

Excellence Against the Odds: The Role of Quality Management in Enhancing Performance of Al Arz Ice Cream Under Challenging Contexts

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Abstract

This study will look into how Al Arz Ice Cream strives to maintain operational and organizational excellence under the ongoing political and economic challenges. Despite all constraints, Al Arz attempts to keep pursuing high standards of quality management in order to ensure product excellence, continuous competitiveness and operational efficiency. Through the lens of Excellence Theory, this research will examine and analyze how good communication strategies, stakeholder involvement and continuous innovation contribute to a high-quality, efficient performance.

Combining qualitative data from semi-structured interviews and content analysis of relevant organizational documents this paper will employ a mixed-method approach which will enable a better comprehensive understanding of the implementations of quality practices and how they affect performance in challenging environments.

Introduction

Quality, consistency, and consumer trust are very important to the food production sector, especially in markets with unpredictability and operational limitations. "In the food manufacturing sector, consistent product quality and adherence to food safety standards are critical determinants of consumer trust and long-term organizational viability, particularly in volatile and resource-constrained markets." (Food and Agriculture Organization of the United Nations [FAO], n.d.). High quality and food safety are the main core values of Al-Arz Ice Cream, with strict oversight of production processes from raw materials to final product to guarantee safety and maintain high manufacturing standards (Al-Arz Ice Cream Co., n.d.). In this regard, Al Arz Ice Cream has become a prominent local manufacturer that keeps up its operations and performance in spite of ongoing external obstacles. Al Arz Ice Cream, a well-known domestic manufacturer in a cutthroat industry, is crucial to satisfying customer demand while maintaining standards for product quality. It is a pertinent case for investigating how quality-oriented practices enhance organizational sustainability in challenging circumstances due to its ongoing existence and performance.

Al Arz Ice Cream works in a difficult environment characterized by increased market rivalry, supply chain interruptions, political unpredictability, and economic challenges. Production processes are constantly under pressure due to shifting raw material costs, distribution and logistics constraints, and unpredictability in market access. Furthermore, operational risk is increased by political and legal restrictions, and the requirement for quality distinction is further heightened by competition from both domestic and foreign goods. "Organizations operating in politically and economically constrained environments must rely on adaptive management and robust quality practices to mitigate operational risk and sustain performance amid uncertainty." (World Bank, n.d.). Because of these circumstances, companies must implement adaptive management techniques that guarantee steady

performance in the face of scarce resources and unstable external conditions.

In these situations, quality management becomes a strategic requirement rather than just a technical or operational task. Customer trust and organizational legitimacy depend on maintaining product quality, guaranteeing food safety, and meeting stakeholder expectations. In uncertain and constrained environments, quality management systems play a critical role in sustaining organizational performance by enhancing consistency, accountability, and stakeholder confidence (International Organization for Standardization [ISO], n.d.). However, the majority of the quality management research that is currently available concentrates on stable, resource-rich environments, providing little insight into how businesses sustain excellence in the face of persistent uncertainty and limitation. Therefore, examining quality management in the context of Al Arz Ice Cream offers important insights into how perfection can be attained in situations that defy accepted management presumptions.

This study's research question is: How does Al Arz Ice Cream use quality management techniques to uphold organizational performance and excellence in the face of contextual limitations? By answering this question, the mechanisms by which quality practices support resilience, adaptation, and sustained performance in a demanding setting can be thoroughly investigated.

Excellence Theory, which highlights effective communication, stakeholder involvement, participatory decision-making, leadership commitment, and continuous improvement as key factors of organizational effectiveness, will serve as the theoretical foundation for this study. Excellence Theory offers a suitable framework for examining how organizational strategy and culture incorporate quality management methods, especially

in situations where success and survival depend on flexibility and responsiveness.

Main Research Questions

- How does Al Arz Ice Cream define and implement quality management practices within its operations?
- To what extent do these quality practices align with the core principles of Excellence Theory?
- How do quality management processes contribute to organizational resilience and performance under challenging conditions?

