International Journal of Academic Management Science Research (IJAMSR)
ISSN: 2643-900X
Vol. 8 Issue 8 August - 2024, Pages: 136-157

The Effect Of Total Quality Managemnet On Organization Performance: Evidence From Federal Cooperative Commission

Sagni Edashu Lossee[1] and Kiflu Chekole Tekle[2]

[1]Enterpreneur, Founder and president of Chefe Youth Multipurpose Cooperative Society Addis Ababa, Ethiopia
[2]PhD Candidate, Department of Business Administration, Livingstone International University of Tourism Excellence and Business Management, 2nd Street Ibex Hill Lusaka, Zambia
ORCID: https://orcid.org/0009-0006-8414-7801
Email:kchekole@outlook.com

Abstract:*In today's highly competitive business environment, organizations are constantly seeking strategies to enhance their performance and maintain a competitive edge. One such approach that has gained significant attention is Total Quality Management (TQM), a comprehensive management philosophy focused on continuous improvement, customer satisfaction, and employee engagement. This study aims to examine the Effect of Total Quality Management On Organization Performance Evidence from Federal Cooperative Commission. The study employed an explanatory research design using a quantitative research approach to investigate the effect of implementing TQM practices on the organization performance of federal cooperative commission. Since the population size was manageable, the researcher used a sample of 125 employees from the Federal Cooperative Commission. The data collection involved both primary and secondary sources. With primary data collected through a structured questionnaire the data was analyzed using descriptive and inferential statistics. The findings demonstrate that the deployment of improvement practices within the TQM framework has a favorable and statistically significant effect on organizational performance, supporting previous research. The study also highlights the importance of a customer-oriented strategy, top management commitment, and employee participation in the successful implementation of TQM. Based on the research findings, the study provides recommendations for the Federal Cooperative Commission to promote TQM adoption among cooperatives, including encouraging continuous improvement initiatives, emphasizing the role of the Commission in helping cooperatives establish a strong customer-focused strategy, ensuring top management commitment and involvement, and encouraging employee participation in problem-solving, continuous improvement, and decision-making within the TQM programs. The study underscores the multifaceted approach required to promote TQM practices in the cooperative sector, which can ultimately lead to enhanced organizational performance, customer satisfaction, and competitiveness.*

Keywords: Total quality management, organization performance, continuous improvement, customer focus, employee involvement, top management support

CHAPTER ONE
1. INTRODUCTION

The first chapter of the study consists of background of the study, the main problem being researched, the research questions and objectives, the significance and scope of the research, definitions of the variables and organization of the research.

1.1 Background of the Study

In the most recent decades, the environments for conducting businesses internationally have been changing and shifting the focus of firms to adapt into new environments. Such changes have been attributed to aspects such as globalization, changes in the environment, and fast growth of technology (Vouzas & Psychogios, 2007; Sadikoglu & Olcay, 2014; Baye & Raju, 2016; Othman et al., 2020). When firms want to continue to become competitive, they have shifted their attention toward implementing quality management systems where Total Quality Management is known to be one of the most widely implemented approaches.

TQM is a total quality management concept that aims at creating a culture of quality improvement in organizations through the satisfaction of customers and employees' commitment in the quality improvement process. Historically, the cardinal processes of TQM were established in the 1980's by the quality gurus namely; W. Edwards Deming, Joseph Juran and Armand Feigenbaum. These principles dealt with the practice and management of statistical quality control the need to have quality assurance in order to attain high standards of performance. Its origination occurred in the construction field of Japan during the 1960s. It then diffused to construction industries in other developed nations such as the United States and the United Kingdom in the 1970s and 1980s (Arditi & Gunaydin, 1997; Elghamrawy & Shibayama, 2008; Teoman, 2023). TQM as a concept has been effectively used over the years in many industries, including the service industry, education, the hospitality industry, the healthcare industry, and the manufacturing industry (Jaca, & Psomas, 2015; Lam, Zhou, Deng (2011); Kanji, & Wong, 1998; Sripun, & Ladkin, 2001; Öztas, F. et al., 2004

Researches have followed to further examine the application as well as the effect of the TQM on various industries. For example, Jaca and Psomas' (2015) systematic review focused on the implementation of TQM in the healthcare context and identified its favorable effects on patients' satisfaction as well as organizational outcomes. In the same line of research, Lam et al., (2011) analyzed the influence of TQM in the hospitality industry and observed increased reforms regarding service quality and customer satisfaction.

However, the current literature has seen a surge in studies addressing the implementation of TQM over the years, the research concerning the TQM implementation within developing countries is still scarce, especially within the context of the cooperative industry. Sadikoglu and Olcay (2014), Baye and Raju (2016), and Othman et al. (2020) surveys reveal that this field requires more extensive and deeper investigations on the hurdles and opportunities of TQM implementation in those settings.

TQM is in the industry today is a mixed picture as is evident from literature, whereby some organizations have recorded success while others have not. Despite the fact that numerous organizations in developed nations have implemented TQM with great success, firms in developing nations have been confronted with some tough challenges that have retarded their implementation of TQM. Such challenges include resource constraint, lack of skilled personnel to manage the institutions and the infrastructure (Sadikoglu & Olcay, 2014; Baye & Raju, 2016; Othman et al. , 2020). This research aims at filling these gaps by extending the literature on the implementation of TQM and its effect on organizational performance in the federal cooperative industries.

Federal cooperative commission has tried to address quality standards; however, different challenges are persisted in the organizational performance of cooperative industries mainly due to management inefficiencies. Thus, this research intends to investigate the effect of TQM on the federal cooperative commission performance in Addis Ababa, Ethiopia since it is a context that has not been explored in relation to the advantages of realizing TQM strategy.

1.2 Statement of the Problem

Cooperative industry plays a crucial role in many countries economic development especially the develop countries whereby it is actually capable of contributing to the economic growth of the nation. However, the performance of the cooperative industry is affected by several factors which lowers the efficiency of the entity, such as higher costs, lengthened time, inferior quality, and low production rates (Enshassi et al. , 2017; Jarkas & Radosavljevic, 2013; Sambasivan & Soon, 2007). Such circumstances are further compounded in the developing nations by other factors which include; poor infrastructural facilities; poor resource endowment; political volatility; and poor managerial capacity (Othman, 2014; Ramanathan et al. , 2012; Toor & Ogunlana, 2008).

