



# THE IMPACTS OF QUALITY MANAGEMENT ON CUSTOMER FOCUS IN THE BEVERAGES INDUSTRY

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*Quality Management; Balanced Scorecard; Organizational Support; Organizational Performance; Customer Focus.*



## ABSTRACT

*The role of quality management in the organizational spheres cannot be sidelined as it streamlines functional protocols of the firm. Multinational corporations specifically ensure eradication of shortcomings in terms of product quality and service. Specifically, multinational beverages companies in the Pakistani market are continuously striving to optimize quality bar for attaining competitive edge. The respective study focuses on the four contemporary quality management practices, and determines its effects on the customer focus – a sphere of Balanced Scorecard Approach. Organizational support has been also configured in this regard as it has the propensity to engage internal and external employees. The data of two hundred and sixty-two respondents was analyzed using Structural Equational Modelling (SEM) on SmartPLS. The focus remained to examine sequential path analysis of the proposed framework. The outcomes affirmed causality among the constructs.*

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## 1. INTRODUCTION

The interventions of quality management practices have brought radical influences on the everyday organizational proceedings (Gutierrez-Gutierrez et al., 2018). The performance of employees' trembles when prior rewards are not awarded (Eriksson, 2016). Positive impacts on the organization are observed when quality management is applied (Khwaja & Ahmad, 2013; O'Neill et al., 2016; Obeidat et al., 2016). The dimensions of organizational performances such as customer satisfactions, enterprise resource planning, business performance and quality of goods and services are spiraled (Akhir et al., 2017). Recent studies have indicated that Balanced Scorecard approach is one of the best parameters to determine

organizational performance (Albuhisi & Abdallah, 2018; Quesado et al., 2018; Shin et al., 2018; Hudnurkar et al., 2018). The dimensions of balanced scorecard precisely measure performance elevation or decline (Nemati & Rashidi, 2013).

Balanced Scorecard Approach has been utilized by several organizations for the optimization of their business ventures (Martello et al., 2016; Akhir et al., 2017). The four constructs of this conception; customer focus, financial, Learning and growth and Internal business processes are vital for the determination of organizational performance (Cooper et al., 2017; Ahmad et al., 2016). Prior researchers have argued that these determinants are the mainstream predictors for

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organizational performance evaluation (Lin et al., 2016). The financial part of this approach requires extensive financial records of this firm. BSC notion is of such wide horizon that individual inspection of any of its dimensions would be sufficient enough for the research studies (Muruganatham et al., 2018; Ratnasingam, 2014). Prior studies emphasize that these dimensions have preceding relationship with the quality management practices. Quality management also shoots up job performances of employees (Gutierrez-Gutierrez et al., 2018; Andjelkovic et al., 2013; Garengo & Biazzo, 2013). These dimensions have been scrutinized at Beverages industry of Islamabad to concisely check the impacts of quality management upon organization performance of employees by making use of balanced scorecard approach.

The evidences from the previous research studies indicate that the domain of quality management is quite extensive and it is eminent to ascertain all the dimensions of quality management (Khwaja et al., 2018; Khwaja, 2014). The determination of causality among the constructs of quality management on organizational performance is critical (Obeidat et al., 2016; Garengo & Biazzo, 2013; Muruganatham et al., 2018). Almost all the dimensions of organizational performance have been tested before with quality management therefore balanced scorecard approach; one of the most leading techniques of measuring organizational performance was notified (Ahmad et al., 2016; Akhir et al., 2017; Backstrom et al., 2014). Quality management constructs cause and effect relationship on organizational performance by using balanced scorecard was the foremost gap identified in the literature (Martello et al., 2016; Lin et al., 2016). The gap also notified that organizational support effect needs to be incepted while determining the relationship between quality management and organizational performance (Akhir et al., 2017; Mardani et al., 2016; Gutierrez-Gutierrez et al., 2018).

In this study, organizational performance characteristics; customer satisfaction, business performance, enterprise resource planning and quality of goods and services are not taken undermine (Basaran & Battal, 2017). One of the Balanced Scorecard approach dimensions, customer focus has been measured (Khwaja et al., 2018). Consequently, its impact is examined by making relationship with quality management. Perceived organizational support is investigated as mediator among quality management dimensions and customer focus (Upadhyai et al., 2019). In this inspection of quality management influence on organizational performance; several characteristics can be used, but due to time constraint we have only scrutinized four respective dimensions of quality management- Leadership, Higher Management Commitment, Process Management and Training (Fernandes et al., 2017). Similarly, the domain of balanced scorecard is quite broad and requires ample amount of time to investigate organizational performance

(Vieira & Ferreira, 2018). Hence, balanced scorecard approach is delimited to customer focus only.

