

The impact of motive leadership strategies on achieving total quality management requirements: Mediated by self-efficacy- an analytical study at Taif University

Motive liderlik stratejilerinin toplam kalite yönetimi gereksinimlerini gerçekleştirmedeki etkisi: Öz-yeterlilik aracılığıyla- Taif Üniversitesi'nde analitik bir çalışma

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Abstract

The current study aims to investigate the role of self-efficacy in explaining the relationship between Motivational leadership strategies and Total Quality Management (TQM) requirements. The study sample consisted of 103 faculty members at the College of Business Administration at Taif University. The study employed a questionnaire to collect data, which was prepared in light of existing measures from previous studies. The results were reached using the statistical program (SPSS v27) and the program (Amos.v. 26) to analyse the data and get a set of conclusions, the most important of which was confirming that self-efficacy has a role in explaining the nature of the relationship between Motive leadership strategies and the requirements of total quality management. And that Motive leadership strategies can support the implementation of total quality management requirements at the university in the field of study. The study concluded that Motivational leadership strategies and Self-Efficacy are important in the application of Total Quality Management.

Keywords: Motive Leadership Strategies, Self-Efficacy, Total Quality Management

Jel Codes: M52, M31, E24

Öz

Mevcut çalışma, hareket liderliği stratejileri ile TKY gereklilikleri arasındaki ilişkiyi açıklamada öz yeterliliğin rolünü keşfetmeyi amaçlamaktadır. Çalışma örneği, Taif Üniversitesi İşletme Fakültesi'ndeki 103 öğretim üyesinden oluşmaktadır. Çalışmada, önceki çalışmalarda mevcut ölçümler ışığında hazırlanan verileri toplamak için bir anket kullanılmıştır. Sonuçlara, verileri analiz etmek ve bir dizi sonuca ulaşmak için istatistiksel program (spss.v. 27) ve program (Amos.v. 26) kullanılarak ulaşılmıştır; bunların en önemlisi, öz yeterliliğin hareket liderliği stratejileri ile toplam kalite yönetimi gereklilikleri arasındaki ilişkinin doğasını açıklamada bir rolü olduğunun doğrulanmasıdır. Ve hareket liderliği stratejilerinin, çalışma alanı olan üniversitede toplam kalite yönetimi gerekliliklerinin uygulanmasını destekleyebileceğidir. Çalışma, hareket liderliği stratejilerinin ve Öz Yeterliliğin toplam kalite yönetiminin uygulanmasında önemli olduğu sonucuna varmıştır.

Anahtar Kelimeler: Motive Liderlik Stratejileri, Öz Yeterlilik, Toplam Kalite Yönetimi

JEL Kodları: M52, M31, E24

Introduction

Most organisations undergo revolutionary changes driven by unprecedented competition, rapid technological advancements, increasing customer expectations, and evolving regulatory frameworks at the national, international, and governmental levels. To navigate these dynamic conditions, many organisations pursue radical transformations aimed at enhancing their ability to respond efficiently and effectively to growing demands for quality, innovation, service, speed, and cost-effectiveness. A core objective is to develop flexibility that allows adaptation to new competitive environments while establishing systems that promote continuous improvement in organisational performance.

Competent leaders do not merely respond to change—they proactively recognise when change is necessary, understand the change management process, and foster an environment of flexibility, learning, and strategic anticipation. They can assess the organisation's capacity for change, anticipate resistance, gain support, engage individuals in decisions that affect them, provide clarity on behavioural expectations, create opportunities for skill development, utilise feedback mechanisms to monitor implementation, reward and reinforce progress and success, and align systems to support new and desired behaviours. These leaders envision a future state while preparing individuals to adapt seamlessly to the competitive challenges ahead. This leadership role is vital when implementing changes or adopting new management systems such as Total Quality Management (TQM).

TQM aims to enhance quality at every organisational level by promoting a culture of continuous improvement. Leadership is considered a critical factor in the successful adoption of TQM principles (Bouranta, 2020). The need for system reform applies to all institutions, including educational institutions, which are pivotal in fostering innovative thinking and promoting positive behavioural change.

Motive Leadership is one of the most effective leadership approaches during organisational transformations, such as TQM implementation. It plays a crucial role in fostering change-supportive behaviours among individuals, influencing their motivation, enhancing their learning and performance capabilities, and boosting their self-confidence by strengthening their self-efficacy (Junaidi et al., 2023; Nguni et al., 2006). Self-efficacy, in particular, has been identified as a key mediating variable that links leadership behaviours to employee performance and adaptability (Bass & Riggio, 2006).

Accordingly, the present study aims to examine the extent to which motivational leadership strategies influence the implementation of Total Quality Management requirements, with a particular focus on the mediating role of self-efficacy in this relationship.

Literature review

The concept of the motive leadership strategies

According to (Northouse, 2010:258), Motive leadership revolves around helping leaders drive individuals, organisations, and entire systems forward positively and effectively while simultaneously managing and embracing the complex challenges inherent in the change process (Du Preez, 2017:105) explained that a Motive leader cultivates deep learning within themselves and others, leading to transformations in attitudes, beliefs and skills both internally and externally.

Based on the foregoing and after reviewing the perspectives of researchers on Motive leadership, the researchers believe that Motive leadership is a leadership style that encourages individuals to embrace change and find new ways to advance and continuously improve their performance. The leader drives individuals toward positive movement that contributes to achieving both their personal goals and the overarching goals of the organisation.

Motive leadership strategies

Caring for individuals

(Fullan,2010) emphasised that leaders must focus on relationships, whether in business or education. The primary issue that leaders must prioritise is building relationships and trust. Relationships make a difference, and influence is the most motivating factor in leadership. Any leader of a business organisation or educational institution who not only seeks sustainability but also strives for prosperity must prioritise caring for individuals. Leaders must demonstrate respect, foster the development of those they work with, and take a firm stance against individuals who consistently undermine collective efforts.

Aligning peers with purpose

According to Agboluaje (2015:8), Motive leaders who learn to align their peers with a common purpose engage directly with them. They do not dominate but instead act as experts who actively guide the group. These leaders drive individuals toward precision and clarity, linking instructions to practice and enhancing transparency in outcomes. However, they must go beyond this and integrate into networks or groups to ensure they remain connected to sources of support.

Building capacity

Capacity building involves developing knowledge, skills and behaviours at both individual and collective levels. A group with a shared purpose and a unified belief system is more capable of achieving its objectives. Intelligent leaders identify problems and openly acknowledge them while demonstrating sufficient empathy so that those affected do not feel personally judged. A good leader fosters an environment where individuals feel valued and motivated to continue working despite the challenges they face (Agboluaje, 2015:9).

Learning through action

Individuals need to enhance their learning within the context of their institution and become more precise and effective in applying high-impact learning practices while remaining open to innovation and creativity through continuous improvement efforts. Experienced leader of change must be both consistent and innovative in their pursuit of ongoing progress. Leaders must exercise patience and recognise that the individuals develop proficiency in their skills. As skills improve, tasks become more manageable (Agboluaje, 2015:8).

Principals of transparency

(Fullan,2012:86) emphasised that the principles of transparency involve assessing data concerning both the "what" and the "how" and taking action accordingly. Attempting to conceal data is neither practical nor acceptable. All data are valuable and should be utilised as tools for improvement. Leaders must cultivate a culture in which problems are addressed as they arise. Transparency is essential for leadership, much like the first strategy, caring for individuals, as both revolve around building trust and mutual respect. If leaders fail to be transparent with their communities and instead bury their heads in the sand like an ostrich, meaningful change will not occur (Yzaguirre, 2017:34-35).

System learning

(Fullan, 2012:86) described this strategy as collective leadership, in which organisational leaders remain conscious of developing other leaders. In this context, they do not solve problems in isolation but instead recognise their role in fostering leadership in others. This approach is highly beneficial, as it ensures that when a leader exits the system, the organisation does not collapse but continues operating in the same direction. Half of this strategy relies on widespread collaboration, which facilitates the emergence of the next generation of leaders while addressing current challenges.