By addressing these issues, the study aims to improve knowledge of how quality management promotes organizational excellence and to advance theory and practice by demonstrating how excellence-oriented strategies can boost performance in challenging and uncertain environments.

Theoretical Framework: Excellence Theory

James E. Grunig and colleagues' Excellence Theory, which views organizational efficiency as the result of strategic communication, participative management, and ongoing environmental adaptability, serves as the foundation for this study. According to excellence theory, companies that use management strategies that prioritize stakeholder responsiveness, reciprocal communication, and learning-oriented cultures do better. "Excellence Theory argues that organizations achieve superior performance when they integrate strategic communication into top management decision-making and continuously adapt to their environments through stakeholder engagement and organizational learning." (Grunig, Grunig, & Dozier, 2002). The approach presents communication and quality as essential elements of strategic management and organizational excellence rather than as separate functions.

Two-way symmetrical communication, or open, dialogic interactions between management and stakeholders, is a fundamental tenet of excellence theory. This principle emphasizes the value of internal communication channels that enable staff members to give feedback, report quality issues, and take part in problem-solving procedures in the context of quality management. Al Arz Ice Cream can gain insight into how communication promotes consistency, transparency, and improvement by looking at how quality-related information moves across organizational levels. "Excellence Theory emphasizes that two-way symmetrical communication and participatory decision-making enable organizations to improve effectiveness by fostering employee involvement, mutual understanding, and continuous organizational learning." (Grunig, 2006).

Participatory decision-making, which highlights employee involvement in organizational processes, is another important aspect of excellence theory. Organizations gain increased responsibility, innovation, and operational effectiveness when workers participate in quality-related decision-making. This dimension is used in this study to investigate how much Al Arz Ice Cream's employees participate in quality assurance, process enhancement, and operational modifications, especially in uncertain and constrained situations.

Excellence Theory also includes strong leadership and organizational culture as essential components. A dedication to excellence, moral behavior, and long-term organizational

sustainability are traits of effective leadership. Organizations can withstand external challenges if they have a culture that places a high priority on learning and quality. Leadership strategies at Al Arz Ice Cream will be analyzed to determine how management upholds a culture of continuous improvement, encourages staff, and promotes quality standards.

Additionally, response to stakeholders, like as suppliers, consumers, and regulatory agencies, is emphasized by excellence theory. In the context of quality management, responsiveness is demonstrated by how businesses gather, analyze, and respond to market signals and customer feedback (Grunig, Grunig, & Dozier, 2002). In order to improve trust and market positioning, this study will examine how Al Arz Ice Cream incorporates consumer feedback into the processes of product development and quality improvement.

Lastly, two crucial elements of organizational success are strategic relationship management and ongoing learning. Businesses that operate in unstable environments must constantly modify their operations and strategies in response to environmental changes and threats. "Excellence Theory holds that organizations achieve long-term success by fostering continuous learning and strategically managing relationships in ways that allow them to adapt proactively to environmental uncertainty and disruption." (Grunig, 2006). The study will examine how Al Arz Ice Cream responds to logistical and financial difficulties by modifying its production procedures, supply chain plans, and quality standards.

This study offers an organized method for comprehending how quality management techniques support organizational performance and resilience by using Excellence Theory as the guiding paradigm. The theory allows for a thorough examination of the ways in which learning, leadership, communication, and participation interact to promote greatness at Al Arz Ice Cream in difficult contextual circumstances.

Methodology

In order to provide a thorough understanding of Al Arz Ice Cream's quality management procedures, this study will use a convergent mixed-methods research methodology, combining qualitative and, when available, quantitative data. The convergent design will enable the collection, analysis, and integration of qualitative and quantitative strands during the same study phase.

A semi-structured interview and content analysis of organizational materials will be part of the qualitative component, which will be the main source of data. Simple employee or customer satisfaction measures that represent impressions of performance and quality will make up quantitative data, if it is available. "Qualitative-dominant mixed-methods designs are particularly appropriate when in-depth understanding of organizational processes is required and quantitative data are limited or secondary." (Creswell & Plano Clark, 2018). The study will be conducted as a qualitative-dominant mixed-methods study in the absence of substantial quantitative data, which is nonetheless suitable for thoroughly examining organizational processes under challenging contextual circumstances.