## **2. LITERATURE REVIEW**

This section elaborates the theoretical associations among the constructs. Quality management sphere, themes and contemporary dimensions are discussed along with their relationships with other variables.

### **2.1 Quality Management**

Quality management (QM) plays pivotal role in the escalation of organizational excursions. The management of organizational processes by keeping eminence and excellence element intact in the supervision is quality management (Wang et al., 2012). The instigation of best practices in the organization is deemed to intervene through it. The concept has been widely scrutinized by researchers (Khwaja, 2014; Khwaja et al., 2018). Total Quality Management TQM is one of the important domains of QM. Methods such as Six Sigma and International Organization for Standardization (ISO) certifications have streamlined TQM processes (Días, 2013).

Researchers like Flynn et al. (1994), identified seven quality management dimensions. It includes quality information system, customer involvement, workforce management, top management support, supplier involvement, product design and process management. Furthermore, prior studies idealized quality management construct considering Deming's 14 Points (Dabestani et al., 2017; Khwaja, 2014). Furthermore, study of Wong et al., (2018) used four dimensions of quality management, while Jabeen et al., (2015) used three dimensions of the respective construct. After the systematic review of literature, four contemporary quality management dimensions were estimated in the study i.e. leadership, higher management commitment, process management and training (Manatos et al., 2017). These dimensions had the propensity to determine quality management as it is a reflective construct (Basaran & Battal, 2017).

The four foremost dimensions of quality management include, leadership, higher management commitment, process management and training (Eriksson, 2016; Yu, Guo, Feng, & Yao, 2012; Wamai, 2013). The level to which top management is willing to cooperate, participate and assist employees is known as higher management commitment (O'Neill et al., 2016). The term has been uniquely comprehended by different researchers. The dedication and loyalty towards operations activities of the organization is also regarded as higher management commitment (Lin et al., 2016). In the organizations it is essential to have substantial levels of top managerial commitment as these individuals eventually tend to make decisions in the long run and their decisions can change the entire spectrum of operations (Vieira & Ferreira, 2018). In the domain of

quality management, higher management commitment is vital as it would indicate that how much managers are willing to vividly work for the organization (Billy et al., 2012; Cooper et al., 2017).

Higher management commitment and leadership is responsible for aligning organizational goals towards optimal success. Deming (1982) argued that strong leadership ensures that quality interventions in the firms are operational in a precise manner (Manatos et al., 2017). The commitment, dedication and directions of leaders are essential for optimizing organizational overall performance. Studies have concluded that there is a positive relationship between leadership and firm performance (Wang et al., 2010). The directions provided by the top management are of utmost importance as they being in the strategic role are able to analyze, predict and recommend guidelines for operations (Fernandes et al., 2017). While squeezing quality management dimensions by different researchers, none of them have felt the necessity to eradicate leadership or higher management commitment as one of the core dimensions. The reason of its continuous inclusion remains that the attitude of the firm is reflected through leadership's commitment in taking initiatives and getting things done (Dabestani et al., 2017).

Feasible working conditions for the employees are necessary for retention. Moreover, providing soothing work environment elevates commitment levels of the employees as well. The entire operations of the organization are based on the working and commitment levels of employees (Basaran & Battal, 2017). Providing employees' affirmative atmosphere of working where they would be able to execute their job roles appropriately is necessary (Khan & Malik, 2017). The employees' satisfaction also requires organizational justice prevalent in the firm. It is necessary for the organization that justice practices would be rampant (Malik & Akhtar, 2017). The employees' satisfaction highly depends upon the factors such as compensation, rewards, job roles and working atmosphere. The employees' satisfaction achievement is a major construct of quality management and it is eminent to achieve it (Zhang & Wu, 2014).

The management of processes in adequate manner is vital for the organization. In order to achieve high levels of quality, process management is eminent to devise (Fernandes et al., 2017). Organizations make strategic plans in which process management is managed in the first place (Malik & Akhtar, 2017; Khwaja, 2014). The operations of the organization entirely depend upon the process initiated. In case of discrepancies in the process, severe scenarios are likely to execute. The working done on the process management in the first place can demolish several ambiguities prevalent. The organizations working on this segment can lead to paramount success (McAlearney, Terris, Hardacre, Spurgeon & Nystrom, 2013).