After reviewing the strategies of Motive leadership and identifying the key principles emphasised by each, the researchers argue that the significance of these six strategies lies in their collective ability to mobilise individuals and organisations toward change. These strategies effectively motivate individuals, harness their energy to achieve desired goals, sustain success, and provide leaders with insights and approaches to address shortcomings, ultimately fostering positive momentum toward growth and continuous improvement.

Self-efficacy

(Stajkovic & Luthans, 1998:66) defined self-efficacy as an individual's belief in their ability to mobilise motivation, cognitive resources and course of action necessary to execute a specific task within a given context successfully. Similarly, self-efficacy is understood as a personal judgment of one's capability to handle a particular situation based on one's skills and the circumstances one faces (Zhou, 2021:20).

(Ashfaq et al.,2021:962) explained that self-efficacy has the potential to enhance individual behaviour in uncertain conditions by shaping an individual's expectations. Individuals with high self-efficacy tend to be more resilient, confident in their ability to overcome challenges, and more engaged and committed to their work. Those with high self-efficacy are more likely to experience increased doubts about their abilities, leading them to either hesitate in their efforts or expend all their energy at the outset (Bandura & Schunk, 1981, p. 687).

Based on the perspectives of various scholars and researchers on self-efficacy, the researchers argue that self-efficacy is a concept that reflects an individual's belief in their ability to succeed in performing a

given task. Individuals are more inclined to engage in activities where they possess high self-efficacy and demonstrate greater resilience, commitment, and involvement in their work.

Total quality management (TQM)

The definition of Total Quality Management (TQM) varies among researchers, reflecting the comprehensive nature of the concept (Alaq,2022:31) defines TQM as "a managerial philosophy consisting of a set of modern administrative principles and processes adopted by organisations as a means to achieve a range of organisational objectives, including enhancing effectiveness, competitiveness, development, improving Labour relations, upgrading employee competencies, and aligning their goals with those of the organisations.

Similarly, Zreq (2009:127) describes TQM as an integrated process encompassing all activities and functions to achieve and continuously improve global quality, benefiting both the organisation and its employees, ultimately leading to overall satisfaction and excellence in performance, and ensuring sustainability in the market.

Furthermore, Bahia et al. (2023:4) conceptualise TQM as a contemporary managerial philosophy and strategy grounded in principles that foster an organisational culture focused on enhancing performance and driving continuous and effective process improvements through the collective efforts of all employees to achieve organisational goals efficiently.

Dimensions of total quality management

Top management commitment

The commitment and support of top management play a crucial role in the success of Total Quality Management (TQM). Top management serves as a primary driver of change, mitigating individual differences in employee's adoption of TQM principles. The support and commitment of top management to TQM stem from their conviction in the necessity of continuous improvement and development (Msallam et al., 2020:75). Such commitment fosters the implementation of quality management by providing the necessary guidance and resources to enhance quality) (Zu et al.,2008:630).

Organizational structure

Traditional management relies on hierarchical structures and centralised authority, resulting in a top-down flow of information. In contrast, TQM is based on a horizontal structure with decentralised authority, allowing different processes to flow horizontally. Implementing TQM necessitates restructuring the organisation by redefining responsibilities, roles, and job functions while promoting decentralisation by enhancing task efficiency. This, in turn, fosters greater job satisfaction among employees, motivating them to exert additional effort toward achieving organisational goals.

Customer focus

Customer focus is one of the most critical factors in achieving a competitive advantage, as the effective implementation of Total Quality Management (TQM) revolves around meeting customer requirements. The concept of customer focus in TQM encompasses a broad and comprehensive framework (Abbas & Aneis, 2021:452). It is important to note that customers are not only external clients but also internal customers, including all departments, subunits, and employees within the organisation. Therefore, departments within an organisation function simultaneously as both suppliers and customers. A department managing a particular process acts as a customer to the preceding department while serving as a supplier to the subsequent one (Msallam et al., 2020:77).

Employee involvement

Work teams serve as the foundation of Total Quality Management (TQM), engaging all administrative and academic staff in creating an environment that fosters teamwork. This collective effort enhances performance and contributes to achieving organisational objectives (Arifin, 2022).

Fact-based management

Is a key component of TQM requiring the use of technologies and resources to establish effective communication channels that enable individuals to share fact-based information where it is needed to support quality improvement? Information serves as a critical pillar of the TQM philosophy, as its availability to various levels of top Management directly impacts an organisation's ability to implement TQM effectively (Msallam et al., 2020:77-78).

Continuous improvement

Continuous improvement lies at the core of TQM, emphasising the ongoing enhancement of all organisational processes to ensure continuous adaptation to internal and external environmental changes. This approach focuses on "doing things right the first time" (Msallam et al.,2020:76). (Ried,2006:27) explains that the philosophy of continuous improvement is based on the idea that organisations must strive for an ideal stated, regardless of their past success in satisfying customers. This is because customer needs and preferences are constantly evolving, necessitating that organisations make improvement efforts an ongoing process.

Previous studies

A study by Zhou et al. (2021) titled "Exploring the Relationship between Authoritarian Leadership and Job Satisfaction: The Role of Self-Efficacy and Leader-Member Exchange." This study confirms that authoritarian leadership is detrimental to employee job satisfaction. It also finds that self-efficacy plays a mediating role between autocratic leadership and job satisfaction. Additionally, the results indicate that leader-member exchange has a moderating effect on the relationship between authoritarian leadership and employee self-efficacy.

The study by Ashfaq et al. (2021), titled "The Impact of Ethical Leadership on Employee Engagement: The Role of Self-Efficacy and Organisational Commitment," investigates the sequential mediation roles of self-efficacy and organisational commitment in the relationship between ethical leadership and employee engagement. The sample consisted of 211 employees (35% male and 65% female) from selected public and private sector companies in Pakistan. The findings confirm a significant relationship between ethical leadership and employee engagement, with self-efficacy and organisational commitment serving as mediating factors.

The study by Elmawi (2022). This study examines the implementation of Total Quality Management and its role in promoting sustainable development in higher education institutions. The findings reveal that higher education in Libya remains traditional, focusing primarily on knowledge dissemination while suffering from low research quality and insufficient financial support. The study recommends that academic accreditation and quality assurance departments in Libyan universities adopt TQM principles, implement benchmarking strategies to improve performance and services, and align their practices with those of international universities.

Study by Ali-Moussawi (2023), Titled "Driving Leadership Strategies and Their Role in Business Process Reengineering." This study concludes that driving leadership strategies are essential practices that organisations cannot overlook, regardless of their type or size. A leader aiming for change can experiment with these six strategies to achieve the required agility, making change more impactful and less complex. Additionally, the study found that the organisations under investigation possess some aspects of driving leadership strategies but not at the level required to achieve their objectives.

A study by Salendab et al. (2024), titled "Investigating the Relationship between Leadership Self-Efficacy and Research Productivity in Educational Settings," explores the complex interactions between leadership characteristics, self-efficacy, and research productivity in Philippine educational institutions. Data were collected from a sample of 475 educators, including teachers and school leaders from selected schools. The study concludes that effective leadership and strong self-efficacy beliefs play a crucial role in fostering a conducive environment for productive research.

Distinguishing features of the current study

This study represents a novel contribution by integrating three variables that, to the best of the researcher's knowledge, have not been previously examined together in either local or global contexts.

It provides a comprehensive analysis of driving leadership strategies and their role in implementing Total Quality Management requirements.

It examines the role of self-efficacy as a mediating variable in determining the nature of the relationship between driving leadership strategies and Total Quality Management, and aspect not addressed in previous studies.

Study hypotheses

H₁: *There is a significant impact of Motive Leadership Strategies on Total Quality Management (TQM) Requirements.*

H₂: *There is a significant impact of Motive Leadership Strategies on Self-efficacy.*

H₃: *There is a significant impact of Self-Efficacy on TQM Requirements.*

H4: *Self-efficacy mediates the relationship between Motive Leadership Strategies and TQM Requirements.*

Design and methods

Field study procedures

Study population and sample

To achieve the study objectives, the research population was selected from the faculty members of the College of Business Administration at Taif University, Saudi Arabia, totalling 142 faculty members. A random sample of 103 participants was drawn from the study population using Krejci and Morgan's Table, and a questionnaire was distributed accordingly.