Because it allows for triangulation across many data sources while retaining theoretical consistency with Excellence Theory, this research approach is appropriate for investigating how quality management methods lead to organizational excellence.

Literature Review

The study of "Rat, Toadere Fan and Rodica Gal"(2020) The Impact of Total Quality Management on Organizational Performance in SMEs

In 2020, Cosmina Laura Rat, Cristina Toadere, and Alina Rodica Gal published a research titled "The Impact of Total Quality Management on Organizational Performance in SMEs" in the Proceedings of the 14th International Management Conference, which took place in Bucharest, Romania. The purpose of the study is to investigate how organizational performance in small and medium-sized businesses (SMEs) operating in fiercely competitive and dynamic marketplaces is impacted by Total Quality Management (TQM) techniques. "The study finds that the implementation of Total Quality Management practices has a positive and significant effect on organizational performance, particularly in enhancing competitiveness and operational efficiency in SMEs." (Rat, Toadere, & Gal, 2020).

The writers concentrate on TQM as a comprehensive strategy that incorporates quality into goods, services, and procedures in compliance with ISO 9001:2015 requirements. They also look for best practices that boost efficiency. Additionally, the study experimentally examines how different TQM characteristics affect non-financial performance metrics like customer satisfaction, staff satisfaction, and organizational effectiveness. The findings emphasize how TQM may help accomplish strategic quality objectives and competitive advantage and highlight important success variables that have a substantial impact on the efficacy of quality management systems (QMS) in SMEs.

The primary goal of both the current study and the Rat, Toadere, and Gal (2020) study is to comprehend how structured quality management techniques affect organizational performance. Both acknowledge the strategic significance of quality systems in improving customer happiness, organizational performance, and competitive positioning, whether they are presented as TQM or quality management methods. "Rat, Toadere, and Gal (2020) emphasize that structured quality management frameworks function as strategic tools that enable organizations to enhance performance, strengthen customer satisfaction, and remain competitive in dynamic and demanding environments." Furthermore, both studies discuss performance in the context of competitive and dynamic situations, claiming that quality frameworks are crucial for adapting to outside demands and attaining long-term organizational results.

However, there are a number of key differences between the two. Rat et al.'s research is a purely quantitative piece of work as it uses testing of empirical variables of TQM and quantitative analysis to establish the influence of those variables upon overall performance measures of a number of SMEs.

Conversely, your study will employ a mixed methodology approach, with qualitative bent conducted through semi-structured interviews and content analysis using a single case

study methodology approach (Al Arz Ice Cream) that will enable deeper interpretive analysis efforts concerning how and why quality practices are carried out in challenging environments. Furthermore, while Rat et al. study is concerned with ISO 9001:2015 ISO 9001:2015 compliance and TQM adoption in SMEs in general, your study will be grounded in Excellence Theory, where strategic communication, engaging stakeholders, decision-making participation, and learning are seen as pivotal forces underlying excellence.

The study of "Barua, Zaman and Urme"(2020) Effect of Total Quality Management on Organizational Performance: Mediating Role of Knowledge Creation Process

The study "Effect of Total Quality Management on Organizational Performance: Mediating Role of Knowledge Creation Process" examines how TQM practices affect organizational performance by using the knowledge production process as a mediating mechanism. The study, which involved managers from several firms and used structural equation modeling (SEM) to examine suggested links, was carried out as an empirical research project and published based on data gathered via a questionnaire survey. The results show that TQM procedures significantly improve organizational performance and that this link is somewhat mediated by the knowledge production process.