Scholars have stressed on the implementation of sound quality management strategies, especially for the organizations in developing nations, one of which is TQM (Othman et al. , 2020; Saqib et al. , 2019; Shibani et al. , 2010). TQM is an integrative approach to operations management embracing the provision of better services and goods, and a systematic implementation of enhancement without interruption (Deming, 1986; Juran, 1988; Sadikoglu & Olcay, 2014).

Previous attempts to deal with these issues and employing multiple strategies in the management of quality have not been very fruitful. Total Quality Management (TQM) has been found to be a fruitful approach on focusing both on the systematized enhancement of organizational performance as well as improvement (Deming, 1986; Juran 1988; Sadikoglu & Olcay 2014). Nevertheless, there is still limited research and knowledge on the implementation and success of TQM mainly within the cooperative industry particularly in the developing world (Othman et al. , 2020; Sadikoglu & Olcay, 2014).

Events occurring in political and economic spheres in the present time also contribute to the pressing need for it. Fluctuations in political processes and the state of the economy in many developing countries have further complicated the challenges of the cooperative industry; therefore, demands for the efficient organization of quality management increase. However, despite the ability of TQM to resolve these challenges, literature has shown little research done on the application and effectiveness of TQM in the cooperative industry of developing nations (Othman et al. , 2020; Sadikoglu & Olcay, 2014), none in Ethiopia context. Therefore, this research seeks to concretely address this research question by evaluating the the adoption of TQM and its efect on Ethiopia's Federal Cooperative Commission. Thus, by exploring the issues and advantages of TQM implementation in this context, the research aims to contribute to the development of recommendations for application at the governmental and managerial levels as well as assist policymakers, practitioners, and other local stakeholders in the cooperative industry. The discoveries should add to a more extensive understanding of how TQM can bolster the performance of organizations, giving a sensible strategy for the cooperative industry in creating and implementing better solutions to enduring challenges found in the developing world.

1.3 Basic Research Questions

The study was trying to answer the following basic research questions:

1. How does the implementation of continuous improvement practices under TQM affect the organizational performance of federal cooperative commission?
2. To what extent does a customer-focused approach in TQM implementation influence the organizational performance of federal cooperative commission?
3. How does the involvement of top management in TQM implementation contribute to the organizational performance of federal cooperative commission?
4. What is the effect of employee involvement in TQM implementation on the organizational performance of federal cooperative commission?

1.4 Objectives of the Study

1.4.1 General Objective

To examine the effect of Total Quality Management (TQM) on organization performance evidence from federal cooperative commission.

1.4.2 Specific Objectives

1. To examine the effect of implementing continuous improvement practices under TQM on the organizational performance of the Federal Cooperative Commission.
2. To investigate the extent to which a customer-focused approach in TQM implementation influences the organizational performance of the Federal Cooperative Commission.
3. To evaluate how the involvement of top management in TQM implementation contributes to the organizational performance of the Federal Cooperative Commission.
4. To assess the effect of employee involve
5. ment in TQM implementation on the organizational performance of the Federal Cooperative Commission

1.5 Significance of the Study

The outcome of this study will be beneficial to the Federal Cooperative Commission in understanding the impact of Total Quality Management (TQM) on the organizational performance in order for them to make the right decisions concerning the adoption and implementation of TQM in there, thus enabling the commission to boost its performance through the improvement of TQM's principles and framework or blue print necessary for the integration of TQM into their firm. This knowledge will also be useful to the commission as it will enable the prioritization of which factors are critical to the facilitation of TQM and therefore how resources should be used. In that respect, for other researchers or individuals interested in this area of research, this study will represent a useful source of information and a good frame of reference for the future developments and improvements of the existing knowledge regarding the connection between TQM implementation and organizational performance in the public sector environment.

As for the policymakers, the findings will help them regarding the probable advantages of encouraging organizations in the FCCs and similar public sector institutions to adopt TQM practices through policies and guidelines that support TQM, which can also be backed up by the recommendations from the study encouraging its further integration as a strategic approach. This will also be beneficial to the researcher for the purpose of personal professional development as well as exposure to advances in Total Quality Management and its application to the public sector where the researcher will learn of the working understanding the practical difficulties and successes, and improve the researcher's methodology for future research in Total Quality Management and organizational improvement throughout the public sector.

1.6 Scope of the Study

The geographic area of this study concerns only the working area of the Federal Cooperative Commission in Addis Ababa, Ethiopia. In light of the above, this study was investigating the effectiveness of TQM practices as a factor that influences the performance of the commission. The time horizon of the study was cover the period from January 2023 to June 2024, so that it becomes possible to assess the impacts of TQM implementation on the organization during three years. The methodological design of the study was entail the use of quantitative and qualitative research data collection and analysis methods. This was entail data on the financial and activities profile alongside records, documents, and/or narratives from key officials of the commission to gain rich information on the experience, factors that have enhancing or hindered the TQM implementation process, and the results achieved there from.

1.7 Limitation of the study

The major research limitations of the proposed study shall include the sample size of the study, which shall be a single organization in the Federal Cooperative Commission and is likely to recommend study results that shall not be representative of the overall public sector bodies. Third, the cross-sectional study design adopted in this study may not provide an adequate understanding of the dynamic process of TQM implementation and the long-term effects of the implementation on the organizations' performance; the data collected through interviews and surveys may be subjective to certain degree. There could also be challenges in the availability and access to financial and operational performance data in the commission hence may revert the goals of a quantitative research to less depth. However, the following limitations are likely to be encountered by the researchers: The main limitations are that the studies' variables and measures are confined to self-reported survey data, the time frames of some of the studies may be limited, and certain from some of the studies may be relatively small. However, the researcher was doing all he can to minimize these limitations by ensuring sound data collection and analysis, data triangulation, etc.

