	0,397	Individual readiness for change	<---	Top management support
***			9.471	0,034	0,322	Individual readiness for change	<---	Focus customers
***			9.585	0,041	0,393	Individual readiness for change	<---	Training and learning
***			10.159	0,044	0,447	Individual readiness for change	<---	Supplier relationship
***			9.082	0,049	0,440	Individual readiness for change	<---	Continuous Improvement
***			12.952	0,042	0,044	Individual readiness for change	<---	Total Quality Management

The fifth main hypothesis, which states that (there is a statistically significant effect of the soft practices of total quality management with its dimensions on the quality of work life)

It is noted from the results of Table (8) and shown in Figure (13) that the structural modeling equation of the standard model between the soft practices of total quality management and the quality of work life, indicates that increasing the soft practices of total quality management by one standard weight leads to improving the quality of work life By (0.654) and with a standard error equal to (0.049) and with a critical value of (13.35) and this indicates the acceptance of the alternative hypothesis and the rejection of the null hypothesis, since the significant value of () calculated (34.804) is higher than the tabular value (1.64) at a level of significance less than (0.05), i.e. with a reliability level of (0.95).

Table (8) Results of the analysis of the direct impact of the soft practices variable of total quality management with its dimensions on the quality of work life in its dimensions

probability (P)	Values R2	Values F	critical ratio	standard error	Standard Estimates	Path		
***	0.004	34.804	10.41	0.046	0.479	quality of work life	<---	Top management support
***			9.925	0.040	0.397	quality of work life	<---	Focus customers
***			9.673	0.049	0.474	quality of work life	<---	Training and learning
***			9.679	0.053	0.513	quality of work life	<---	Supplier relationship
***			9.474	0.057	0.040	quality of work life	<---	Continuous Improvement
***			13.35	0.049	0.604	quality of work life	<---	Total Quality Management

Conclusions and Recommendations

1-Conclusions

١- Results of the study indicated that Naameh's total quality management practices contribute to improving the skills of working individuals and pushing them towards achieving the goals of the organization, which enhances their readiness for the changes made by the organization.

٢- Presence of a direct and indirect impact of the soft practices of total quality management on individual readiness for change through the mediating role of the quality of work life, which means that the quality of work life contributes to eliminating or reducing risks and threats facing the company.

٣- Company's focus on improving the level of its products indicates the necessity of its participation in seminars and discussion conferences that contribute to building a clear vision towards the points targeted for development.

٤- Company seeks to determine the current and future requirements and tastes of customers in order to meet them and gain customer satisfaction and loyalty, which indicates the company's focus on achieving total quality management practices.

5- Company's interest in providing educational and training programs for all its employees indicates the successful implementation of its techniques and quality tools, which contributes to investing its resources in a way that aims to create value for the organization.

2-Recommendations

١- Need for the company to be keen to support working individuals by following up on change and encouraging them to build creative ideas, as these contribute to improving the company's reality.

٢- Need for the company to be keen on building trust among the employees in order to make successful changes within the work by developing the skills of the employees to achieve success in implementing the change.

3- Need for the company to focus on coordination (appropriateness) between the skills it possesses and the processes and goals it seeks to achieve, which indicates the need to develop the capabilities and skills of the working individuals.

4- Studied company must achieve a balance between personal benefits and the benefits of working individuals in order to build positive relationships between the company and working individuals and reduce problems and crises within the organizational work environment.

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