Process management focuses on reducing unnecessary efforts in the operational processing protocols. Certain researchers are of the viewpoint that process management also leads to innovative means and measures (Upadhyai et al., 2019). The elimination of extra efforts, and rationalization of operational proceedings is in the favor of the organizations. After the advent of enterprise resource planning tools, processes have been automated and modernized exceptionally (Anjomshoae et al., 2017; Khwaja, 2014). Nevertheless, even multinational organizations have certain functional areas which operate manually and lack top-notch functionality. The instigation of process management is nevertheless considered a break-through in the overall organizational performance. Process management initiatives are regarded as the backbone of overall QM practices. They are also recognized as a source of improving subjective and objective organizational performance.

Process management is deemed to be the execution of rampant systems and procedures in the organization in proficient manner. It is domineering for the organizations to implement process management so that the working accomplishments would be aligned. The creation of synergy among the organizational systems is eminent and organizations strive to optimize this practice at every cost (Wamai, 2013). The enhancement of systems depends upon process management and it is critical to bring all the processes in precise order. Enterprise resource planning ERP has pivotal role in the implementation of process management strategies (Malik & Akhtar, 2017). ERP provides the mechanism in which each and every object is precisely present in the organizations and no issues prevail in the progression of work. Firms manage to implement this system in true spirits because of the emerging business changes (Billy et al., 2012).

Training and development are momentous conception prevailing in the field of human resource management. The training of the employees on regular basis is necessary to improve quality standards. Acknowledging employees about the new technology, its impacts and roles in the business arena is the responsibility of the organizations (Akhter et al., 2018). Companies work eminently on this section and try to emphasize the quality bar by executing trainings. Extensive trainings in the organization do not mean that all the employees would reach paramount enormity of high performance but their routine activities would be much better than the conventional ones. The organizations working on training and development sections are likely to achieve good results as the employees are well aware about the systems and technologies rampant (Mardani et al., 2016).

Trainings are conducted in most of the organizations and is considered to be a part of the organizational culture. The training cycle allows employees to get well aware of all the basic and conventional processing of the organization (Akhtar & Malik, 2016). This is a crucial process in the corporate arena. As the employees are new

and don't know about the in's and out's so steps of training like mentoring and shadowing are used in which they are being monitored by the technical training team and they are also asked to shadow someone (Wagner et al., 2014).

The process of shadowing is beneficial as it helps firms and management to examine prevailing context of the work. Moreover, it provides the management clarity if there are any shortcomings in the operational processes. These things help them to get the knowledge about the overall performance that they are competent enough to perform any task or job in the organization at the basic level. These all things are the key points of globalization advancement in the world and especially focused towards human resource management (Lang, 2013).

After the training part, comes the development of the organization and people. As the people will be developed so is the firm. For the process of development companies focus on workshops and expansions of the firm (Akhter et al., 2018). Workshops gives hawk view of the success factors of the successful business organization and examines the changes that should be brought up in the organizations. While expansion is linked with the development of the firm, Good balance sheets and financial statements tells regarding the future profits and predicts ways to increase future profits which are by the ways of expansion (Jabeen et al., 2015).

## **2.2 Balanced Scorecard Approach**

Balance Scorecard approach is deemed to be one of the most flourishing invasions in the organizational setups for long lasting success (Mehralian et al., 2017). The methodology and components of this approach have been revealing affirmative results so far (Khwaja et al., 2019). It is vital for the organizational leadership to cope up with the approach as inertia inexistence between the approach and prevalent methodology is vital (Albuhisi & Abdallah, 2018). Lack of synergy can lead to disastrous outcomes. The resistance to change prevalent activities eventually end up in negative outcomes (Bartlett et al., 2013).

The schema notifies four phases; strategic management, externally oriented planning, forecast based planning and financial planning. Kaplan and Norton introduced Balanced Scorecard approach that eradicated the customary models rampant in the field (Hu et al., 2017). They argued that financial zenith measurement is not the sole issue to be signified initially. There are several other underlining segments that must be brought to the decision-making desk in the first place. The balance scorecard presents four perspectives; financial, customer, internal business processes and learning and growth. The implication of this approach varies in profit and non-profit organizations (Bartlett et al., 2013).

Attaining and sustaining relevant customers is the approach of every organization. The notion of elevation in the business endeavors can be experienced when the specified target market indulges in the escalated purchase behaviors is wrong (Akhtar & Malik, 2016). Some of the organizations have earned considerable number of revenues by not targeting the relevant customers while some have fell. Kmart had tremendous market share in the United States markets before 1970's (He et al., 2017). The entrance of Wal-Mart changed the whole business proceedings of the organization. Wal-Mart followed BSC approach and took over the market. On the other hand, K-mart was unable to recognize the threat and continued on the expansion strategy without acknowledging the magnitude of coming events (He et al., 2017). The K-mart name and market sales were eventually brought down to the ground level by Wal-Mart (Acito & Khatri, 2014). The strategy used by Wal-Mart was effective usage of BSC approach which took it to new horizons of success and triumph (He et al., 2017; Tjader et al., 2014; Lin et al., 2013). Provisionally, it is imperative to edify that market status and issues prevalent in the industry. BSC approach provides the opportunity to examine the canvas widespread around the organization. The creation of policies by the acknowledgement of predominant issues can help organizations to function prolifically.