Study instrument

The primary instrument used for data collection in this study was a questionnaire, which was designed to cover the practical and field aspects of the research. The questionnaire was distributed to the study sample and consisted of three sections, each containing a total of 26 statements, structured on a five-point Likert scale.

Face validity of the study instrument

The questionnaire was reviewed by a panel of eight experts in the field of administrative sciences, comprising professors and Assistant Professors, to ensure that the questionnaire items were appropriately aligned with their respective sub-dimensions.

Construct validity of the study instrument

To assess the reliability and internal consistency of the questionnaire items within each dimension, Cronbach's Alpha coefficient was calculated for each dimension separately, followed by the overall reliability coefficient for all items across dimensions.

Testing the study hypotheses and discussion of results

To test the study hypotheses, a model was developed using structural equation modelling (SEM) techniques, as illustrated in Figure (02). The figure illustrates the direct effect of Motive leadership strategies on total quality management (TQM) requirements, as well as the indirect effect through the incorporation of self-efficacy as a mediating variable in the model. Path analysis was employed to validate the study model. This statistical technique identifies the direction and magnitude of effect among the study variable within a causal model that organises the relationship between independent, dependent, and mediating variables.

To test the mediation effect, three regression equations must be examined:

The regression equation for the mediating variable on the independent variable:

This equation assesses the impact of the independent variable (Motive leadership strategies) on the mediating variable (self-efficacy) and the extent of its contribution.

The regression equation for the dependent variable on the independent variable:

The equation examines the effect of the independent variable (Motive leadership strategies) on the dependent variable (TQM requirements) and the extent of its contribution.

The regression equation for the dependent variable on both the independent and mediating variables together

Testing the first central hypothesis

H1: "There is a statistically significant effect of motive leadership strategies on total quality management (TQM) requirements."

The direct effect of Motive leadership strategies (as an independent variable) with its six dimensions- people-construed approach, goal alignment with peers, capacity building-work-based learning, transparency principles, and systems learning- on the TQM requirements (as a dependent variable) with its five dimensions- continuous improvement, organisational structure, employee involvement, customer focus, and fact-based management- was examined through five sub-hypotheses.

Testing the first sub-hypothesis of the main hypothesis

H1a: "There is a statistically significant effect of Motive leadership strategies on continuous improvement."

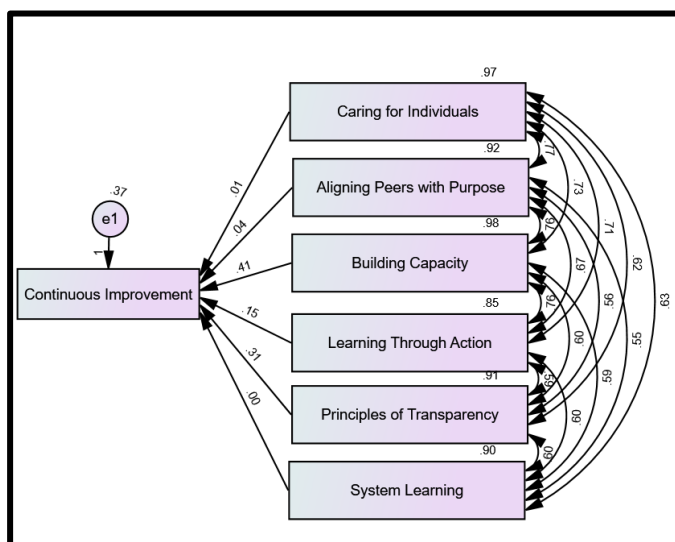


Figure 1: A Path Analysis of the Effect of Motive Leadership Strategies on Continuous Improvement using AMOS

The analysis revealed that the Capacity-Building Strategy has a positive and significant effect on continuous improvement (Beta = 0.406) at a 1% significance level, as the estimated parameter probability value was 0.001.

Additionally, Transparency Rules, as a strategy within Motive Leadership Strategies, have a positive and significant effect on continuous improvement (Beta = 0.309) at a 1% significance level, with an estimated parameter probability value of 0.001. These findings support the first main hypothesis: There is a positive relationship between Motive leadership strategies and continuous improvement, particularly through the impact of Capacity-Building strategies and transparency Rules.

Table 1: The Results of the Path Analysis for the Relationship between Motive Leadership Strategies and Continuous Improvement

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	Continuous Improvisent	0.015	0.123	0.119	0.905
Aligning Peers with Purpose	->	Continuous Improvisent	0.039	0.125	0.313	0.754
Building Capacity	->	Continuous Improvisent	0.406	0.124	3.279	0.001
Learning Through Action	->	Continuous Improvisent	0.150	0.136	1.107	0.268
Principles of Transparency	->	Continuous Improvisent	0.309	0.094	3.277	0.001
System Learning	->	Continuous Improvisent	0.004	0.097	0.046	0.963

Testing of the first main hypothesis: second sub-hypothesis

H1b: "There is a statistically significant impact of motive leadership strategies on the organisational structure.

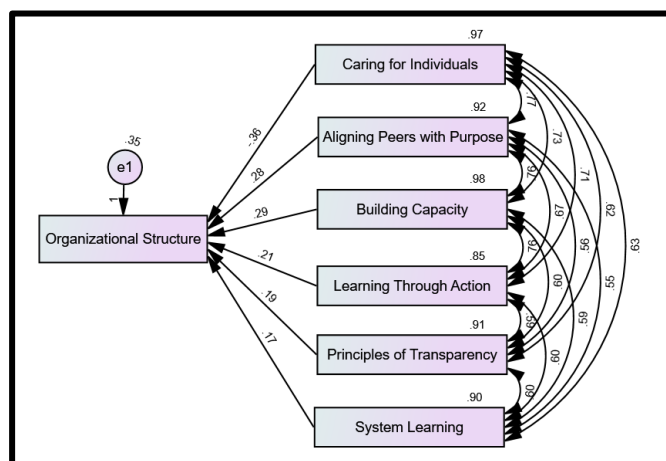


Figure 2: Path Analysis of Effect of Impact of Motive Leadership Strategies on the Organisational Structure. using AMOS

The findings indicate that the caring for individuals' strategy has a negative and significant impact on the organisational structure (Beta = -0.360) at a 1% significance level, as the estimated parameter's p-value was 0.003. Additionally, the peer alignment with goals strategy exerts a positive and significant impact on the organisational structure (Beta = 0.282, at a 5% significance level, with a p-value of 0.021). The capacity-building strategy also demonstrates a positive and significant impact (Beta = 0.293) at a 5% significance level, with a p-value of 0.015. Furthermore, transparency Rules as a Motive leadership strategy positively and significantly affect the organisational structure (Beta=0.195) at a 5% significance level, with a p-value of 0.034; lastly, the system learning strategy has a positive and significant impact on the organisational structure (Beta=0.175) at a 10% significance level, with a p-value of 0.064.

These findings confirm the first main hypothesis, which states that there is a positive relationship between Motivational leadership strategies and the organisational structure through the effects of caring individuals, peer alignment with goals, capacity building, transparency rules, and system learning strategies.

Table 2: The Results of the Path Analysis for the Relationship between Motive Leadership Strategies and the Organisational Structure

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	Organisationnel Structure	-0.360	0.120	-2.992	0.003
Aligning Peers with Purpose	->	Organisationnel Structure	0.282	0.122	2.304	0.021
Building Capacity	->	Organisationnel Structure	0.293	0.121	2.429	0.015
Learning Through Action	->	Organisationnel Structure	0.209	0.132	1.578	0.114
Principles of Transparency	->	Organisationnel Structure	0.195	0.092	2.123	0.034
System Learning	->	Organisationnel Structure	0.175	0.094	1.850	0.064

Testing of the first main hypothesis: third sub-hypothesis:

H1c: "There is a statistically significant impact of Motive leadership strategies on individual participation."