1.8. Definition of Operational Terms

In the context of this study the following are definition of operational terms:

Organizational Performance: "The physical or real observable products or services of the organization in relation to the planned or expected output of the organization or organizational goals or organizational objective" (Daft, 2022). In the context of this study,

organizational performance will be defined as the ability to improve the financial indices and the non-financial indices such as; customers and employees' satisfaction.

Continuous Improvement: An effective procedure that entails searching for potential changes for the enhancement of every process, product, or service an organization delivers. The main aspect of the TQM is that it focuses on a continuous improvement of the organizational activities and results.

Customer Focus: Closely associated with customer focus, this term defines the extent to which an organization implements its policies, practices, and actions with reference to customers' needs and expectations (Lam et al., 2021). In this research, a measure of customer focus will be made through scores in satisfaction, retention of customers, and how the organization is receptive to customers' views.

Employee Involvement: "The level to which individuals, who are employed with organizations, immerse themselves in the decision making processes and issues solving that takes place in those organizations" (Zhu & Engström, 2018). Another essential component of TQM is the employee participation as it helps to gain the support of the human resources to develop and maintain the principles of the quality.

Leadership Commitment: "The extent to which management leadership at the organisational level will vested its effort with total commitment and full participation into the provision of TQM practices" (Ahire et.al, 1999). Management commitment is one of the critical success factors when it comes to successful implementation of TQM as it influences all other factors by giving the necessary support and resources.

1.9. Organization of the Study

The planned research is divided into five comprehensive chapters. Chapter one is providing an overview of the study, comprising background of the study, the statement of the problem, general and specific research objectives, the key research questions, the significance of the study, the defined scope, and potential limitations. Chapter two is present an extensive review of the relevant literature, including both conceptual and empirical studies related to the topic. The methodology is covered in full detail in Chapter three. It outlines the overall study approach and design, the sampling strategies employed, the primary and secondary data sources utilized, as well as the data analysis procedures implemented. The analysis and display of the collected data was the focus of Chapter four. Finally, Chapter five is providing a comprehensive summary of the study's key findings, offer recommendations and suggest avenues for future research.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

The second chapter of this study will present a synthesis of the existing academic literature that includes theoretical, conceptual, and empirical works regarding TQM and organization performance. Such a literature review will help to define the theoretical background and the conceptual models that are used in the present study. Hence, the chapter will discuss the previous literature.

2.1 Theoretical framework and Hypothesis development

2.1.1 Continuous Improvement and organization performance

Continuous improvement is a core principle of TQM and involves ongoing efforts to enhance processes, products, and services to better meet customer requirements (Jha & Joshi, 2018). Under TQM, organizations implement various continuous improvement techniques such as kaizen, Six Sigma, and lean manufacturing to drive performance improvements (Bhat & Rajashekhar, 2009).

Empirical research has consistently shown a positive relationship between TQM-based continuous improvement and enhanced organizational performance. For example, a study by Valmohammadi and Roshanzamir (2015) found that the adoption of continuous improvement practices like mistake-proofing, just-in-time, and total productive maintenance led to improvements in operational, financial, and customer-related performance measures in Iranian manufacturing firms.

Similarly, Talib et al. (2013) reported that continuous improvement initiatives under TQM, such as process analysis, error prevention, and waste elimination, had a significant impact on the quality, delivery, cost, and flexibility performance of Indian service organizations. The authors attributed these performance gains to the TQM principles of customer focus, employee involvement, and data-driven decision making.

In the healthcare sector, Chakraborty and Tan (2013) observed that hospitals implementing continuous improvement practices like quality circles, suggestion schemes, and 5S housekeeping experienced enhanced clinical outcomes, patient satisfaction, and resource utilization. The authors highlighted the role of a quality-oriented culture and middle management support in sustaining these continuous improvement efforts.

More recently, Bhanot and Rao (2020) conducted a meta-analysis of 54 studies and found a strong positive correlation between TQM-based continuous improvement and various dimensions of organizational performance, including productivity, profitability, customer satisfaction, and market share. The authors concluded that a commitment to continuous improvement is a critical success factor for TQM implementation.

H1: Continuous improvement practices under TQM have a positive and significant influence on organizational performance.

2.1.2 Customer focused approach and organization performance

The customer-centric philosophy is a fundamental tenet of Total Quality Management (TQM), which emphasizes understanding and exceeding customer requirements to drive organizational success (Bhatia & Awasthi, 2020). Under TQM, companies implement various customer-focused practices, such as customer needs assessment, customer feedback collection, and designing products/services to meet customer expectations (Sadikoglu & Olcay, 2014). Recent empirical evidence suggests that organizations that adopt a strong customer-focused approach as part of their TQM implementation tend to experience enhanced organizational performance. For instance, a study by Asif et al. (2021) on Pakistani manufacturing firms found that the adoption of customer-focused TQM practices, including customer relationship management and customer service improvement, had a significant positive impact on operational performance metrics such as product quality, delivery reliability, and production flexibility. Similarly, Benner and Veloso (2018) investigated the relationship between customer-centric TQM and firm performance in the U.S. automotive industry. They observed that automakers with a stronger customer orientation, as reflected in their quality management systems and product development proceHsses, achieved higher levels of customer satisfaction, market share, and profitability.

In the service sector, Hafiz et al. (2020) explored the impact of customer-focused TQM implementation on the performance of Pakistani telecom companies. Their results indicated that practices such as customer needs analysis, customer complaints handling, and customer relationship management led to significant improvements in customer satisfaction, customer loyalty, and financial outcomes.

The underlying rationale is that by deeply understanding customer preferences and aligning organizational processes, products, and services to customer needs, companies can create superior customer value, which in turn translates into improved operational efficiency, financial results, and customer-related outcomes (Naor et al., 2018). Moreover, a customer-centric culture and employee involvement are critical enablers for successfully implementing customer-focused TQM (Sadikoglu & Olcay, 2014).

H2: The customer-focused approach in the implementation of Total Quality Management (TQM) has a positive and significant influence on organizational performance.

