



Relationship between Organizational Commitment and Job Satisfaction in Healthcare Using TQM Frameworks

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Abstract: This research focuses on the connection between health worker's organizational commitment and job satisfaction through focus soft TQM practices. A total of 700 questionnaires were given to doctors and nurses in three iso 9000 certified hospitals in Pakistan of which 560 responses were expected. The doctors and nurses provided feedback on their concerns and suggestions for improvement and provided responses that were quantified using ordinal measurement scales. In order to interpret the results of the study, various analyses were run including linear regression, measures of reliability, and normality investigations. The results suggest that soft TQM practices are helpful for improving the level of organizational commitment and the level of self-rated job satisfaction towards healthcare employees. On the other hand, the study did not confirm, as earlier investigations did, the important role which top management commitment, leadership and customer satisfaction emphasize may have on the level of self-rated job satisfaction of employees. Moreover, there was also an observed inverse relationship between customer satisfaction and organizational commitment which is an underlining interrelation that is contextually based. The results point to the need for intense administrative commitment in order to maintain and improve the level of TQM implemented in order to improve job satisfaction and organizational commitment in the healthcare system in Pakistan. The study fulfils an identified gap on TQM in developing countries and its influence on the workforce outcomes in health systems.

Keywords: Organizational Commitment, TQM Practices, Job Satisfaction, Healthcare Professionals, Leadership in Healthcare, Customer Satisfaction, Pakistan Healthcare System

1. Introduction

Healthcare organizations are actively involved in a surrounding that is rapid and quite challenging. The important aspect to note is that the care of patients is dependent on the level of satisfaction and the feeling of being committed by the healthcare professionals [1]. These two aspects, i.e. job satisfaction and organizational commitment, are both central for the retention of talented professionals and are also of primary concern regarding the level of service and the outcomes of the patients [2]. In relation to these challenges, Total Quality Management (TQM) frameworks have been introduced as major interventions aimed at systematically improving operational effectiveness, employee relations, as well as the overall effectiveness of the organization [3].

TQM includes both "hard" and "soft" practices. Hard practices are more specialized in the technical and process oriented activities like standardization and performance measurement. On the other hand, soft practices are focused on areas dealing with people like leadership, employee relations, building teams and collaboration [4]. It is to be noted that Soft TQM practices have been identified as very important in the development of an organizational culture that is supportive where employees are willing and able to participate in doing work [5]. This supportive

culture has been shown to be positively related to increased job satisfaction and organizational citizenship behavior which is very important in stressful and high demanding areas of work such as healthcare [6].

In health care institutions, a satisfied employee plays an important role in maintaining an active and productive workforce satisfied at work. Minimizing attrition and augmenting the productivity and quality of patient care is positively correlated to the levels of job satisfaction [7]. Restated, organizational commitment that is, the attachment of the employees to their organization on an emotional and psychological level ensures that medical personnel remain loyal to the institution's objectives, thus increasing commitment and loyalty while decreasing the attendant costs for high rates of attrition [8]. The dynamic relationship between job satisfaction and organizational commitment should be viewed in a more comprehensive manner as the two have a compounding effect, creating a feedback loop that is powerful in enhancing employee wellbeing as well as the organizational outcomes.

Although TQM principles and practices have been widely used in many sectors, little has been done regarding its application in the health sector with particular emphasis on developing countries. There are concerns in regions like Pakistan where its healthcare system is burdened by underfunding, workforce deficits, and poor culture that the role of soft TQM in changing employee attitude has not been researched enough [9]. In addition, studies available point that contextual issues like the leadership in place, culture, and organizational concerns might be major determinants to the success of TQM [10].

Almost every field of study has a wealth of knowledge about factors influencing job satisfaction and the impact of work environments on organizational commitment. This study is one such attempt to examine the connection between soft TQM practices, job satisfaction and organizational commitment of health care professionals working in ISO certified hospitals in Pakistan. The unique problem orientation of this research provides useful information to the management literature by clarifying how soft TQM practices can be used to improve workforce outcomes in the health service sector.

2. Literature Review

The literature discusses the overall developments in the practices of Total Quality Management (TQM) as well as the effects it has on job satisfaction and organizational commitment. This segment analyzes the main dimensions of TQM, their correlation with employees, and the factors of leadership, training, customer focus, teamwork, and organizational culture responsible for these relationships.