## **2.3 Organizational Support**

Perceived organizational support (POS) is the propensity in which the employees feel that the firm cares about the overall well-being and supports them in the best possible regard (Khan & Malik, 2017). POS emphasizes that organizational favorable treatment towards the employee would escalate performance and commitment (Khwaja & Ahmad, 2013). Furthermore, the participation and involvement of employees at workplace is necessary. The proactive leadership at the organizations give proper consent to employees working at different hierarchical levels as they have substantial knowledge and experience of tackling and improving operational state of affairs (Malik & Akhtar, 2017). For this purpose, the companies carry out different employee involvement, engagement and participation sessions. The motivation level of the employees increases through such engagement exercise. With greater employee involvement, the job commitment and satisfaction levels boost too (Akhtar & Malik, 2016). The organizational citizenship behaviors execution and improvements in organizational performances are some of the core benefits of employees' engagement (Khwaja et al., 2019). The employee voice needs to be heard and given considerable importance otherwise, the motivation level to work for the firm is quite low and it is difficult for the firms to boost productivity (Zheng et al., 2018). The prevalence of support from all the organizational divisions helps employees to perform better. Social exchange theory is referred in this regard as employees provide services to the firm and expect rewards and benefits in return (Tang et al., 2017). Nevertheless, rewards must not be only of objective nature. Employees

look forward to organizational support as it is one of the biggest motivators to work in the firms (Tang et al., 2018). Organizations with toxic work environment does not provide organizational support due to which employee's commitment and job satisfaction are inclined negatively (Alleyne et al., 2018). Moreover, employees turnover is also on the higher end. The literature suggests that organizational support helps employees to sustain with the firm and elevate their overall performance (Zheng et al., 2018). The literary foundations also suggest that the blend of quality management along with organizational support ensure optimum organizational performance (Tang et al., 2018; Zheng et al., 2018). Thus, the study conceptualizes the notion that quality management dimensions would lead to escalated organizational performance once organizational support is mediated among them.

The conceptual framework is shown on Figure 1, while four hypothesis are:

- **H1:** Leadership and customer focus relationship is positively mediated by Perceived Organizational Support.
- **H2:** Higher management commitment and customer focus relationship is positively mediated by Perceived Organizational Support.
- **H3:** Process management and customer focus relationship is positively mediated by Perceived Organizational Support.
- **H4:** Training Leadership and customer focus relationship is positively mediated by Perceived Organizational Support.