2.1.3 Involvement of top management and organization performance

The commitment and involvement of top management is widely recognized as a critical success factor for the effective implementation of Total Quality Management (TQM) within organizations (Seetharaman et al., 2006). Top management's active participation and support are essential for establishing a quality-oriented culture, aligning organizational resources, and driving continuous improvement initiatives (Brun, 2011).

Recent studies have provided empirical evidence on the positive impact of top management commitment and involvement on organizational performance in the context of TQM. For instance, a study by Dubey et al. (2018) on Indian manufacturing firms found that top management's strategic involvement in TQM, demonstrated through their personal participation in quality-related activities and effective communication of quality goals, had a significant positive influence on operational performance metrics such as product quality, delivery reliability, and process efficiency.

Similarly, Sadikoglu and Olcay (2014) investigated the effects of TQM practices on the performance of Turkish organizations. Their findings revealed that top management's commitment to quality, as reflected in their allocation of resources, recognition of employee contributions, and active participation in quality improvement teams, was a key driver of enhanced organizational performance across financial, operational, and customer-related dimensions.

Scholars have argued that top management's active involvement in TQM sends a strong signal about the organization's quality orientation, which in turn fosters employee engagement, cross-functional collaboration, and a customer-centric focus (Brun, 2011). When top leaders demonstrate a genuine commitment to quality, it motivates employees to embrace quality principles and participate in continuous improvement initiatives, ultimately leading to superior organizational outcomes (Sadikoglu & Olcay, 2014).

Furthermore, top management's involvement also facilitates the alignment of organizational structure, systems, and resources to support the successful implementation of TQM (Dubey et al., 2018). Their strategic guidance and decision-making authority are crucial for overcoming resistance to change, allocating necessary resources, and fostering a quality-focused organizational culture.

H3: Top management commitment and involvement in TQM implementation will have a positive impact on organizational performance.

2.1.4 Employee involvement and organization performance

Employee involvement is a key component of successful TQM implementation. Numerous studies have examined the impact of employee involvement on various measures of organizational performance.

A study by Sadikoglu and Olcay (2014) found that employee involvement in quality-related activities, such as problem-solving teams and continuous improvement initiatives, had a significant positive effect on both operational and financial performance. The researchers suggest that by actively engaging employees in quality management, organizations are able to leverage their knowledge and creativity to identify and resolve issues, leading to improvements in productivity, efficiency, and profitability.

Similarly, Ahmad et al. (2016) investigated the relationship between TQM practices, including employee involvement, and organizational performance in the Malaysian automotive industry. Their results indicated that employee involvement had a direct positive impact on operational performance measures such as product quality, delivery, and flexibility.

Vouzas and Psychogios (2007) explored the role of employee empowerment, a related concept to employee involvement, in the context of TQM. They found that organizations that empowered their employees by providing them with greater decision-making authority and resources experienced enhanced organizational performance, particularly in terms of customer satisfaction and competitiveness.

Extending this line of research, Dubey et al. (2018) examined the mediating effect of employee empowerment on the relationship between TQM practices and organizational performance. Their findings suggest that the positive impact of employee involvement on performance outcomes, such as financial and operational metrics, is strengthened when employees are also given the autonomy and support to make quality-related decisions.

The underlying rationale for the positive link between employee involvement and organizational performance is that engaged and empowered employees are more motivated to identify and resolve quality-related issues, contribute innovative ideas, and deliver superior customer service, all of which ultimately lead to improved organizational efficiency, effectiveness, and competitiveness (Ertürk, 2012; Vouzas & Psychogios, 2007).

H4: Employee involvement in TQM implementation will have a positive impact on organizational performance.

2.1.5 Organization Performance

Performance refers to the outcomes and productivity of a person, team, organization, or process. Small businesses commonly assess organizational performance from an economic perspective, looking at metrics like profitability and growth (Ranasinghe et al., 2018). However, performance can also be measured in terms of social impact, personal satisfaction, spiritual alignment, customer satisfaction, and learning/growth (Ranasinghe, 2018; Ranasinghe et al., 2018). An integrated approach to measuring organizational performance can help deliver ongoing value to customers and stakeholders, support long-term sustainability, enhance organizational capabilities and effectiveness, and lead to better overall performance (Evans, 2017). Key performance indicators in this research include financial measures, operational efficiency, customer satisfaction, employee satisfaction, and learning and development (Abusa & Gibson, 2011).

Recent research by Mahfouz (2023) further emphasizes the multidimensional nature of organizational performance. Mahfouz suggests that in addition to traditional financial and operational metrics, modern organizations must also consider factors like environmental sustainability, corporate social responsibility, and workforce well-being when evaluating their overall performance.

2.2 Empirical Literature review

Rowland E. Worlu Dr. James Nwoye Obi (2019) examined the relationship between Total Quality Management (TQM) practices and organizational performance using data gathered from the Cway Water Group in Lagos, Nigeria. TQM aims to enhance the quality of products, services, and processes across an organization, though this pursuit of quality can sometimes lead to increased costs. The researchers adopted a descriptive research design, collecting data from 325 respondents through a structured questionnaire, and analyzed the data using descriptive and inferential statistics. Three hypotheses were tested, revealing that TQM has a significant positive effect on organizational performance and customer satisfaction, leading the researchers to recommend that top management should make TQM a top priority in their operations to ensure sustainable organizational performance, despite the potential for increased costs associated with quality improvements.

Marcel T. Ngambi (2015) investigates the impact of Total Quality Management (TQM) practices on organizational performance in manufacturing firms in Cameroon. The TQM variables examined include management commitment through leadership, quality control, inspection, employee training and empowerment, customer focus, and benchmarking. Organizational performance is measured by customer satisfaction, corporate social responsibility, cost reduction, and employee satisfaction. Multiple regression analyses were conducted to test the relationships. The results show that employee training and empowerment have a significant positive impact on financial performance and corporate social responsibility, while leadership commitment, quality control, and inspection have a significant impact on cost reduction. However, none of the TQM practices examined were found to have a significant effect on customer satisfaction. Overall, the findings highlight the importance of specific TQM practices, such as employee development and quality control processes, in driving different dimensions of organizational performance, though the impact on customer satisfaction remains an area for further exploration.