2.1 TQM Practices

Total Quality Management (TQM) is concerned with routine improvement of the processes and the results of an organization, and as such, it is an integrated manager's approach. Besides, TQM covers the „hard” and „soft” dimensions of management practice, but the latter is more appreciated today because of its emphasis on employee and organizational culture. Human-related factors, such as commitment from the top management, teamwork, and the willingness to take responsibility, are examples of soft TQM practices [10]. Such practices encourage motivation of employees as well as the performance of an organization. The approaches increase the level of trust and respect between employees and the management, which is beneficial for all parties involved [11].

In particular, healthcare organizations have a lot to gain with the implementation of TQM frameworks because of their operational problems. Literature shows that soft TQM practices enhance the quality of services rendered and the effectiveness of the organization because the employees are motivated to achieve the goals of the institution [12]. By emphasizing empowerment, participative decision-making, and communication, TQM practices can build a sense of ownership and commitment among healthcare professionals [13].

2.2 Practices of TQM and Enjoyment of Work

Enjoyment of work is one of the key results of effective management of TQM as a system. There are reports that employees who perceive the practice of TQM as courteous and friendly demonstrate a favorable attitude towards their jobs [14]. Practices such as employee recognition, participatory management style, and training enhance the employees' commitment to their work roles [15]. Moreover, TQM puts an emphasis on obtaining employees' opinions and feedback as well as allowing them to take part in making decisions, which in turn enhances their satisfaction and belongingness [16].

In the healthcare sector, job satisfaction is a variable that relates well with the quality of patient care because happy workers are much more productive and wish to perform the tasks assigned to them well. Some of the soft practices of TQM like leadership style and team working have been proven to decrease stress, improve morale, and increase

job satisfaction among healthcare workers [17]. Nevertheless, all these changes are only possible if there is a continuous effort to create and maintain an environment where staff members are appreciated [18].

2.3 TQM Practices and Organizational Commitment

An essential aspect of reducing turnovers and improving institutional stability is the emotional attachment an employee has with one's organization. An employee's attachment to an organization can be enhanced by TQM practices such as culture inclusivity to align employee values with the organizational goals [20]. The following sub sections will discuss TQM's specific dimensions that focus on promoting organizational commitment.

2.3.1 Leadership Role Commitment

As a concept, leadership is one of the most important aspects of TQM, as it influences the type of organizational culture, as well as quality initiatives. Prioritization of open communication, improvement of quality, and employee engagement are strong indicators of effective leadership [21]. At an organizational level, these are crucial in healthcare where the leaders have to steer professionals through difficulty and help align each person's work to specific aims of the organization [22]. Research indicates that when top management is visibly committed, employees have more trust, satisfaction, loyalty, and therefore, enhanced organizational commitment [23].

2.3.2 Teaching and Development

Skill development through education is in itself, a self improvement tactic which assists employees to learn and develop as persons. Every organization has their expectations on how their employees ought to perform and TQM encompasses such training within its framework. These technological advancements brought about by TQM greatly boosts employee morale as well as commitment and attendance at the workplace [24]. Organizations that spend a proportion of their profits into training do enjoy the fruits of better employee productivity and loyalty in the long run [25].

2.3.3 Organizational Customer Relationships

Affective component of TQM alongside organizational motivation is to achieve all targets and set client conditions to increase company profits. In medicine, it means putting the patient first and striving to provide the best services possible. Customer service expectations, when properly utilized typically promotes the delivery of improved services. This approach includes a positive effect on the workers. At the more promising end, it provides the healthcare practitioners a reason to rise above challenges and feelings of despair, thus increasing their job satisfaction and willingness to give their best efforts into the organization as well [26]. At the negative side, too much concern for client needs particularly attention to satisfaction can be counterproductive which creates stress to the employee and reduce their state of wellness [27]. Nurturing customer service orientation and at the same time preserving the employee's state of health is amongs the most important factor to consider for the growth of the organization [28].

2.3.4 Teamwork

In the context of TQM, teamwork makes it possible for employees to work together, communicate effectively, as well as solve problems. TQM practices benefit both employees and the business through the promotion of cross-functional collaboration, which aids in the sharing of ideas and innovation [29]. Studies show that teamwork improves job satisfaction by fostering interpersonal relationships and creating a conducive work environment [30]. In addition, employees who engage in effective teamwork develop an overall stronger commitment to the organization due to the perceived sense of togetherness and a shared goal [31].