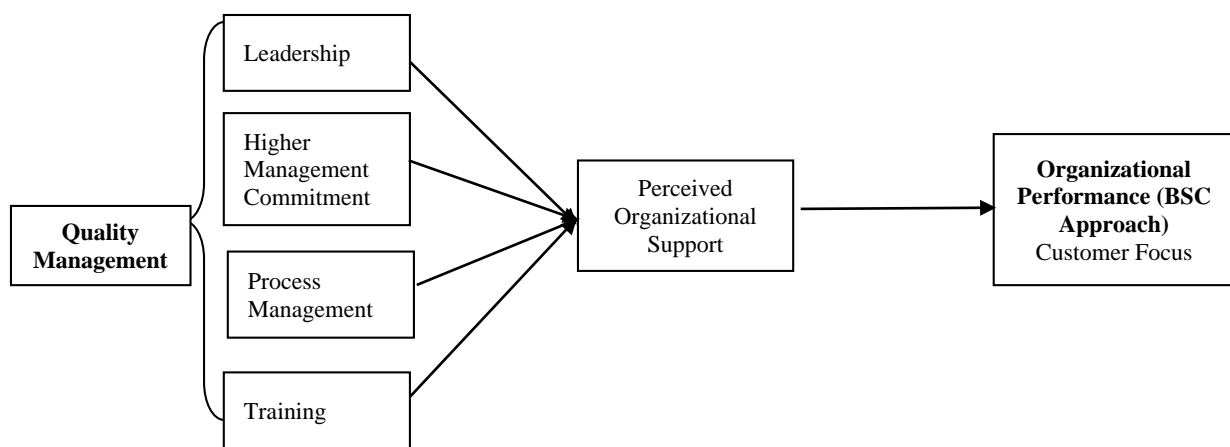


Figure 1. Conceptual Framework

### 3. METHODOLOGY

In order to determine causality among the constructs, deductive approach was followed for the research study. Considering the objectives of the study, positivist doctrine was taken into consideration. The ontology, axiology and epistemology of the positivist school of thought were duly fulfilled. The orientation remained to unfold quality management interventions on organisational performance using quantitative research. Questionnaire was being adapted for the respective study. The constructs of quality management were taken from the study of Backstrom et al., (2014). The study followed a systematic approach of statistical estimation in which pre-testing was conducted in order to affirm content and face validity. The unit of analysis were individuals. The employees working in the beverages Industry of twin cities, i.e. Rawalpindi and Islamabad, Pakistan were requested to fill out the questionnaire. Purposive/judgmental sampling technique was carried out in order to collect data from the respondents. The data was collected from 297 respondents; however, after removing outliers and missing values from it, the remaining respondents were 262, which were eventually the sample size of the study. The model estimation was

done using variance-based Structural Equation Modelling (SEM). The model estimation part is critical in nature as it has mandatory assumptions to fulfil. The attainment of data normality, reliability and validity and exploratory factor analysis were determined on SPSS. Moreover, discriminant validity, convergent validity, measurement model and path modelling were done on Smart PLS. Further elucidation of the model estimation is provided in the next section.

### 4. FINDINGS

Two hundred and sixty respondents' data was analysed by fulfilling the assumptions of regression. Structural Equation Modelling (SEM) on SmartPLS 3.2.8 was conducted in order to affirm causal relationship among the constructs. Initially, all the parameters of data normality, validity, reliability and correlations were fulfilled. Detailed results are provided as follows.

#### 4.1 Demographics Statistics

Table 1 illustrates the demographics results. The number of male respondents out of total 267 was 163, while female respondents were 99. Hence male respondents

make 62% while female make 38% of the sample size. Majority of the people fell in 26-32 years age category. The age bracket of 18-25 years old was in second position

with 60 respondents. Most of the respondents had Masters Degree i.e. 103, while 92 had bachelors' degree.

**Table 1.** Demographic Analysis

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Gender	Male	163	62.2	62.2	62.2
	Female	99	37.8	37.8	100.0
	Total	262	100	100	
Age	18-25	60	22.9	22.9	22.9
	26-32	77	29.4	29.4	52.3
	33-39	35	13.4	13.4	65.6
	40-46	49	18.7	18.7	84.4
	47 and above	41	15.6	15.6	100.0
Edu.	Bachelors	92	35.1	35.1	35.1
	Masters	103	39.3	39.3	74.4
	Others	67	25.6	25.6	100.0

## 4.2 Descriptive Statistics

The descriptive statistics indicate that the mean of the items scale is affirmative. The standard deviations results are less than 1, which are also in the acceptable range.

Moreover, skewness and kurtosis outcomes of all the constructs were less than 1 (see table 2). These results depict that the data is perfectly normal and appropriate for further statistical modelling.

**Table 2.** Descriptive Statistics

	N	Min	Max	Mean	Std. Devi	Vari	Skew		Kurt	
	Stat	Stat	Stat	Stat	Stat	Stat	Stat	Std. Err	Stat	Std. Er
<b>LS</b>	262	1.00	5.00	3.6286	.74765	.559	-.461	.150	.059	.300
<b>HMC</b>	262	1.00	5.00	3.7376	.66226	.439	-.618	.150	.550	.300
<b>TG</b>	262	1.00	5.00	3.0062	.69091	.477	-.193	.150	-.572	.300
<b>PM</b>	262	1.00	5.00	3.7268	.81727	.668	-.698	.150	.025	.300
<b>POS</b>	262	1.00	5.00	3.5866	.86884	.755	-.566	.150	.168	.300
<b>CF</b>	262	1.00	5.00	3.5651	.79363	.798	-.469	.150	.364	.300

## 4.3 Measurement Model

For the determination of measurement model, factor analysis on SmartPLS 3.2.8 was conducted. The approach was to inspect items knitting on their respective factors, loadings of each items, examination of composite reliability and average variance extracted. Furthermore,

model fit indices, including chi-square, SRMR, and NFI were also examined. Table 3 provides the results of measurement model. The results attained from measurement model were quite affirmative. Following outcomes from factor loadings were attained:  $\chi^2 = 752.997$ ,  $P = 0.000$ ,  $SRMR = 0.067$ , and  $NFI = 0.845$ . The threshold value of SRMR is less than 0.08, while TLI and CFI must be less than 1 (Hair et al., 2016).