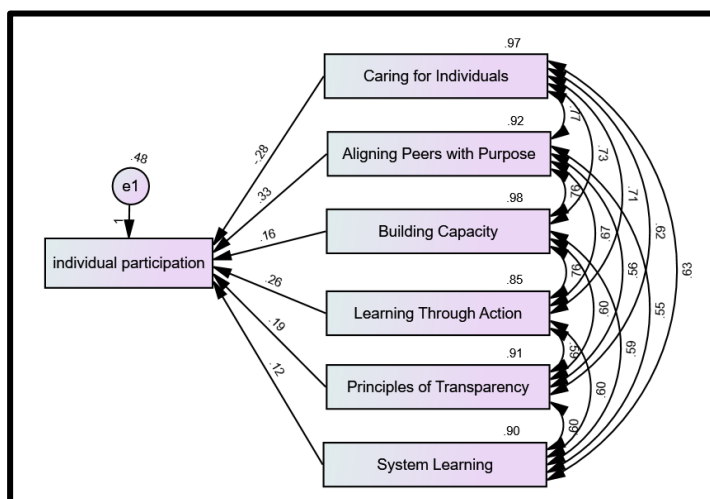


Figure 3: Path analysis of Effect of Impact of Motive Leadership Strategies on Individual Participation using AMOS

The finding indicates that the caring individual's strategy has a negative impact on individual participation (Beta -0.277) at a 5% significance level, as the estimated parameter's p-value was 0.047. Additionally, the peer alignment with goals strategy has a positive and significant impact on individual participation (Beta = 0.335) at a 5% significance level, with a p-value of 0.018. The work-based learning strategy also demonstrates a positive and significant impact (Beta = 0.258) at a 10% significance level, with a p-value of 0.092. Furthermore, transparency rules, as a Motive leadership strategy, have a positive and significant effect on individual participation (Beta = 0.193) at a 10% significance level with a p-value of 0.070. These findings confirm the first main hypothesis and the third sub-hypothesis, which state that there is a positive relationship between Motive leadership strategies and individual participation through the effects of caring for individuals, peer alignment with goals, work-based learning, and transparency rules strategies.

Table 3: The Results of the Path Analysis for the Relationship between Motive Leadership Strategies and Individual Participation

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	individual participation	-0.277	0.140	-1.986	0.047
Aligning Peers with Purpose	->	individual participation	0.335	0.142	2.359	0.018
Building Capacity	->	individual participation	0.158	0.140	1.128	0.259
Learning Through Action	->	individual participation	0.258	0.153	1.684	0.092
Principles of Transparency	->	individual participation	0.193	0.107	1.811	0.070
System Learning	->	individual participation	0.122	0.110	1.113	0.266

Testing of the first main hypothesis: sub-hypothesis four

H1d: "There is a statistically significant effect of Motive leadership strategies on beneficiary focus.

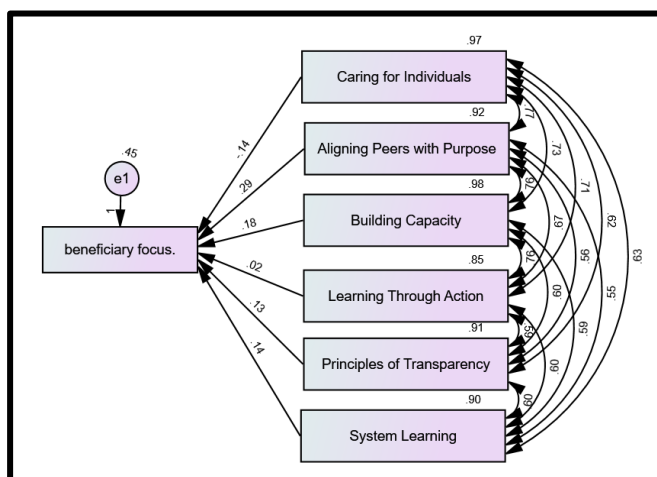


Figure 4: Path Analysis of Effect of Motive Leadership Strategies on Beneficiary Focus. using AMOS

The findings indicate that the peer-to-foal alignment strategy has a positive and significant effect on beneficiary focus (Beta=0.288) at a 5% significance level, as the estimated parameter's p-value was 0.036. This confirms the first main hypothesis: sub-hypothesis four, which states that there is a positive relationship between Motive leadership strategies and beneficiary focus, specifically through the peer-to-goal alignment strategy.

Table 4: The Results of the Path Analysis for The Relationship Between Motive Leadership Strategies and Beneficiary Focus.

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	Beneficiary focus.	-0.144	0.135	-1.068	0.286
Aligning Peers with Purpose	->	Beneficiary focus.	0.288	0.137	2.098	0.036
Building Capacity	->	Beneficiary focus.	0.177	0.136	1.302	0.193
Learning Through Action	->	Beneficiary focus.	0.019	0.149	0.127	0.899
Principles of Transparency	->	Beneficiary focus.	0.134	0.103	1.296	0.195
System Learning	->	Beneficiary focus.	0.140	0.106	1.323	0.186

Testing of the first main hypothesis: sub-hypothesis five

H1e: "There is a statistically significant effect of Motive leadership strategies on fact-based management.

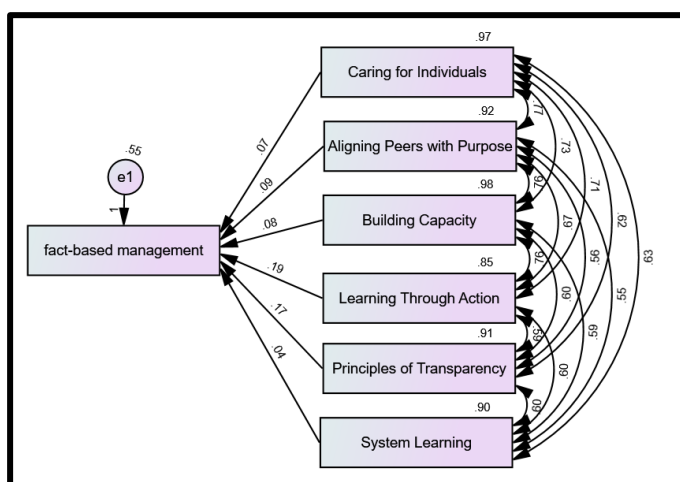


Figure 4: Path Analysis of Effect of Impact of Motive Leadership Strategies on Fact-Based Management using AMOS

The finding indicate that Motive leadership strategies have significant effect on fact-based management. This result does not support the first main hypothesis: sub-hypothesis five, which proposed a positive relationship between Motive leadership strategies and fact-based management.

Table 5: The Results of the Path Analysis for the Relationship between Motive Leadership Strategies and Fact-Based Management

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	Fact-based management.	0.067	0.150	0.447	0.655
Aligning Peers with Purpose	->	Fact-based management.	0.089	0.153	0.586	0.558
Building Capacity	->	Fact-based management.	0.077	0.151	0.510	0.610
Learning Through Action	->	Fact-based management.	0.186	0.165	1.127	0.260
Principles of Transparency	->	Fact-based management	0.168	0.115	1.463	0.143
System Learning	->	Fact-based management.	0.044	0.118	0.373	0.709

Testing of the second main hypothesis

H2: "There is a statistically significant effect of Motive leadership strategies on self-efficacy."

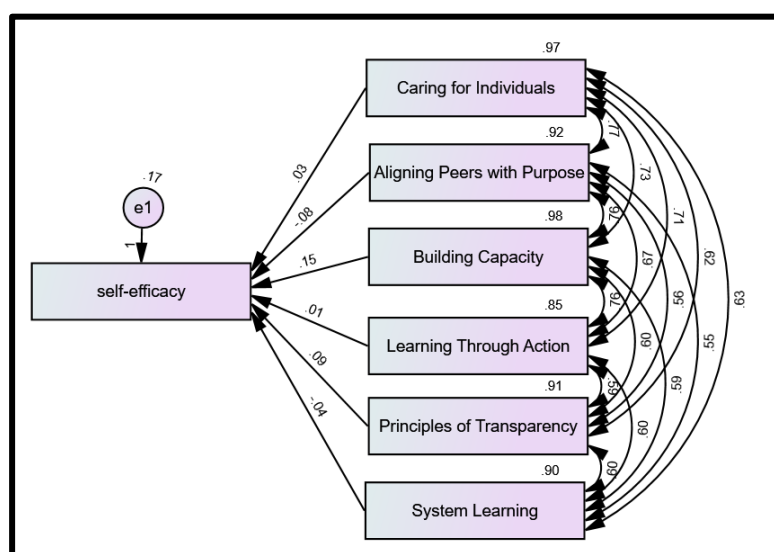


Figure 5: Path Analysis of Effect of Motive Leadership Strategies on Self-Efficacy using AMOS

The finding indicates that the capacity-building strategy has a positive and significant effect on self-efficacy ($B = 0.145$) at a 10% significance level, as the estimated parameter's p-value was 0.086. This confirms the second main hypothesis, which states that there is a positive relationship between Motive leadership strategies and self-efficacy, specifically through the capacity-building strategy.