Y. Pambreni, A. Khatibi, S. Azam, J. Tham (2019) examines the impact of four critical elements of Total Quality Management (TQM) - customer focus (X1), continuous improvement (X2), strategic focus (X3), and total employee involvement (X4) - on the organizational performance of small and medium enterprises (SMEs) in the service sector in Selangor, Malaysia. The researchers collected data from 350 managers/owners of service sector SMEs using a questionnaire and conducted multiple linear regression analysis using SPSS 23. The results show that all four TQM elements have a positive and significant effect on organizational performance. The findings suggest that implementing TQM practices focused on customer orientation, continuous improvement, strategic alignment, and total employee participation can enhance the performance of SMEs in the service sector in Malaysia. The study provides empirical evidence on the benefits of adopting a comprehensive TQM approach to improve the competitiveness and success of small and medium service businesses.

Norah Dhafer Al-Qahtani, Sabah Sa'ad Alshehri, A. A. Aziz (2015) investigates the impact of Total Quality Management (TQM) practices and strategies on organizational performance in the context of Pakistan. TQM is defined as a strategic approach aimed at establishing and delivering high-quality products and services that meet customer demands and achieve a high level of customer satisfaction.

The paper discusses the implementation of total quality management in Pakistan and explores the relationship between the effective implementation of TQM and organizational performance. The implementation of TQM in Pakistan is examined across three categories: quality control, quality assurance, and continuous improvement. The findings indicate that TQM can have a dual impact on organizational performance - it can either positively affect organizational performance when implemented effectively, or it can hinder organizations from achieving their goals, thereby negatively impacting performance.

Singh, A. P. (2019) conduct study on he Impact of Total Quality Management Practices on Organizational Performance in the Ethiopian Apparel Industry. This study provides empirical evidence on the impact of Total Quality Management (TQM) practices on organizational performance in the context of a developing country like Ethiopia. The aim of this study was to analyze the impact of TQM practices on employee performance (as a measure of organizational performance) in Desta PLC, one of the apparel industry companies in Addis Ababa, Ethiopia.

The study identified nine TQM factors as independent variables: top management commitment (TMC), supplier quality management (SQM), employee involvement (EI), customer satisfaction and relations (CSR), strategic planning and development (SPD), training and development of employees (TDE), process management (PM), quality data and reporting (QDR), and knowledge and continuous improvement (KCI). Employee performance was used as the dependent variable representing organizational performance. Primary data was collected from operational employees, supervisors, and managers in the production, human resource, quality, and production departments using a structured questionnaire based on a five-point Likert scale. A simple random sampling technique was used to distribute 200 questionnaires, of which 176 complete responses were analyzed using SPSS 20. The results showed that only two of the hypothesized relationships were positively supported by the data, indicating a positive impact of these TQM practices on employee performance. These findings support the divergence argument, which suggests that the positive effects of TQM on organizational performance are not limited to developed nations but can also be achieved in developing countries like Ethiopia.

Abdi, M., & Singh, A. P. (2022) explored the relationship between total quality management (TQM) practices and non-financial performance (NFP) in the automotive engineering industry in Ethiopia. The researchers collected data from over 500 employees across different departments and factories within a single automotive company, using a Likert-scale questionnaire. After extensive data screening and refinement, the study tested a theoretical model to assess the effect of TQM practices on NFP. While previous research had found positive relationships between TQM and NFP, the results of this study were quite surprising. From an initial set of ten TQM factors, only two (employee involvement and innovation) were found to contribute significantly to NFP. The study serves as a performance evaluation system to track the industry's non-financial performance, and the researchers recommend conducting a more comprehensive 360-degree evaluation to uncover the industry's strengths, weaknesses, opportunities, and challenges. Although the study was limited to the automotive industry and did not consider control variables that may have affected the results, the findings provide practical implications for researchers, managers, and practitioners in the automotive engineering

industry, highlighting the importance of specific TQM practices in improving overall performance and motivating top management to better plan and allocate resources towards quality and employee management initiatives.

Gizew Megersa (2024) conducted research entiteled TQM and Organizational Performance: A Mediating Role of Strategies for Continues Improvement: An Evidence from Coffee Cooperative in Ethiopia. In this research, main interest was focused on examining the total quality management (TQM) practices and the organizational performance, moderated by the strategies for continual enhancement. The research design adopted by the researchers was cross-sectional with self-report questionnaires and the quantitative data was analyzed using descriptive statistics, Pearson's correlation analysis, and structural equation modeling. This study established with the results of Structural equation modeling the hypothesis that was proposed by the researcher to capture the relationship between TQM and strategies continuity improvements and organizational performance was devoid of a negative impact meanwhile there was a positive and Direct relationship between TQM and strategies for the continuity improvements and organizational performance. As a conclusion of this research, it is recommended that firms should strive to maintain the application of TQM and also employ proper strategies for continuous improvement to improve the organizational performance.

2.3 Summary and Knowledge gap

The research findings are therefore moderate to positive; the implementation of TQM shows the positive effect on the performance but; the effect could be too low or negative depending with the type of TQM practices applied to an organization or the context in which it is applied. For instance, Worlu and Obi (2019) confirmed that TQM had a positive relationship between TQM and performance and customer satisfaction in Nigeria while Ngambi (2015) in Cameroon, reported mixed results where TQM practices, bar one, had no significant effect on organisation's financial performance, cost reduction and customer satisfaction.

First, however, it is significant to turn to the main focus of the research, that is, the TQM elements to be taken into consideration as well as how they may influence each other. Studies such as the one by Pambreni et al. (2019) in Malaysia established that all the four TQM subprocedures (customer orientation, improvement, strategic orientation, and workforce engagement) had a positive relationship with the service SMEs' performance. Singh (2019) and Abdi and Singh (2022) found out that in Ethiopia, only 2 out of 9 or 10 known factors of TQM had a positive impact.