**Table 3.** Factor Loadings, composite reliability, and convergent validity of measurement model (N=374)

Constructs & Items	$\lambda$	$\alpha$	CR	AVE
<i>Customer Focus</i>				
CF1	0.745	0.915	0.932	0.664
CF2	0.874			
CF3	0.799			
CF5	0.837			
CF4	0.845			
CF6	0.863			
CF7	0.726			

**Table 3.** Factor Loadings, composite reliability, and convergent validity of measurement model (N=374) (continued)

Constructs & Items	$\lambda$	$\alpha$	CR	AVE
<b>Higher Management Commitment</b>				
HMC1	0.894	0.919	0.943	0.804
HMC2	0.924			
HMC3	0.890			
HMC4	0.878			
<b>Leadership</b>				
LS1	0.861	0.912	0.938	0.792
LS2	0.907			
LS3	0.910			
LS4	0.880			
<b>Process Management</b>				
PM1	0.967	0.949	0.967	0.908
PM2	0.935			
PM3	0.955			
<b>Trainings</b>				
TG1	0.955	0.895	0.825	0.559
TG2	0.448			
TG3	0.848			
TG4	0.635			
<b>Perceived Organizational Support</b>				
POS1	0.812	0.770	0.867	0.685
POS2	0.858			
POS3	0.813			
<b>Measurement model fit statistics:</b>				
$\chi^2 = 752.997, P = 0.000, SRMR = 0.067, NFI = 0.845, \text{ and } TLI = 0.979$				

Note. \* $p < 0.05$ ;  $\lambda$  = standardized factors loadings;  $\alpha$ : Cronbach's alpha, CR = Composite Reliability; AVE = average variance extracted.

Table 4 provides results of Multicollinearity & Discriminant Validity. Variance Inflation Factor (VIF)

should be between 1-5, while square correlations in diagonals indicate that there are no validity concerns.

**Table 4.** Multicollinearity & Discriminant Validity (N = 262)

Variables	VIF	CF	HMC	LS	POS	PM	TG
CF		<b>0.815</b>					
HMC	1.096	0.347	<b>0.897</b>				
LS	1.085	0.395	0.269	<b>0.890</b>			
POS	1.000	0.367	0.261	0.349	<b>0.828</b>		
PM	1.043	0.161	0.149	0.114	0.272	<b>0.953</b>	
TG	1.014	0.007	0.007	-0.014	0.122	-0.115	<b>0.748</b>

#### 4.4 Structural Model

The outcomes attained from the structural model are presented in table 5. The hypotheses testing of indirect paths notified first three causal relationships to be significant. Leadership effects on customer focus with the mediation role of perceived organizational support provided beta value of 0.261, t-value 4.579 and p-value 0.00. Therefore, the results of the first hypothesis were found to be significant. Second hypothesis examined the effects of higher management commitment on customer

focus, with the mediation effects of perceived organizational support. The beta value found to be 0.218, t-value 3.844 and p-value of 0.00 suggest acceptance of the said hypothesis. Similarly, third hypothesis determined process management effects on customer focus with the mediation role of perceived organizational support, provided beta value of 0.231, t-value 3.779 and significance value of 0.00. Lastly, fourth hypothesis was rejected as the t-value was less than 1.96 and p-value emerged to be 0.126 (see figure 2).