Table 6 : The Results of the Path Analysis for the Relationship between Motive Leadership Strategies and Self-Efficacy

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	self-efficacy	0.027	0.084	0.326	0.744
Aligning Peers with Purpose	->	self-efficacy	-0.080	0.086	-0.932	0.351
Building Capacity	->	self-efficacy	0.145	0.084	1.717	0.086
Learning Through Action	->	self-efficacy	0.013	0.093	0.141	0.888
Principles of Transparency	->	self-efficacy	0.087	0.064	1.353	0.176
System Learning	->	self-efficacy	-0.039	0.066	-0.593	0.553

Testing of the third main hypothesis

H3: "There is a statistically significant effect of self-efficacy on the requirements of total quality management (TQM)"

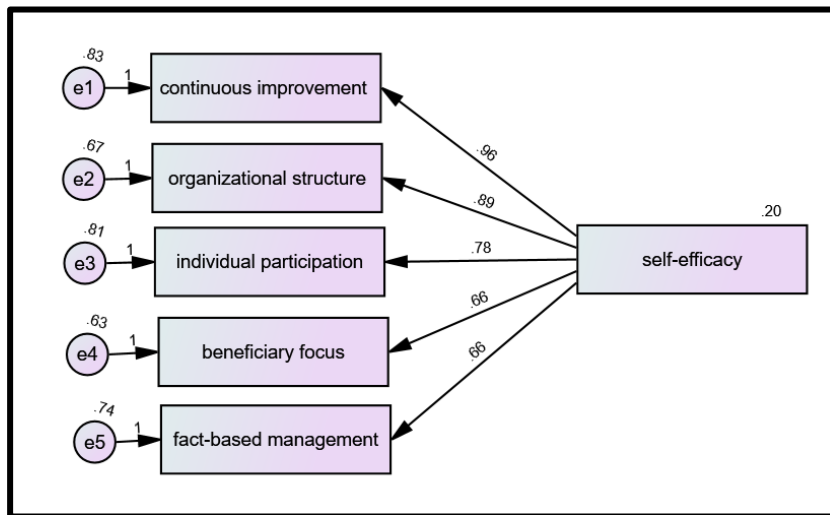


Figure 6: Path Analysis of Effect of Self-Efficacy on the Requirements of Total Quality Management (TQM) using AMOS

The path analysis for the relationship between self-efficacy and the requirements of total quality management (TQM) the Findings indicates the following:

- Self-efficacy positively and significantly affects continuous improvement (Beta=0.964) at a 1% significance level, as the estimated parameter's p-value was less than 0.001. This confirms the first sub-hypothesis of the third main hypothesis: there is a statistically significant relationship between self-efficacy and continuous improvement.
- Self-efficacy positively and significantly affects organisational structure (Beta=0.893) at a 1% significance level, with a p-value of less than 0.001. This supports the second sub-hypothesis of the third main hypothesis: there is a statistically significant effect of self-efficacy on organisational structure.
- Self-efficacy has a positive and significant effect on individual participation (Beta = 0.776) at a 1% significance level, with a p-value of less than 0.001, confirming the third sub-hypothesis of the main hypothesis. There is a statistically significant relationship between self-efficacy and individual participation.
- Self-efficacy positively and significantly affects beneficiary focus (Beta=0.655) at a 1% significance level, with a p-value of less than 0.001. This validates the fourth sub-hypothesis of the third main hypothesis: there is a statistically significant relationship between self-efficacy and customer focus.
- Self-efficacy positively and significantly affects fact-based management (B=0.658) at a 1% significance level with a p-value of less than 0.001. This supports the fifth sub-hypothesis of the third main hypothesis: There is a statistically significant effect of self-efficacy on fact-based management.

Table 7: The Results of the Path Analysis for the Relationship between Self-Efficacy and the Requirements of Total Quality Management (TQM)

The Path			Estimate	S.E.	C.R.	P-value
self-efficacy	->	continuous improvement	0.964	0.202	4.777	0.000
self-efficacy	->	organisational structure	0.893	0.182	4.916	0.000
self-efficacy	->	individual participation	0.776	0.199	3.892	0.000
self-efficacy	->	beneficiary focus	0.655	0.177	3.709	0.000
self-efficacy	->	fact-based management	0.658	0.192	3.435	0.000

Based on the above, we find that the third main hypothesis – that there is a statistically significant effect of self-efficacy on the requirement for total quality management – has been fully confirmed.

Testing of the fourth main hypothesis

H4: "Self-efficacy mediates the relationship between Motive leadership strategies and the requirement of total quality management."

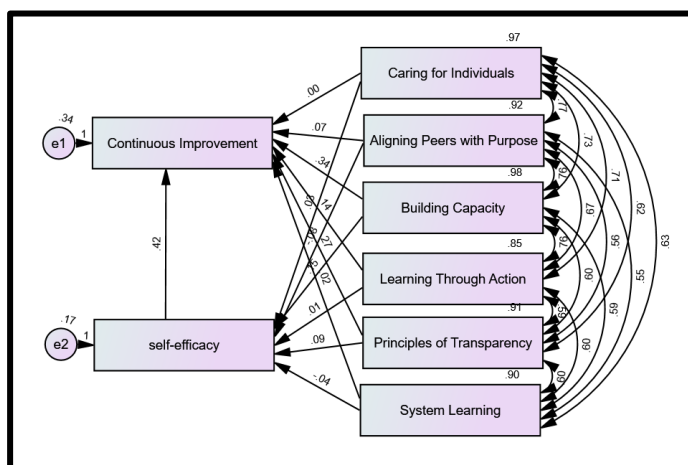


Figure 7: Path Analysis Results for the Mediating Role of Self-efficacy in the relationship between Motive Leadership Strategies and Continuous Improvement using AMOS

Table 8: Path Analysis Results for the Mediating Role of Self-efficacy in the Relationship between Motive Leadership Strategies and Continuous Improvement

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	self-efficacy	0.027	0.084	0.326	0.744
Aligning Peers with Purpose	->	self-efficacy	-0.080	0.086	-0.932	0.351
Building Capacity	->	self-efficacy	0.145	0.084	1.717	0.086
Learning Through Action	->	self-efficacy	0.013	0.093	0.141	0.888
Principles of Transparency	->	self-efficacy	0.087	0.064	1.353	0.176
System Learning	->	self-efficacy	-0.039	0.066	-0.593	0.553
Caring for Individuals	->	Continuous Improvisent	0.003	0.118	0.027	0.979
Aligning Peers with Purpose	->	Continuous Improvisent	0.073	0.121	0.604	0.546
Building Capacity	->	Continuous Improvisent	0.345	0.120	2.867	0.004
Learning Through Action	->	Continuous Improvisent	0.145	0.130	1.113	0.266
Principles of Transparency	->	Continuous Improvisent	0.021	0.093	0.226	0.821
System Learning	->	Continuous Improvisent	0.272	0.091	2.989	0.003
self-efficacy	->	Continuous Improvisent	0.421	0.139	3.031	0.002

The direct effect of the mediating role of self-efficacy in the relationship between motive leadership strategies and continuous improvement

Table 10 shows that the People-Oriented Strategy does not affect self-efficacy due to its non-significant effect at the 5% significance level. Therefore, it was removed from the mediation process. Similarly, the pee's global alignment does not affect self-efficacy due to its non-significant effect at the 5% significance level, leading to its removal from the mediation process. However, the Capacity-building strategy has a positive and significant impact on self-efficacy ($B = 0.145$) at the 10% significance level; hence, it was removed from the mediation process. The transparency rules strategy also does not significantly affect self-efficacy, as evidenced by its non-significant effect at the 5% significance level, leading to its removal. Additionally, the systems learning strategy does not affect self-efficacy due to its non-significant impact at the 5% significance level and was removed from the mediation process. Meanwhile, self-efficacy has a positive and significant effect on continuous improvement ($B = 0.421$) at the 1% significance level.