This study and the current research on Al Arz Ice Cream share and contrast in a number of important ways. Both studies acknowledge that quality-oriented processes lead to better performance results and concentrate on the connection between organized quality management methods and organizational performance. Each recognizes the part intermediate processes play in converting quality principles into performance benefits (knowledge generation in the quoted study; excellence-oriented communication and stakeholder practices in the current research). However, the current study employs a mixed-methods design with a qualitative emphasis, using interviews and content analysis to investigate how and why quality management practices are implemented within a single organization under constraints. In contrast, the previous study used a quantitative research design, concentrating on statistical relationships across multiple organizations. "While quantitative approaches are effective for identifying statistical relationships across organizations, qualitative and mixed-methods designs are better suited to explaining how and why organizational practices operate within specific contextual constraints." (Creswell & Plano Clark, 2018).

Furthermore, while the current research is theoretically based in Excellence Theory, which highlights strategic communication, participatory decision-making, leadership, and stakeholder responsiveness as pathways through which quality practices influence organizational resilience and performance, the referenced study bases its model on knowledge creation as a mediator. While both contribute to a more comprehensive knowledge of the impact of quality management on performance, these distinctions reflect different theoretical priorities and practical approaches.

The study of "Zehir & Zehir"(2023) Effects of Total Quality Management Practices on Financial and Operational Performance of Hospitals

The purpose of Songul and Cemal Zehir's study is to investigate how Total Quality Management (TQM) methods affect hospitals' operational and financial performance. The primary objective of the study is to investigate experimentally whether systematic quality management approaches improve organizational outcomes in the healthcare industry. Leadership commitment, staff involvement, customer focus, continuous improvement, process management, decision-making, and supplier interactions are just a few of the fundamental TQM elements that the writers highlight. "The findings indicate that the effective implementation of Total Quality Management practices positively influences both operational efficiency and financial performance in healthcare organizations." (Zehir & Zehir, 2015).

The study examines survey data gathered from staff members in both public and private hospitals using a quantitative research design. To evaluate the connections between TQM procedures and performance metrics, structural equation modeling is utilized. The results show that TQM techniques significantly and favorably impact financial performance as well as operational efficiency. Performance improvement is mostly driven by process management, customer focus, and leadership commitment. The study comes to the conclusion that TQM application improves organizational sustainability and effectiveness.

The study "Effects of Total Quality Management Practices on Financial and Operational Performance of Hospitals" by Songul and Cemal Zehir (2023) examines the connection between organizational performance in the healthcare industry and Total Quality Management (TQM) practices. The study, which was published in Sustainability in 2023, attempts to empirically ascertain how particular TQM dimensions—such as managerial leadership, decision-making, continuous improvement, customer focus, employee involvement, process management, and supplier relations—affect hospitals' operational and financial performance. In order to do this, the authors employed a quantitative research design that involved questionnaires from 1,069 individuals spread over 32 hospitals in the Turkish Marmara region. The data was analyzed using structural equation modeling (SEM). "The results demonstrate that Total Quality Management practices have a significant and positive effect on both operational and financial performance in hospitals, with leadership commitment and continuous improvement emerging as particularly influential factors." (Zehir & Zehir, 2023).

The research conducted by Zehir and Zehir and the current study on Al Arz Ice Cream present both similarities and differences. Both investigations focus on quality management practices and their impact on organizational performance. They both identify leadership, employee involvement, continuous improvement, and customer focus as essential elements of quality systems. Furthermore, both studies aim to add to the existing body of knowledge regarding quality implementation within actual organizations, emphasizing the significance of structured quality approaches for enhancing performance.

While the current study will use a mixed-methods design with a qualitative emphasis, including semi-structured interviews and content analysis, to investigate how quality practices are implemented and why they matter within Al Arz Ice Cream's difficult context, Zehir and Zehir use a purely quantitative methodology focused on measuring the statistical effects of TQM practices in hospitals. "Mixed-methods approaches grounded in interpretive frameworks are particularly effective for examining how organizational practices function under contextual constraints, whereas quantitative designs are better suited for testing theory-driven relationships across large samples." (Creswell & Plano Clark, 2018). Furthermore, this paper is based on Excellence Theory, which emphasizes strategic communication, stakeholder engagement, and participatory decision-making as drivers of excellence under constraint, whereas Zehir and Zehir's theoretical foundation is found in Total Quality Management theory applied to healthcare.