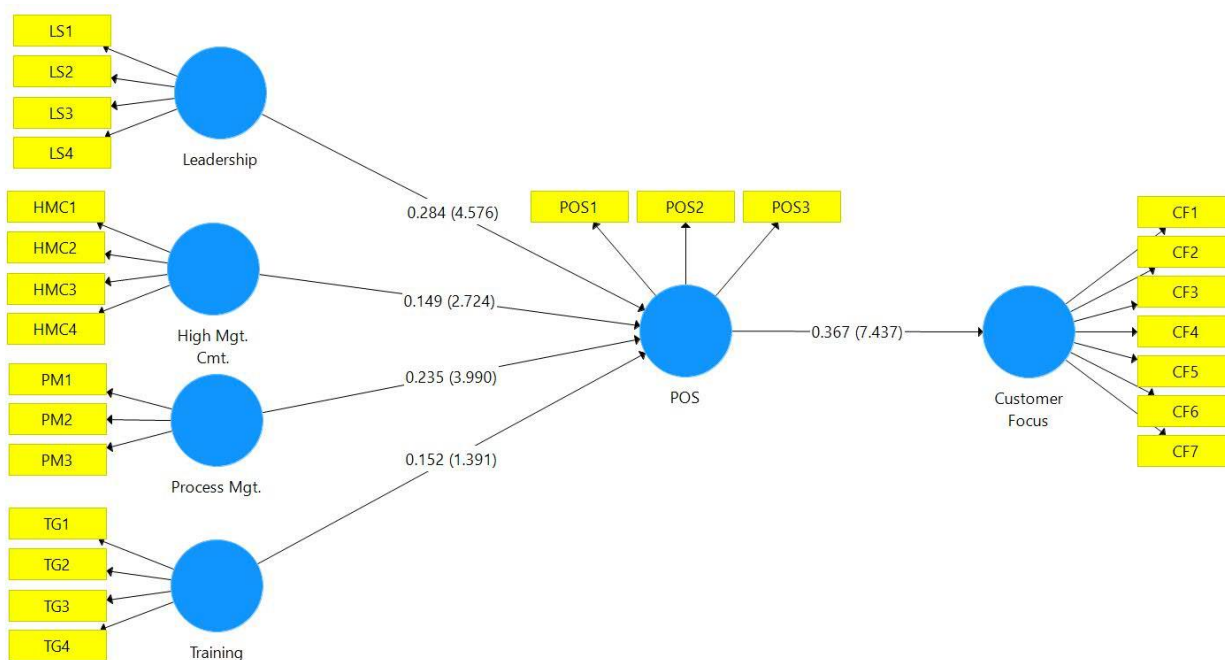


Figure 2. Structural Model

Table 5. Hypotheses Results

Hypotheses	Relationships	Path Coefficients	t-Statistics	p-values	Results
H1	LS → POS → CF	0.261**	4.579	< 0.05	Supported
H2	HMC → POS → CF	0.218**	3.844	< 0.05	Supported
H3	PM → POS → CF	0.231**	3.779	< 0.05	Supported
H4	TG → POS → CF	0.150	1.530	< 0.10	Not Supported

Notes: \*\* p < 0.05

Perceived Organizational Support R2 = 0.285; Customer Focus R2 = 0.188

The first hypothesis of the study emphasized that how leadership as a dimension of quality management have an impact on organisational performance. The direct path outcomes among leadership and customer focus were positive, and it further boosted due to the intervention of organisational support as a mediator. The results of this hypothesis hence stated to be strong mediated effect among the constructs. The statistical analysis followed bootstrapping technique; hence the outcomes are not knitted with partial, full or no mediation. Bootstrapping technique as advocated by Preacher and Hayes (2009) clearly notifies that either there is mediation or no mediation; no such concepts as partial, full or no mediation exist. The study has hence followed the respective doctrine and concluded mediation prevalence among the first hypothesis.

The second hypothesis focused on how higher management commitment lead has positive effects on customer focus with the mediated role of organizational support. The outcomes provided strong causal paths, as the beta values were 0.218, with the t-value of 3.844. Similarly, third hypothesis of the study argued that process management are one of the core drivers of boosting organisational performance. The hypothesis further theorized that the intervention of organisational support makes the relationship among constructs

lucrative. The beta value of 0.231 of the mediated paths provided clear insight that process management is a backbone of augmenting organisational performance. The interesting outcomes of the study emerged to be of the fourth hypothesis, as it theorized trainings to be effective for organisational performance, while having organisational support in mediation. The beta results were 0.150, t-value 1.530 and p-value to be greater than 0.05. The hypothesis got rejected and numerous factors may contribute in the rejection of the said hypothesis. Detailed discussion on it is provided in the conclusion section.

## 5. CONCLUSION AND FUTURE RECOMMENDATIONS

The outcomes of this study provide a holistic viewpoint that how quality management practices impact on the organizational performance domain. One of the novelties of the study remained that it measured organizational performance using balanced scorecard approach. The four contemporary dimensions of quality management provided holistic viewpoint of the reflective construct. Prior studies have already determined quality management in diverse manners (Akhir et al., 2017; Jabeen et al., 2015), therefore it was crucial to estimate using organizational support in mediation, while



examining organizational performance using balanced scorecard approach. Direct hypotheses among constructs were not established, neither were they the objectives of the study. Indirect path determination (mediated paths) were studied and they provided meaningful and diverse outcomes.

Customer focus is an eminent part of balanced scorecard approach and unfolding it concisely and examining its relationship with quality management dimensions notify managers, that what sorts of roles they can play in their jobs (Hu et al., 2017; Acito & Khatri, 2014). It is eminent to examine the cause and effect relationship between the prevalent or non-prevalent organizational norms, traditions, values and practices. Prior researches manifestly highlighted that the spectrum of quality management is quite-wide and its positive impact prevalence is significant on the negative behaviors prevalent in the organization (Albuhisi & Abdallah, 2018). The instigation of unconstructive or negative attitudes and behaviors in the organization is not acknowledged by the management. They want employees to be working vividly for the organization. The execution of tasks, jobs and duties in proper manner is vital for the employees to sense success and triumph (He et al., 2017). Instigation of quality management practices ensure that dark sides of the organizational endeavors would be eventually eradicated and state of the art practices would cover the bad notions prevalent in it. Several researches have shown the shortcomings of management in the quality management unit (Quesado et al., 2018; Tang et al., 2018; Ahmad et al., 2016).