Measuring the indirect effect of the mediating role of self-efficacy in the relationship between motive leadership strategies and continuous improvement.

Table 9: The Path Analysis Results of the Indirect Effect of the Mediating Role of Self-Efficacy in the Relationship Between Motive Leadership Strategies and Continuous Improvement

The Path	Total Effect	Direct Effect	Indirect Effect	Percentage of Indirect Effect	Type of Mediation
Capacity-> Continuous Improvement	0.406	0.345	0.061	%15	Partial Mediation

Based on Table 11, the indirect effect of capacity-building on continuous improvement through self-efficacy is 0.061, which represents 15% of the total effect. This indicates that self-efficacy mediates the relationship between Capacity-Building and constant improvement, and this mediation is partial, as the direct effect of capacity-building remains significant after mediation. Based on the previous analysis, self-efficacy mediates the relationship between Motivational leadership strategies and continuous improvement through capacity-building strategy.

Testing the study's main hypothesis 4: sub-hypothesis b

H4b: Self-efficacy mediates the relationship between Motive leadership strategies and organisational structure.

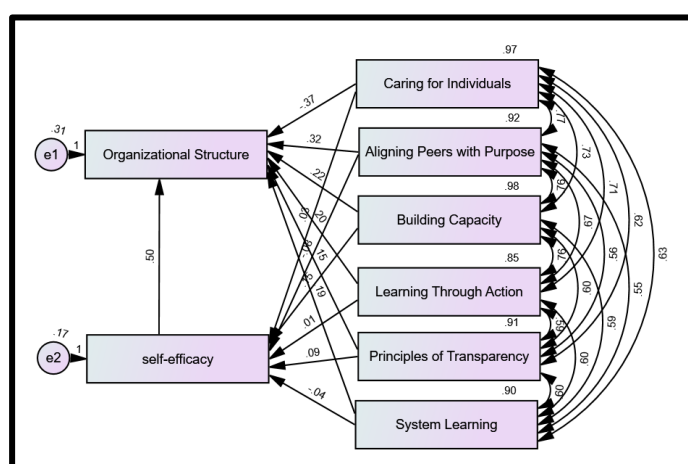


Figure 8: Path Analysis Results for the Mediating Role of Self-efficacy in the Relationship Between Motive Leadership Strategies and Organisational Structure using AMOS

Table 10: Path Analysis Results for the Mediating Role of Self-Efficacy in the Relationship Between Motive Leadership Strategies and Organisational structure

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	self-efficacy	0.027	0.084	0.326	0.744
Aligning Peers with Purpose	->	self-efficacy	-0.080	0.086	-0.932	0.351
Building Capacity	->	self-efficacy	0.145	0.084	1.717	0.086
Learning Through Action	->	self-efficacy	0.013	0.093	0.141	0.888
Principles of Transparency	->	self-efficacy	0.087	0.064	1.353	0.176
System Learning	->	self-efficacy	-0.039	0.066	-0.593	0.553
Caring for Individuals	->	Organisationnel Structure	-0.373	0.113	-3.311	0.000
Aligning Peers with Purpose	->	Organisationnel Structure	0.321	0.115	2.792	0.005
Building Capacity	->	Organisationnel Structure	0.221	0.115	1.926	0.054
Learning Through Action	->	Organisationnel Structure	0.202	0.124	1.631	0.103
Principles of Transparency	->	Organisationnel Structure	0.194	0.089	2.190	0.029
System Learning	->	Organisationnel Structure	0.152	0.087	1.747	0.081
self-efficacy	->	Organisationnel Structure	0.497	0.133	3.749	0.000

Direct effect of the mediating role of self-efficacy in the relationship between motive leadership strategies and organisational structures

Table 10 shows that:

- The caring for individual's strategy does not affect self-efficacy, as the effect is not statistically significant at the 5% significance level. Therefore, it was excluded from the mediating process.
- The Aligning Peers with Purpose strategy does not affect self-efficacy, as the effect is not statistically significant at the 5% significance level. Therefore, it was excluded from the mediation process.
- The capacity-building strategy has a positive and significant effect on self-efficacy ($B = 0.145$) at a 10% significance level and a positive and significant effect on organisational structure ($B = 0.221$) at a 10% significance level.
- The Learning Through Action strategy does not affect self-efficacy, as the effect is not statistically significant at the 5% significance level. Therefore, it was excluded from the mediation process.
- The Principles of Transparency strategy does not affect self-efficacy, as the effect is not statistically significant at the 5% significance level. Therefore, it was excluded from the mediation process.
- The system Learning strategy does not affect self-efficacy, as the effect is not statistically significant at the 5% significance level. Therefore, it was excluded from the mediation process.
- Self-efficacy has a positive and significant effect on organisational structure ($Beta=0.497$) at a 1% significance level.

Measuring the indirect effect of the mediating role of self-efficacy in the relationship between motive leadership strategies and organisational structure

Table 11: Indirect Effect of the Mediating Role of Self-Efficacy in the Relationship Between Motive Leadership Strategies and Organizational Structure.

The Path	Total Effect	Direct Effect	Indirect Effect	Percentage of Indirect Effect	Type of Mediation
The capacity Building -> Organizational Structure.	0.293	0.221	0.072	%25	Partial Mediation

Based on Table 13, the Indirect effect of capacity Building on organisational structure when mediated by self-efficacy is 0.072, which accounts for 25% of the total effect. This indicates that self-efficacy mediates the relationship between capacity building and organisational structure, and this mediation is considered partial since the direct impact of capacity building remained significant after mediation.

Based on the previous analysis, self-efficacy mediates the relationship between Motivational leadership strategies and organisational structure through the capacity-building strategy.

Testing of the fourth main hypothesis: sub-hypothesis c

H4c: "Self-efficacy Mediates the relationship between Motive leadership strategies and individual participation.

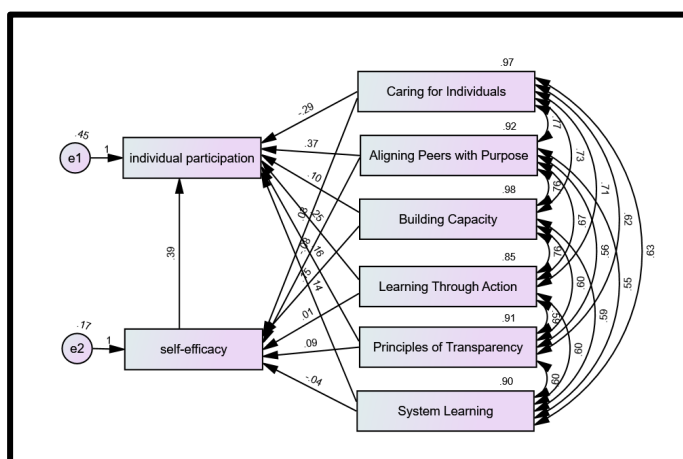


Figure 9 : Path Analysis Results for the Mediating Role of Self-Efficacy in The Relationship between Motivation Leadership Strategies and Individual Participation using AMOS

Table 12: Path Analysis Results for the Mediating Role of Self-Efficacy in The Relationship between Motivation Leadership Strategies and Individual Participation

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	self-efficacy	0.027	0.084	0.326	0.744
Aligning Peers with Purpose	->	self-efficacy	-0.080	0.086	-0.932	0.351
Building Capacity	->	self-efficacy	0.145	0.084	1.717	0.086
Learning Through Action	->	self-efficacy	0.013	0.093	0.141	0.888
Principles of Transparency	->	self-efficacy	0.087	0.064	1.353	0.176
System Learning	->	self-efficacy	-0.039	0.066	-0.593	0.553
Caring for Individuals	->	individual participation	-0.288	0.136	-2.119	0.034
Aligning Peers with Purpose	->	individual participation	0.365	0.139	2.638	0.008
Building Capacity	->	individual participation	0.102	0.138	0.738	0.460
Learning Through Action	->	individual participation	0.253	0.149	1.698	0.090
Principles of Transparency	->	individual participation	0.137	0.107	1.285	0.199
System Learning	->	individual participation	0.159	0.105	1.524	0.128
self-efficacy	->	individual participation	0.387	0.160	2.421	0.015