The study of "Akanmu et al.,"(2023) The mediating role of organizational excellence between quality management practices and sustainable performance

The study by Muslim Diekola Akanmu, Mohamad Ghozali Hassan, Mohammed Said Ibrahim Alshuaibi, Ahmad Said Ibrahim Alshuaibi, Bahtiar Mohamad, and Adilah Othman (2023) investigates how organizational excellence mediates the relationship between sustainable performance and quality management practices (QMP) in Malaysian food and beverage companies. The authors examine whether organizational excellence explains and reinforces the relationship between fundamental QMP dimensions—such as human resources management, service design, information and analysis, benchmarking, and management leadership—and sustainable performance outcomes after identifying discrepancies in previous research on the impact of quality practices on sustainability. "The findings indicate that organizational excellence plays a significant mediating role, strengthening the positive relationship between quality management practices and sustainable performance in food and beverage organizations." (Akanmu et al., 2023).

303 businesses completed a questionnaire survey, and partial least squares structural equation modeling (PLS-SEM) was used to evaluate the data. The results show that a number of relationships between particular quality practices (such as leadership, service design, and HRM) and sustainability performance are significantly mediated by organizational excellence, underscoring excellence as a crucial mechanism through which quality practices contribute to long-term sustainable outcomes.

The current study on Al Arz Ice Cream and the work of Akanmu et al. (2023) have a number of significant parallels and variances. Recognizing that quality systems are essential to accomplishing organizational goals beyond immediate operational results, both studies place a strong emphasis on quality management methods and their impact on wider performance outcomes. The theoretical relationship between quality and excellence notions is further reinforced by both emphasizing the significance of leadership, employee-oriented behaviors, and structured quality systems as elements that improve performance. "Akanmu et al. (2023) argue that leadership commitment, employee-centered quality practices, and structured quality systems collectively foster organizational

excellence, which in turn enhances broader performance and sustainability outcomes."

While the current study will use a mixed-methods design with a qualitative emphasis based on interviews and content analysis to investigate how and why quality practices develop within an organization under constraint, Akanmu et al. use a primarily quantitative methodology, using surveys and advanced statistical modeling (PLS-SEM) to test hypothesized relationships. Furthermore, this study employs Excellence Theory as the overarching theoretical framework, emphasizing strategic communication, stakeholder engagement, and participatory decision-making as lenses for comprehending quality implementation, whereas Akanmu et al. concentrate on organizational excellence as a mediating variable.

The study of "Harfoush, Fan and Lisbeth"(2024) A review of ice cream manufacturing process and system improvement strategies

Asmaa Harfoush, Zhaoyan Fan, Lisbeth Meunier-Goddik, and Karl R. Haapala wrote the essay "A Review of Ice Cream Manufacturing Process and System Improvement Strategies," which was published in the journal Manufacturing Letters in 2024.

The study offers a thorough analysis of modern techniques and approaches utilized in the production of ice cream to improve system performance and production processes. It explores prospects for increased productivity, automation, and technological integration within manufacturing systems and looks at every step of the ice cream production process, from formulation and mixing to freezing, packaging, and quality control. "The review highlights that integrating advanced automation, process optimization, and data-driven quality control systems can significantly enhance efficiency, product consistency, and overall system performance in ice cream manufacturing." (Harfoush et al., 2024).

The assessment emphasizes the ways in which new technologies, such as sophisticated sensors, data analytics, and Industry 4.0 methodologies, can enhance productivity, operational efficiency, and product consistency. With an emphasis on sustainable practices and process optimization, it also synthesizes findings from other research to highlight possibilities and obstacles for improving manufacturing systems.