2.3.5 Organizational Culture

This is an essential building block of TQM, a culture focused on the quality of work delivered. Such a culture pursues the idea of improvement through utilization of employee's inputs respectively, as well as creation of mutual respect all aimed at amplifying high performance and employee engagement [32]. The majority of organizations that assimilate TQM principles into their culture tend to have higher rates of employee satisfaction and loyalty because the employees identify with the organisation's mission and values [33]. In the healthcare sector, nurturing a culture that simultaneously promotes quality while caring for employees is critical for improving patient outcomes and assuring stability of the workforce [34].

3. Methodology

This article analyzes the impact of soft TQM practice on employees' satisfaction and commitment towards their organization. The respondents for this study comprise iso-certified hospitals' doctors and nurses in Pakistan. The sample was drawn from three cities of Pakistan and 3 iso-certified hospitals of which 1,916 healthcare professionals

were working. A pilot study with 49 respondents was undertaken for example, to establish whether there was adequate understanding of the questions and whether the scales used were reliable.

A total of 700 questionnaires were sent out, including for pre- and postoperative patients, nurses, and doctors with the expectation that completed ones usable to research would be around 530 of them. This gives a rough response rate of 75.7%. A total of 34 questions were included in the self-administered questionnaire. The following items were added: four items for measuring leadership and top management commitment, four for education and training, three for customer focus, four for teamwork and four for organization culture. Job satisfaction was also measured by scale with five items range as it has been used in some previous quantitative exercises. Organizational Commitment was evaluated using ten item scale. All items were rated on Likert type scale of five points.

4. Results & Discussion

The respondents' ages range from 20 to 60 years. As shown in Table 1 & Table 2, the majority of respondents are female (55.35%), married (73.57%), medical professionals (69.64%), and hold permanent positions (91.07%).

Table 1. Generic Profile of the Respondents

Cat	Male	Female	Married	Unmarried
#	250	310	412	148
% age	44.64%	55.35%	73.57%	26.42%

Table 2. Professional Profile of the Respondents

Cat	Medical	Nursing	Permanent	Contract	BSc	MBBS	FCPS	Yes	No
#	390	170	509	51	155	260	145	172	388
% age	69.64%	30.35%	91.07%	9.89%	27.67%	46.42%	25.89%	30.71%	69.28%

To assess the reliability of the questionnaire scales, the Cronbach's Alpha score was calculated. As shown in Table 3, the alpha scores for all measures are above 0.7, indicating that the measures used are reliable. The Table 4 presents the mean scores and correlation coefficients for all the variables, demonstrating that all correlation coefficients are significant ($p < 0.01$) and exhibit positive relationships.

Table 3. Variable Summary for Mean and alpha

Variable	Mean	Alpha
LMC	3.23	0.88
TD	3.63	0.76
OCR	3.34	0.82
TW	4.04	0.7
OC	3.77	0.78
JS	3.70	0.75
OGC	3.87	0.85

The impact of every independent variable on the two dependent variables of job satisfaction and organizational commitment was assessed through two different regression analyses. Table 5 presents the effects of all the TQM practices on job satisfaction whereas Table 6 presents the model summary.

Table 4. Correlations Matrix

Variables	LMC	ED	CF	TM	OC	JS	OGC
LMC	1						
TD	0.417	1					
OCR	0.510	0.602	1				
TW	0.280	0.532	0.521	1			
OC	0.498	0.582	0.749	0.669	1		

JS	0.313	0.411	0.418	0.461	0.467	1	
OGC	0.405	0.469	0.416	0.589	0.552	0.431	1

The results demonstrate that the model is significant ($F=40.052$); which suggests that TQM practices have a favorable effect on the job satisfaction of healthcare practitioners. This is consistent with findings of previous researches done in these fields. A similar study in Pakistan also established the positive relationship that exists between TQM policies and job satisfaction amongst employees in the higher education sector. The R^2 value indicates that 28.1% of the changes observed in job satisfaction were accounted for by the changes in the five TQM practices. This is similar to studies done with production workers, where 31.7% of the difference in job satisfaction was explained by the changes in the same TQM practices.