Table (12) shows that:

- The strategy of caring for an individual does not influence self-efficacy, as its effect is not statistically significant at the 5% significance level. Thus, it was excluded from the mediation process.
- The Aligning Peers with Purpose strategy does not significantly influence self-efficacy, as indicated by the lack of statistical significance at the 5% level. Consequently, it was removed from the mediation analysis.
- The strategy of capacity building has a positive and significant effect on self-efficacy ($B = 0.145$, $p\text{-value} < 0.10\%$), but it does not significantly affect individual participation at the 5% level.
- The Learning Through Action strategy does not significantly impact self-efficacy, as its effect is not statistically significant at the 5% level. Therefore, it was excluded from the mediation analysis.
- The Principles of Transparency strategy does not influence self-efficacy due to the lack of statistical significance at the 5% level. It was removed from the mediation process.
- The system learning strategy does not impact self-efficacy as its effect is statistically insignificant at the 5% level. It was also excluded from the mediation process.
- Self-efficacy has a positive and significant impact on individual participation ($Beta=0.387$, $p\text{-value} < 5\%$)

The indirect effect of self-efficacy as a mediator in the relationship between motive leadership strategies and individual participation

Table 13: Indirect Effect of Self-Efficacy as Mediator in the Relationship Between Motive Leadership Strategies and Individual Participation

The Path	Total Effect	Direct Effect	Indirect Effect	Percentage of Indirect Effect	Type of Mediation
capacity building-> individual participation	0.158	0.102	0.056	%35	Full Mediation

Based on Table 16, it was found that the indirect effect of capability Building on employee participation with self-efficacy as a mediating variable is 0.056, which represents 35% of the total impact. This indicates that self-efficacy mediates the relationship between capacity building and individual participation, and this mediation is considered complete, as the direct effect of capacity building becomes insignificant after mediation.

Building on the previous analysis, it's evident that self-efficacy mediates the relationship between Motivational leadership strategies and individual participation through the capacity-building strategy.

Testing the fourth main hypothesis-sub-hypothesis d

H4d "Self-efficacy mediates the relationship between Motive leadership strategies and customer focus."

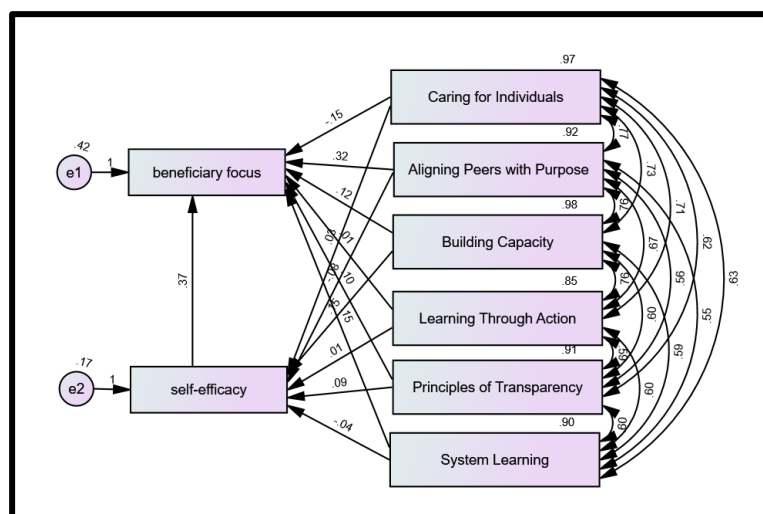


Figure 10: Path Analysis Result of the Mediating Role of Self-efficacy in the Relationship Between Motive Leadership Strategies and Customer Focus using AMOS

Table 14: Result of the Mediating Role of self-Efficacy in the Relationship Between Motive Leadership Strategies and Beneficiary Focus

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	Self-efficacy	0.027	0.084	0.326	0.744
Aligning Peers with Purpose	->	Self-efficacy	-0.08	0.086	-0.932	0.351
Building Capacity	->	Self-efficacy	0.145	0.084	1.717	0.086
Learning Through Action	->	Self-efficacy	0.013	0.093	0.141	0.888
Principles of Transparency	->	Self-efficacy	0.087	0.064	1.353	0.176
System Learning	->	Self-efficacy	-0.039	0.066	-0.593	0.553
Caring for Individuals	->	Beneficiary focus	-0.154	0.132	-1.172	0.241
Aligning Peers with Purpose	->	Beneficiary focus	0.317	0.134	2.363	0.018
Building Capacity	->	Beneficiary focus.	0.123	0.134	0.922	0.357
Learning Through Action	->	Beneficiary focus.	0.014	0.145	0.097	0.923
Principles of Transparency	->	Beneficiary focus.	0.155	0.104	1.495	0.135
System Learning	->	Beneficiary focus.	0.102	0.101	1.005	0.315
self-efficacy	->	Beneficiary focus.	0.366	0.155	2.364	0.018

Measuring the indirect effect of the mediating role of self-efficacy in the relationship between motive leadership strategies and beneficiary focus

The results in Table (14) indicate the following:

- The effect of caring for individuals on self-efficacy is not significant at the 5% significance level; therefore, it was removed from the mediation process.
- The Aligning Peers with Purpose strategy does not affect self-efficacy, as the effect is not significant at the 5% significance level; therefore, it was removed from the mediation process.
- The Building Capacity strategy has a positive and significant effect on self-efficacy (B = 0.145) at the 10% significance level; however, it does not significantly affect beneficiary focus, as the effect is not significant at the 5% level.

- The Learning Through Action strategy does not significantly affect self-efficacy; therefore, it was removed from the mediation process.
- The principles of transparency strategy do not significantly affect self-efficacy, as the effect is not significant at the 5% significance level. Therefore, it was removed from the mediation process.
- The system learning strategy does not affect self-efficacy, as the effect is not significant at the 5% significance level; therefore, it was removed from the mediation process.

Measuring the indirect effect of the mediating role of self-efficacy in the relationship between motive leadership and beneficiary focus

Table 15: The Results of the Indirect Effect of the Mediating Role of Self-Efficacy in the Relationship Between Motive Leadership and Beneficiary Focus

The Path	Total Effect	Direct Effect	Indirect Effect	Percentage of Indirect Effect	Type of Mediation
capacity building-> beneficiary focus	0.177	0.123	0.053	%30	Full Mediation

According to Table (18), the indirect effect of building capacity on beneficiary focus with self-efficacy as a mediator is 0.054, which accounts for 30M of the total impact. This indicates that self-efficacy mediates the relationship between building capacity and beneficiary focus, and this mediation is considered complete, as the direct effect of building capacity becomes insignificant after mediation.

Based on the previous analysis, self-efficacy mediates the relationship between Motive leadership strategies and beneficiary focus through building capacity.

Testing the fifth sub-hypothesis of the fourth main hypothesis

H4e: "Self-Efficacy as a Mediator in the Relationship Between Motive Leadership Strategies and Fact-Based Management.