The 2024 review of ice cream manufacturing and the current study on Al Arz Ice Cream's quality management share a primary concern with enhancing organizational performance and product quality within ice cream production, albeit coming from distinct disciplinary perspectives. The significance of methodical procedures that guarantee uniform output standards and handle operational difficulties in manufacturing settings is emphasized in both studies. In line with the more general goal of quality enhancement that guides the current study, the review emphasizes how technological and process innovations contribute to system improvement. Furthermore, both pieces subtly acknowledge that satisfying consumer wants and preserving a competitive edge in the food sector depend on efficient production processes.

Critical distinctions, however, set the two works apart. The 2024 assessment focuses on the mechanics of production processes, technological advancements, and system-level enhancements in ice cream manufacture. It is mostly a scientific and engineering-oriented synthesis. The current study, on the other hand, focuses on how quality management practices—like internal communication, leadership, and stakeholder responsiveness—are implemented within an organization functioning under difficult political and economic constraints. It is based on organizational and management theory, specifically Excellence Theory. "Management and organizational studies emphasize that organizational resilience and sustained performance in constrained environments depend not only on technological efficiency but also on leadership, communication practices, and stakeholder-oriented quality management systems." (Grunig, Grunig, & Dozier, 2002). This research examines how and why quality practices contribute to organizational resilience and sustained performance within a limited socioeconomic framework, whereas the manufacturing review focuses on how technology and system enhancements might improve process efficiency.

Key findings

This research study has its results structured around three main topics that are the direct product of the Excellence Theory principles. The very quality management activities at Al Arz Ice Cream and the way they are done, talked about and kept up under difficult environment conditions are mirrored in these themes. The analysis is mainly based on qualitative data collected through semi-structured interviews, complemented with content analysis of existing organizational materials.

Commitment to Quality and Continuous Improvement

The findings point to a profound commitment within the organization to quality and continuous improvement at the Al Arz Ice Cream. Participants were almost in unison saying the quality was a primary organizational value rather than something that was just a part of the procedures. The need for standardized production processes was mentioned and they were seen as the main means of achieving consistent product quality, especially in the food industry where safety and consumer trust are the most important factors. The workers underlined the need for sticking to the set procedures even when there are external pressures and in this regard they said that standardization is a source of minimizing errors and thereby maintaining reliability. "Standardized processes are a core principle of quality management systems, as they reduce variability, prevent errors, and ensure consistent product quality and food safety, particularly in high-risk industries such as food manufacturing." (International Organization for Standardization [ISO], n.d.). Employee training became a major mechanism that facilitated continuous improvement. The interviewees pointed out that employees are routinely trained on quality standards, hygiene practices, and operational procedures, thus helping to keep up consistent performance throughout the production stages. This dedication coincides with the Excellence Theory's concept of continuous learning as the basis of organizational effectiveness.

Communication and Stakeholder Engagement

The principle of two-way symmetrical communication is upheld, as the findings show that Al Arz Ice Cream's communication regarding quality-related matters is given priority. Quality concerns and improvement proposals can be

conveyed through regular briefings and informal communication channels within the company. This policy of being open leads to faster handling of issues and strengthens the feeling of shared responsibility for the quality of the product. "Two-way symmetrical communication enhances organizational effectiveness by enabling dialogue, shared responsibility, and timely problem resolution, particularly in relation to quality and performance issues." (Grunig & Grunig, 2008).

Feedback from customers through various external sources like complaint handling systems are the main factors in quality management. The participants said that complaints from customers are seen as chances for improvement. Suppliers were also described as partners, with the distinct quality set up to prevent mixing of different materials. These practices testify to the organization's responsiveness to stakeholders, a key element of the Excellence Theory.

Leadership and Culture of Excellence

Leading was highlighted as a key factor that contributes to excellence at Al Arz Ice Cream Company. The participants highlighted that the management at Al Arz Ice Cream Company is actively engaged in encouraging resilience, accountability, and a quality-focused environment even when under pressure. Empowerment of staff was also frequently mentioned, with employees reporting that they are supported in taking initiative in solving quality issues themselves and implementing improvements. In maintaining morale and commitment, motivational practices like recognizing employee effort put in, and supportive supervision support are important. These findings meet the emphasis of Excellence Theory on strong leadership and organizational culture as determinants of sustained performance.