Table 5. Regression of TQM Practices on Job Satisfaction

Variables	Beta	Sig.
Constant	1.662	0
Leadership Commitment	0.071	0.006
Teaching and Development	0.114	0.023
Customer Focus	0.079	0.184
Team Work	0.241	0
Organizational Culture	0.152	0.029

The use of regression analysis confirms the existence of significant positive impacts of education and training ($\beta = .114, \rho < .05$), teamwork ($\beta = .241, \rho < .01$), and organizational culture ($\beta = .152, \rho < .05$) on the healthcare experts' job satisfaction. Out of the three TQM practices, it was teamwork that had the strongest effect on job satisfaction ($\beta = .241$). This finding is consistent with a number of other studies which have shown that teamwork is the most powerful TQM practice with respect to satisfaction. On the other hand, no significant impacts were established for customer focus and leadership & top management commitment on job satisfaction.

Table 6. Model Summary

Metric	Value
R^2	0.271
Adj R^2	0.266
F Stats	40.052

The positive impact of education and training is consistent with most of the prior studies in this area. On the contrary, some of the studies have shown a negative impact of training on job satisfaction, or did not have any impact at all. This discrepancy in the findings may be due to differences in the definitions and scales used to measure these variables, as well as contexts in which the studies were conducted. For example, studies of the outcomes of training for government employees in particular contexts have reported negative effects, probably for contextual reasons.

Like some research, the negative impact of teamwork on job satisfaction makes it more multifaceted to explain the evidence of prior research. For example, it may be present in any setting such as big manufacturing enterprises with a high dependency on machinery where anticipated teamwork is rendered useless. On the other hand, the present research captures the benefits of teamwork in the healthcare sector where collaboration is indeed very much needed.

The same positive impact is replicated by job satisfaction hence Organizational culture also has an impact on it. Nevertheless, the study has not indicated any significant effect of leadership, and dedication from top management, which is contrary to some research where the same influence stemmed as positive. The difference may be attributed to the scope of this study which, however, deals with health care personnel, who are expected to observe high standards of professional ethics that may render the level of the top management commitment ineffective.

Again, the relationship not being statistically significant between customer focus and job satisfaction is in line with some previous research. In the context of a hospital, concentrating on customer service has its drawbacks as it may

increase the level of stress for the service providers thereby resulting in a negative relationship between customers focus and job satisfaction as experienced by health care practitioners.

Table 7 illustrates the relationship between TQM activities and organizational commitment. The significance of the F statistic suggests that the overall model is relevant, while the R2 value of 42.9 percent indicates that the variation in organizational commitment can be attributed to TMQ activities.

Table 7. Regression Effect of TQM Practices on Organizational Commitment

Variables	Beta	Sig.
Constant	1.373	0
Leadership Commitment	0.201	0
Teaching and Development	0.152	0.002
Customer Focus	-0.151	0.007
Team Work	0.389	0
Organization Culture	0.221	0

The findings reveal that there is a strong and favorable effect of betas specific to leadership and top management commitment of 0.201, education and training of 0.152, organizational culture of 0.221 and teamwork of 0.389, all of which are significant at the p value of less than .01. Out of all these betas, teamwork has the highest beta weight of 0.389 which suggests that it has the greatest contribution towards healthcare professionals’ organizational commitment. This conclusion is in consonance with the literature which posits those team work and team empowerments are the most effective determinants of organizational commitment.

Table 8. Model Summary

Metric	Value
R ²	0.429
Adj R ²	0.441
F Stats	80.365

What stands out in this research is that the customer orientation has a significant negative influence ($\beta = -.151, p < .01$) on the organizational commitment, which is contrary to what other scholars have reported in the existing literature. Having a positive effect in the region of leadership and top management commitment, those aspects of the study that accent leadership and management responsibility looked into the business commitment of the employees and found it to be positive. Along with these, the advancement of education and training was already known to have a positive effect in the previous studies especially where human capital development is important for employee engagement. In the healthcare system, the development and training of staff demonstrate a positive effect on the organizational commitment, mostly among the nurses, which highlights the need for development and training in this sensitive area.