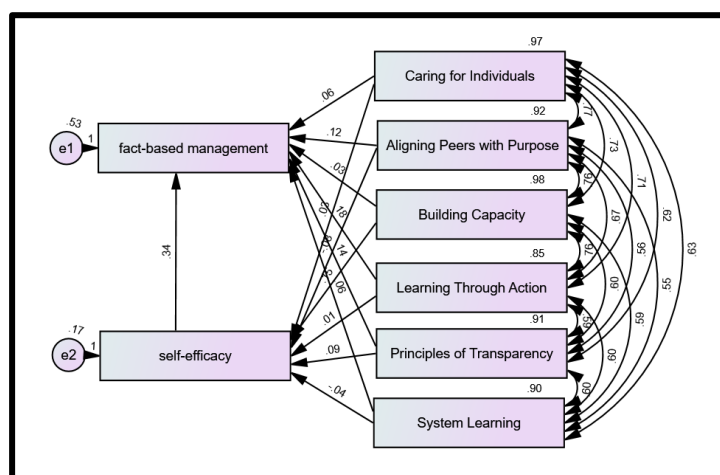


Figure 11: Path Analysis Results for the Mediating Role of Self-efficacy in the Relationship Between Motive Leadership Strategies and Fact-based Management using AMOS

Table 16: The Path Analysis Result for the Mediating Role of Self-Efficacy in the relationship between Motive Leadership Strategies and Fact-Based Management

The Path			Estimate	S.E.	C.R.	P-value
Caring for Individuals	->	self-efficacy	0.027	0.084	0.326	0.744
Aligning Peers with Purpose	->	self-efficacy	-0.080	0.086	-0.932	0.351
Building Capacity	->	self-efficacy	0.145	0.084	1.717	0.086
Learning Through Action	->	self-efficacy	0.013	0.093	0.141	0.888
Principles of Transparency	->	self-efficacy	0.087	0.064	1.353	0.176
System Learning	->	self-efficacy	-0.039	0.066	-0.593	0.553
Caring for Individuals	->	Fact-based management.	0.058	0.148	0.392	0.695
Aligning Peers with Purpose	->	Fact-based management.	0.116	0.151	0.772	0.440
Building Capacity	->	Fact-based management.	0.028	0.150	0.188	0.851
Learning Through Action	->	Fact-based management.	0.182	0.162	1.121	0.262
Principles of Transparency	->	Fact-based management	0.057	0.116	0.493	0.622
System Learning	->	Fact-based management.	0.139	0.114	1.220	0.223
self-efficacy	->	Fact-based management.	0.336	0.174	1.936	0.053

The direct effect of the mediating role of self-efficacy

Table 16 shows the following findings:

- Caring for individuals does not affect self-efficacy, as the effect is not significant at the 5% significance level, so it was excluded from the mediation process.
- Aligning peers with purpose does not affect self-efficacy, as the effect is not significant at the 5% significance level, so it was excluded from the mediation process.
- Building capacity has a positive and significant effect on self-efficacy ($B = 0.145$) at the 10% significance level. Still, it does not significantly affect fact-based management, as the effect is not significant at the 5% significance level.
- Learning Through Action does not significantly affect self-efficacy, as the effect is not significant at the 5% significance level; therefore, it was excluded from the mediation process.
- The principles of Transparency do not affect self-efficacy, as the effect is not significant at the 5% significance level; therefore, they were excluded from the mediation process.
- System Learning does not affect self-efficacy, as the effect is not significant at the 5% significance level, so it was excluded from the mediation process.
- Self-efficacy has a positive and significant effect on fact-based management ($B = 0.336$) at the 10% significance level.

Measuring the indirect effect of the mediating role of self-efficacy

Table 17: Presents the Indirect Effect of Self-Efficacy in the relationship between Motive Leadership Strategies and Fact-Based Management.

The Path	Total Effect	Direct Effect	Indirect Effect	Percentage of Indirect Effect	Type of Mediation
capacity building-> fact-based management	0.077	0.028	0.049	%64	Full Mediation

Table 16 shows that the indirect effect of building capacity on fact-based management, when mediated by self-efficacy, is 0.049, which accounts for 64% of the total effect. This indicates that self-efficacy fully mediates the relationship between building capacity and fact-based management, as the direct effect of building capacity becomes insignificant after mediation. Based on the previous analysis, it can be concluded that self-efficacy mediates the relationship between Motive leadership strategies and fact-based management through building capacity.

Summary of study hypothesis results

The Table indicates that all study hypotheses were supported, except for the fifth sub-hypothesis, which states: "There is a statistically significant effect of Motive leadership strategies on fact-based management." This hypothesis, which falls under the first main hypothesis, was not supported.

Table 18: A Summary of the Study Hypothesis Testing Results

Type	Hypothesis	Result
Main	H1: There is a statistically significant effect of Motive leadership strategies on Total Quality Management (TQM) requirements	Supported
Sub	H1a: There is a statistically significant effect of Motive leadership strategies on continuous improvement	Supported
Sub	H1b: There is a statistically significant effect of Motive leadership strategies on individual participation	Supported
Sub	H1c: There is a statistically significant effect of Motive leadership strategies on customer focus	Supported
Sub	H1d: There is a statistically significant effect of Motive leadership strategies on fact-based management	Supported
Main	H2: There is a statistically significant effect of Self-efficacy on Total Quality Management (TQM) requirements	Not Supported
Main	H3: There is a statistically significant effect of Self-efficacy on continuous improvement	Supported
Sub	H3a: There is a statistically significant effect of Self-efficacy on organisational structure	Supported
Sub	H3b: There is a statistically significant effect of Self-efficacy on individual participation	Supported
Sub	H3c: There is a statistically significant effect of Self-efficacy on customer focus	Supported
Sub	H3d: There is a statistically significant effect of Self-efficacy on fact-based management	Supported
Main	H4: Self-efficacy mediates the relationship between Motive leadership strategies and Total Quality Management (TQM) requirements	Supported
Sub	H4a: Self-efficacy mediates the relationship between Motive leadership strategies and continuous improvement	Supported
Sub	H4b: Self-efficacy mediates the relationship between Motive leadership strategies and Organizational Structure	Supported
Sub	H4c: Self-efficacy mediates the relationship between Motive leadership strategies and individual participation	Supported
Sub	H4d: Self-efficacy mediates the relationship between Motive leadership strategies and Customer focus	Supported
Sub	H4e: Self-efficacy mediates the relationship between Motive leadership strategies and fact-based management	Supported

Recommendations

The current study provides the following recommendations:

Motive leadership is a leadership approach that motivates individuals and organisations to drive change, particularly in implementing total quality management (TQM) in educational institutions in pursuit of their goals. To successfully implement TQM, the university under study should diagnose its strengths and weaknesses, work on enhancing strengths, identify the causes of weaknesses, and rely on the most competent individuals with superior skills compared to their peers.

Universities can focus on Motive leadership strategies, such as aligning peers with purpose, learning through action, and building capacity when applying Total Quality Management (TQM). These strategies emphasise individual learning and skill improvement, aligning with TQM's principle of personal participation. There is a need to emphasise Motivational leadership strategies, such as caring for individuals and upholding principles of transparency, to build strong relationships and enhance individuals' capabilities both individually and collectively while showing respect in the process.

It is crucial to recognise the comprehensive impact of Motive leadership strategies on self-efficacy by encouraging individuals to trust leadership and themselves, fostering perseverance, teamwork and learning from mistakes. These attributes empower individuals to strive toward achieving university goals. Continuous efforts should be made to enhance individual's skills and competencies by

developing appropriate training programs to facilitate the implementation of TQM requirements in universities.

Conclusion

This study examined the role of self-efficacy in mediating the relationship between motive leadership strategies and the implementation of Total Quality Management (TQM) requirements at the College of Business Administration, Taif University. The analysis, based on responses from 103 faculty members and utilising SPSS and AMOS software, confirmed that self-efficacy significantly contributes to understanding how motive leadership strategies influence TQM application.

The findings suggest that motivational leadership strategies can positively influence the successful adoption of TQM practices when faculty members possess a strong sense of self-efficacy. This highlights the importance of psychological empowerment and leadership development in achieving institutional quality goals.

The study highlights that both motivational leadership strategies and self-efficacy are crucial components in driving quality improvement within higher education institutions. Accordingly, it is recommended that university leadership invest in training programs that foster motivational leadership styles and strengthen faculty members' self-belief and capabilities. Future research may expand upon these findings by exploring similar models in other academic contexts or organisational sectors to validate and broaden the study's implications.

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Externally peer-reviewed

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The authors have no conflict of interest to declare.

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Author Contributions:

Idea/Concept/Design: **B.A.H.A.** Data Collection and/or Processing: **S.A.J.** Analysis and/or Interpretation: **S.A.J.** , **I.M** Literature Review: **N.H.**, **B.A.H.A.** Writing the Article: **B.A.H.A.**, **S.A.J.**, **I.M.**, **N.H.** Critical Review: **N.H.**, **B.A.H.A.** , Approval: **B.A.H.A.**, **S.A.J.** **N.H.**, **I.M.**

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