Conclusion

The critical importance of quality management as a cornerstone for organizational resilience and sustained performance in tough contexts has been confirmed by this study. Quality management practices, at Al Arz Ice Cream, are not only associated with technical control or compliance but also act as strategic mechanisms that foster consistency, adaptability, and continuity in the face of economic, political, and operational constraint. Through standardized processes, continuous improvement, and employee engagement, quality management directly contributes to the organization's ability to withstand external shocks while maintaining product integrity and customer trust. "Quality management systems contribute to organizational resilience by enabling consistency, continuous improvement, and adaptive capacity, allowing organizations to sustain performance and stakeholder trust under conditions of uncertainty and disruption." (International Organization for Standardization [ISO], n.d.).

The research further offers empirical backing for Excellence Theory's applicability in restricted and unstable environments. The results validate the major tenets of Excellence Theory—two-way symmetrical communication, participatory decision-making, strong leadership, stakeholder responsiveness, and continuous learning—found in Al Arz Ice Cream's quality practices and constitute a main factor in improving organizational performance. Thus, the theory's relevance is not

only limited to stable and resource-rich contexts but also extends its explanatory power to organizations undergoing difficulties.

The experience of Al Arz Ice Cream, after all, suggests some practical advice to the organizations that have the same kind of problems. The case shows that even in tight budget situations, the very best can be produced if only quality management is placed strategically in the organization's culture and communication systems. Organizations that have to deal with unstable situations can learn from Al Arz to increase their resilience and performance by implementing the use of leadership commitment, employee empowerment, stakeholder engagement and adaptive decision making. "Research on organizational excellence indicates that leadership commitment, employee empowerment, and stakeholder-oriented communication systems enable organizations to translate quality principles into resilience and sustained performance, even under resource constraints." (Grunig, Grunig, & Dozier, 2002). The research therefore, not only adds to the existing body of knowledge but also provides practically by illuminating quality-driven excellence as a route to organizational victory over the odds.

Recommendations

In reference to the conclusions that have been drawn from this investigation and the implementation of the Excellence Theory, a number of practical suggestions are made that would not only solidify the quality control and organizational resilience at Al Arz Ice Cream but also serve to lead comparable entities working in difficult surroundings.

The organization is advised to make use of more formalized quality metrics so that they can monitor their performance in a systematic way and come up with areas that need improvement. Although current practices underline the importance of uniformity and following the regulations, KPIs that are clearly defined and include such things as defect rates, customer complaint resolution time, and process efficiency measures would contribute to evidence-based decision-making and help continuous improvement initiatives.

Appendices

Appendix A: Interview Guide

- Can you briefly describe your role and responsibilities at Al Arz Ice Cream?
- How long have you been working at the factory?
- How would you describe the overall mission and values of Al Arz Ice Cream?
- How is quality defined at Al Arz Ice Cream?
- What quality standards or guidelines does the factory follow?
- What challenges affect maintaining quality standards?
- How is consistency in product quality ensured across different production stages?
- What role does quality play in daily operational decisions?
- How are employees involved in quality-related decisions?
- How does leadership support continuous improvement?
- How does the factory adapt to supply chain disruptions?
- How are quality-related issues communicated internally among employees and management?
- Are employees encouraged to report quality problems or suggest improvements? How?
- How are customer complaints handled and followed up?

- How would you describe the leadership style at Al Arz Ice Cream?
- Are employees involved in quality-related decision-making? Can you give examples?
- How would you describe the organizational culture in relation to quality and improvement?
- What types of training are provided to employees regarding quality and production?
- How does the organization encourage learning and continuous improvement?
- What external challenges (economic, political, supply chain) most affect operations?
- Have there been changes in sourcing, production, or decision-making due to constraints?
- Can you describe a situation where the factory successfully managed a major challenge?
- How do quality management practices affect customer satisfaction and loyalty?
- How does the organization measure success or performance?
- What improvements would you recommend for quality management at Al Arz Ice Cream?

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