Among such gaps, a rather important one is seen to involve breaking down the present understanding of TQM practices' effects and influences into specific categories and then analyzing not only how each of them affects the efficiency of the organization but how these effects interact. Furthermore, more studies are needed to establish how moderating factors related to industry and country could have an impact on the association between TQM and performance with a collection of studies focusing more on developing nations. The influencing factors contributing to the cross-sectional, sometimes, opposite trends identified throughout the prior studies continue to pose questions for the future research (Al-Qahtani et al., 2015).

2.4 Conceptual Framework of the Study

Based on the given theories, a conceptual framework is built, and a research model has been proposed to examine the influence of four critical TQM elements toward organization performance. The conceptual framework consists of five variables, in which independent variables are customer focus, continuous improvement, involvement of top management, and employee involvement while the dependent variable is organization performance (See Fig. 1). This model builds upon the findings from previous research (Abdi & Singh, 2022; Al-Qahtani et al., 2015; Sadikoglu & Olcay, 2014; Talib et al., 2013).

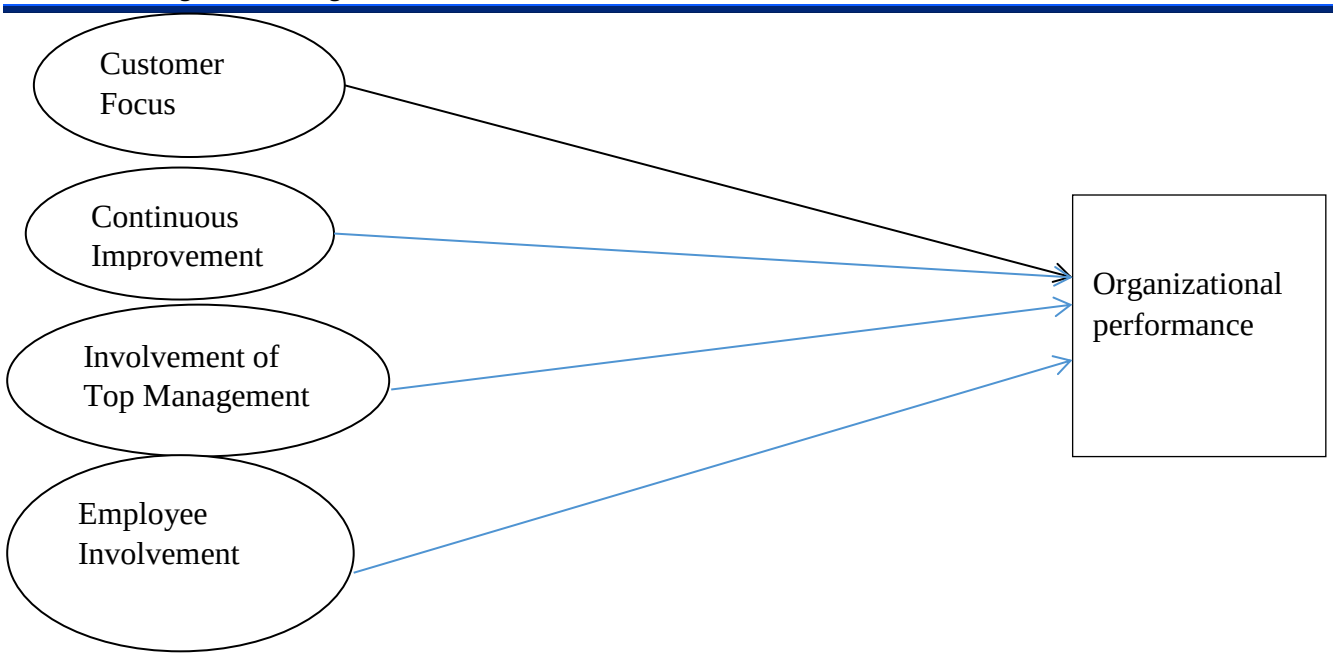

Figure 1 Conceptual frameworks by the researcher adopted from literature review (2024)

CHAPTER THREE
RESEARCH METHODOLOGY

3. Introduction

This chapter provides a brief overview of the approach that was adopted for the study and describes the methods and techniques that was adopted to collect data for the analysis. It examines the population and sampling, data gathering techniques, data sources, and data analysis methodology.

3.1 Research Design

This research was used explanatory research design to study the effect of TQM's four key elements namely; customer focus, continuous improvement, top management commitment, and employee participation on organizational performance. This design is appropriate to the research objectives since it not only depicts the current state of the variables but also the type and strength of the relations between the independent and dependent variables (Creswell & Creswell, 2017; Saunders et al., 2019). The explanatory design seeks to establish causal relationships between the variables (Hair et al., 2019; Saunders et al., 2019). This part of the research design was enable the researcher to examine the nature of relationship between the four elements of TQM and organizational performance as well as offer a more profound explanation of the whole processes of this relationship.

3.2 Research Approaches

This study was following a qualitative research approach, mixed is characterized by the collection and analysis of numerical data to test hypotheses and establish relationships between variables (Bryman & Bell, 2015). In the context of this study, the quantitative approach allows the researcher to operationalize the constructs of customer focus, continuous improvement, involvement of top management, employee involvement, and organizational performance into measurable variables. This, in turn, facilitates the use of statistical techniques, such as regression analysis, to examine the nature and strength of the relationships between the independent (TQM elements) and dependent (organizational performance) variables (Hair et al., 2019).

3.4 Population and Sampling Design

The target population for this study was all employees working at the federal cooperative commission, which according to the organization's latest report, consists of approximately 125 employees. Given the relatively small and manageable size of the total employee population, this study was utilizing a census approach rather than sampling. A census is the complete enumeration of all the elements that make up the study population (Creswell & Creswell, 2018). This method is particularly appropriate when the population size is small and accessible, as is the case with the 125 employees at the federal cooperative commission. Conducting a census ensures that data is collected from every member of the target population, providing a comprehensive picture of the

characteristics and experiences of all employees. This is in contrast to sampling, which involves collecting data from a subset of the population and making inferences about the larger group.