Teamwork culture has a positive impact on organizational commitment, which is consistent with findings from other research studies where the issue of teamwork has been regarded as an important pillar of appreciating the work atmosphere. On the other hand, there is evidence that may suggest that teamwork can be detrimental to organizational commitment in manufacturing environments, in which less interdependence is required in the work and may result in different consequences.

These negative effects of customer orientation on organizational commitment found in this study seem to contradict most of the existing literature. While certain studies have been unable to show any meaningful relationship between customer orientation and organizational commitment, the present results reveal that focusing on the patient’s concerns and needs creates an additional stressful work demand for healthcare workers. It is this increased stress that may explain the negative effects of customer orientation on their organizational commitment.

4.1 Implications for Healthcare Management

The present study builds on previous studies of soft TQM practices and job attitudes from developed countries with the context of healthcare professionals in a developing country. The results indicate that soft TQM practices have a strong positive influence on job satisfaction and organizational commitment of healthcare professionals, which calls

for attention to the more effective ways of improving the attitudes of healthcare practitioners. The findings point to the fact that the hospital management should be proactive and look for ways to use and sustain soft TQM practices in order to achieve higher job satisfaction and increased organizational commitment of healthcare professionals.

The density of the findings indicates that professionals in the healthcare industry when positioned with a higher level of satisfaction and professional commitment can give the organization a competitive advantage in their ability to win and keep quality staff. This does matter in the health care industry where there is a great need of professionals for appropriate patient care.

When comparing the importance of the aspects of job satisfaction, teamwork emerged as the greatest predictor of organizational commitment, which makes it a concern for the nursing management of the hospital to encourage effective teamwork. Since healthcare is culture bound to be teamwork centered, these issues should be dealt with by the top management by developing and implementing team-focused work processes and strategies to enhance staff cooperation. Fostering such type of cooperation not only improves employees' perceptions, but also helps in realizing changes in the quality and efficiency of healthcare services.

4.2 Limitations and Future Research Directions

This study's limitations stems from the self-reported data being gathered from one source, health care professionals, which may lead to social desirability issues. The design of the study is also a limitation since cross-sectional survey data is being analyzed. This can raise some issues with respect to the accuracy of the determined causal relationships. The data was collected only within the scope of hospitals so the findings may not be generalized to other service sectors. The study was conducted in three ISO-certified hospitals which even further limits the generalization of the findings.

It is suggested to explore in the direction of using ability-based measures and data collection from various sources including supervisors, patients and attendants in future research, in order to avoid social desirability bias and common method variance. In order to identify the causal relationships between TQM activities and employee attitudes, longitudinal research designs can be used as well. Some of the findings from this research seem to contradict what has already been established. To clarify the complexity of these relationships, future research may enliven the debate with case studies and ethnographic approaches. It has been established in this paper that teamwork influences employee attitudes tremendously, and few issues related to teamwork have not been covered. Future studies could evaluate the influence of factors such as the composition of the work teams, the level of trust, and the degree of knowledge of their peers' efforts. The research was concentrated on investigating the effects of soft TQM practices on job satisfaction and organizational commitment. Other studies, however, could look at whether hard TQM practices, along with other soft practices like employee participation, empowerment, job security, and reward systems, impact employee attitudes. Finally, in order to confirm these findings, further research should target larger sample sizes from different industries like banking, higher education, airlines and retail.

5. Conclusion

The research validates the generally beneficial impact that TQM practices have on organizations on the job satisfaction and commitment of professionals working in the health care sector. It says that, out of the five practices, teamwork received the highest scores on both commitment and job satisfaction. This justifies the contribution of this practice to TQM which is to improve the working relations of health professionals to increase the productivity of work. The study additionally confirms the teamwork as well as education and training, and organizational culture to be positively correlated with the job satisfaction. Moreover, it proves the strong positive relationship of leadership and top management commitment; education and training; organizational culture; and teamwork to the organizational commitment. Still, the study surprisingly evidences a strong negative relationship of customer focus on organizational commitment. Putting focus on customers means that the health professional is required to serve the needs and concerns of the patients, which can be an extremely demanding task and lead to a lot of emotional strain that depletes the individual's commitment to the organization. In the same fashion, the study did not discover any significant change due to customer focus on job satisfaction. Further, this makes a conclusion that customer focus and the leadership and top management commitment have no significant impact on job satisfaction.

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