The hypotheses testing of the study identified positive causal relationship among the constructs, however, the last hypothesis got rejected. Multiple factors contribute in the rejection of the said hypothesis. Firstly, as the study was conducted in the Pakistani beverages industry context, therefore the role of experience is of substantial value as compared to trainings. Sales force do not consider trainings to be of substantial importance and significance. The contextual analysis and literature have hinted that sales employees believe in their operational excellence and do not weigh on formal trainings. They deem trainings to be a waste of time, resources and energy, as market experience carries much weight than formal trainings. The technological based trainings for sales force are taken negatively as they perceive sales to be an art, and it is not wise to intervene technology into it. This particular situation is rampant in the Pakistani beverages industry context; therefore, generalizing it in other organizational settings is not appropriate. Meanwhile, the first three hypotheses provided strong causal relationships.

On the contrary, the provocation of quality management practices in the organization is beneficial for the employees and organization itself (O'Neill et al., 2016; Khwaja, 2014; Manatos et al., 2016). The impact on the employees is crucial to configure, but the most neglected

segment is that how organizations face the music by not having quality management in the workplace premises (Obeidat et al., 2016). The research evidences highlighted that having appropriate and defined rules and regulations of quality management elevate the working environment. The employees tend to work vibrantly for the firms where they acknowledge justice practices are rampant properly (Basaran & Battal, 2018). The examination of quality management, dimensional/construct wise is an interesting notion to measure which was precisely managed in this research study.

The research evidences state that there are almost eleven dimensions of quality management but majority of them are obsolete now (Mardani et al., 2016). The currently widely acknowledged dimensions are training, higher management commitment, leadership and process management (Khwaja, 2014). Examining them and inspecting their causality with other constructs can lead to the determination of overall impact of quality management. Some studies have also indicated emerging dimensions of quality management but their precise inspection and analysis needs to be done empirically in the first stage (Wong et al., 2018; Jabeen et al., 2015; Manatos et al., 2017).

The balanced scorecard approach on other hand has been under the discussion of several researchers for quite some time and the results gathered from it are of colossal magnitude and connotation (He et al., 2017). The research oriented to examine causality among quality management constructs and one of the balanced scorecard's component- Customer focus. The orientation remained to measure causality among the constructs. The results attained through path modelling indicated that positive causality among the variables exists.

The results generated through the mediation effect highlighted that cause and effect relationship among quality management constructs and customer focus is strengthened through organizational support. It also tends to emphasize that in Pakistan, organizational support in the beverages industry does not exist. Organizational support from the companies end eventually create a goodwill in the heart of employees, which eventually leads to optimal workplace performances.

## **5.1 Limitations and Future Directions**

There are some limitations of the study which must be acknowledged. The four emblematic dimensions of quality management are taken. Some research studies indicate that there are eleven dimensions of quality management while some state eight. The dimensions taken in this paper are the most renowned ones of the respective domains. The field of organizational culture is quite vast. Inspecting each and every element of organizational culture can take years of extensive studies. Hostede's cultural dimensions theory needs to be

examined as moderator in the future studies. The organization's culture role is not limited to power distance only. Further studies must take all the five dimensions of organizational culture in the moderation and examine in-depth cause and effect relationships.

The domain of balanced scorecard presents the broader picture of the organization's activities. Customer focus is taken as the mainstream component of balanced scorecard in this study. Future study must take all the dimensions of balanced scorecard and specifically measure the financial aspect too. The comprehensive scrutiny of quality management's all dimensions with all of the Hofstede's cultural dimensions on balanced scorecard would give substantial research input. The future studies on this notion must be carried out longitudinally so that precise inspection of quality management on balanced scorecard would be measured.

The study was limited to the beverages industry only. The study must be conducted in other industries too and time frame of the study must be extended. The inspection of wide-ranging domains like quality management, organization culture and balanced scorecard approach in limited time-frame cannot provide generous results. The future studies must also consider taking Hofstede's cultural dimensions separately and balanced scorecard dimensions distinctly too. Moreover, the mediated role of organizational justice must be estimated. Through this way wide-ranging assessment on the respective variables would be examined. The results cannot be generalized as the study was conducted in Asian context where quality management practices are yet not applicable as in the Western countries. Moreover, the study was confined to beverages industry only. Future research studies may replicate the same model by taking respondents from multiple industries.

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