3.5. Data Type, Sources and Collection Instrument

3.5.1. Data type

Data for this study was collected both in the primary and secondary data collection methods. The primary data shall be gathered from the employees of the organization using an administered structured questionnaire. The necessary data was collected by the questionnaire that was contain questions concerning the research objective. The secondary data was therefore, be collected from both internal and external sources from the following areas; The external data sources shall comprise of published reports such as annual reports of the company, relevant industry statistics, previous research findings with regards to organization performance. This secondary data shall give us background information relevant to the survey and in the process of designing the survey instrument.

3.5.2. Data source

The research study was streamline the means of data collection to targeting only the employees of the organization of interest that are involved in or have a relationship with the issue under consideration. The inclusion criteria were designed as follows to guarantee the participants have the required knowledge and experience of the topics. Initially, this study was focus on employees who work within the areas of responsibility that correspond to the researched topic. This may encompass those that are in specific departments, teams, or functions that are most related to the topic area. Secondly, all participants' have to meet the minimum requirement of having worked in the organization for a year to ensure the adequate organization knowledge and context before participating in the study. Last, all potential participants were assessed to be certain that they are acquainted with the topic of the study to a specified extent and level of erudition. This was done by giving them a short premise questionnaire or interview to collect their self-perceived knowledge. This primary data was collected via questionnaire where the respondents was asked to fill a structured survey questionnaire duly developed for the survey. On the other hand, the secondary data are obtained from various published scholarly sources such as books, journals and also the internet. The secondary data was offer helpful contextual details to the research study and contribute towards the construction of the survey instrument for the main data.

3.5.3. Data collection instrument and procedure

The primary data for this study was collected through the structured survey questionnaire. The questionnaire was designed based on a literature review and was contain a number of question areas such as respondent's characteristics (age, gender, year of experience, etc.). Consequently, to minimize confusions and to test the reliability of the questions and their overall structure, the questionnaire was undergoing a pilot testing from a limited number of employees. The finalized set of questions was then being conducted among the employees of the organization. For the secondary data collection, scholarly databases like emerald, Scopus, web of science was used for obtaining the relevant articles and journals related to the research topic.

3.6. Method of data analysis

Survey questionnaire was used to gather data from the target population, and the gained information was analyzed with the help of both descriptive and inferential analytical methods. For the descriptive analysis, the mean and standard deviations as well as percentages and frequencies was employed in order to present the socio demographic profile of the respondents and the findings from the survey items. It was also informing the degree to which the sample holds certain perceptions and impressions about the several factors under study. In undertaking the inferential analysis, multiple linear regression was used. The role of the regression model, as well as the importance of each predictor was evaluated through relevant statistical tests. Moreover, diagnostic tests were conducted on the regression model with an aim of establishing the validity of regression assumptions; normality, multicollinearity and heteroscedasticity. Statistical tools were used in the data analysis include SPSS version 27.

3.6.1. Model specification

The model can be represented as:

$OP = \beta 0 + \beta 1CF + \beta 2CI + \beta 3ITM + \beta 4EI + \varepsilon$

Where:

OP = Organizational Performance

$\beta 0$ = Constant (Intercept)

$\beta 1$, $\beta 2$, $\beta 3$ and $\beta 4$ coefficient of the independent variable.

CF = Customer Focus

CI = Continuous Improvement

ITM = Involvement of Top Management

EI = Employee Involvement

ε = Error term

This model was test in SPSS version 27 through multiple linear regression.

3.7 Research Ethical Consideration

This study was conducted with consideration of various ethical issues. Every respondent was having the right to choose or determine whether to participate in the research project. The research participants had the right to be informed of all aspects of the research task. In addition, ethical and confidentiality concerns was observed in a way that individual respondents should never be identified in reporting survey findings and that their names were never be given to the organization or other outsiders.

International Journal of Academic Management Science Research (IJAMSR)
ISSN: 2643-900X
Vol. 8 Issue 8 August - 2024, Pages: 136-157

CHAPTER FOUR
4. DATA ANALYSIS AND PRESENTATION

4.1 Introduction

4.2 Response Rate

In the present study, 111 out of the 125 distributed questionnaires were retrieved for analysis, resulting in a response rate of 88.8%. According to Babbie (2016), a response rate of 70% or higher is generally considered excellent for survey research. Similarly, Nulty (2008) suggests that a response rate above 80% is indicative of a high-quality survey with minimal non-response bias. The high response rate obtained in this study is, therefore, a positive indicator of the study's data quality and the participants' engagement with the research topic (Baruch & Holtom, 2008). The robust response rate enhances the validity and reliability of the findings, as the sample is more representative of the target population (Saunders et al., 2019).

4.3 Demographic profile of the respondents

Gender of the respondents

The majority of the respondents, representing 79% of the sample, are male employees. In contrast, female employees make up only 21% of the total respondents. This predominance of male participants suggests that the workforce or management structure at the Federal Cooperative Commission may have a higher representation of men compared to women.

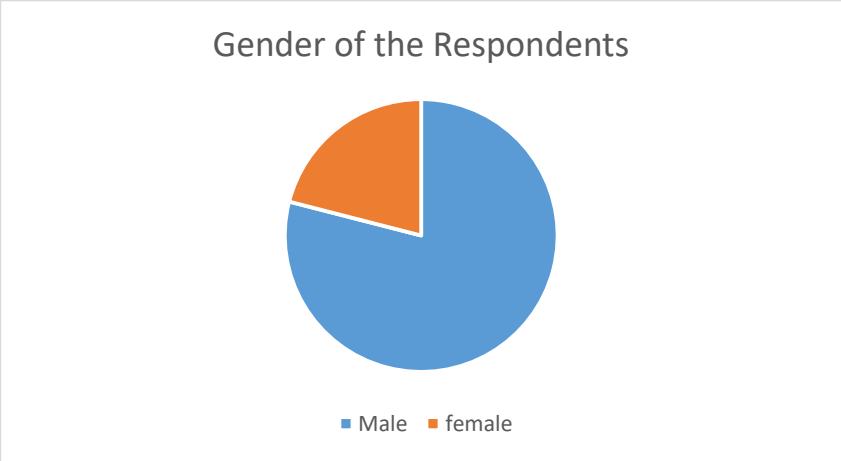

Figure 4.1. Gender of the respondents

Source: Researcher survey (2024)

Age of the Respondents

The largest age group represented is the 36-45 years bracket, comprising 31.5% of the total respondents. The second-largest group is the 26-35 years age group, making up 25.2% of the sample. Together, these two age groups account for over 56% of the total respondents, indicating a predominance of mid-career professionals. The data also reveals a significant presence of mature and experienced employees, with the 46-55 years age group making up 23.4% of the respondents. Even the 56 years and above age group is represented, comprising 10.8% of the sample. This suggests a relatively experienced workforce within the organization. Interestingly, the youngest age group of 18-25 years accounts for only 9.0% of the respondents, indicating a lower representation of entry-level or junior-level employees. The age distribution of the sample may have important implications for the study, as factors such as seniority, career stage, and generational differences could potentially influence the respondents' perspectives, experiences, and attitudes towards the implementation and effectiveness of Total Quality Management within the Federal Cooperative Commission.

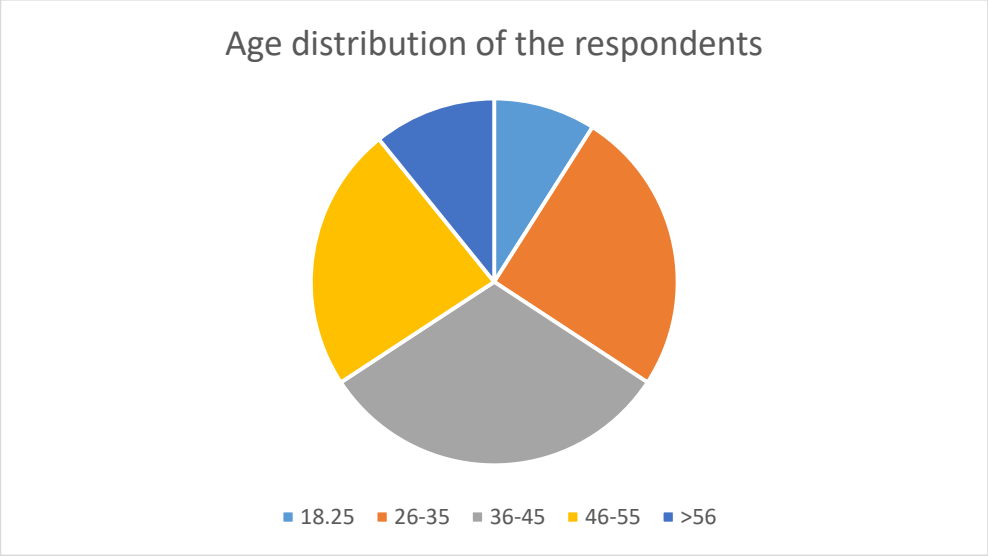

Figure 4.2 Age of the respondents

Source: Researcher survey (2024)

Level of education

A significant proportion, 46% of the respondents, hold a bachelor's degree. An even larger share, 36%, have attained a master's degree, indicating a highly educated and qualified workforce. The data also reveals that 7.2% of the respondents have doctoral degrees, suggesting the presence of highly specialized and senior-level personnel within the organization. At the other end of the spectrum, 10.8% of the respondents hold a diploma as their highest level of education. This mix of educational backgrounds, ranging from diploma to doctoral degrees, provides a comprehensive representation of the skill sets and knowledge levels present among the employees of the Federal Cooperative Commission. The educational profile of the respondents may have important implications for the study, as their academic and professional qualifications could potentially influence their perspectives, problem-solving approaches, and understanding of Total Quality Management practices within the organization.

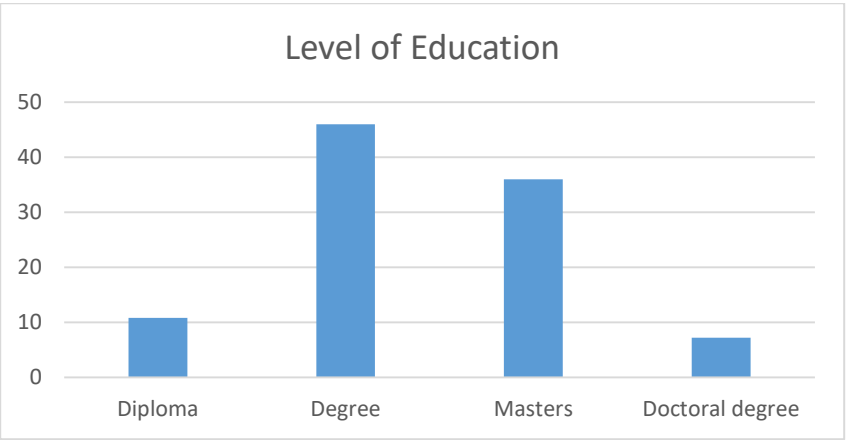

Figure 1.3 Level of education

Source: Researcher survey (2024)

Year of experience

The largest group, comprising 49% of the sample, has been employed for 5 to 10 years. This suggests that the majority of the respondents have a moderate level of work experience and familiarity with the organization's operations and practices. A significant proportion, 24.2%, have been employed for 11 to 15 years, indicating the presence of more seasoned and tenured employees. At the

lower end of the spectrum, 19.8% of the respondents have less than 5 years of work experience, representing a relatively smaller segment of junior-level personnel. A smaller group, 7%, has 16 to 20 years of experience, while none of the respondents have more than 20 years of experience. This distribution of work experience levels within the sample provides valuable insights into the respondents' depth of knowledge, understanding of organizational processes, and potential exposure to Total Quality Management initiatives over time. The varying degrees of work experience among the respondents may influence their perspectives, attitudes, and receptiveness towards the implementation and effectiveness of TQM practices within the Federal Cooperative Commission.

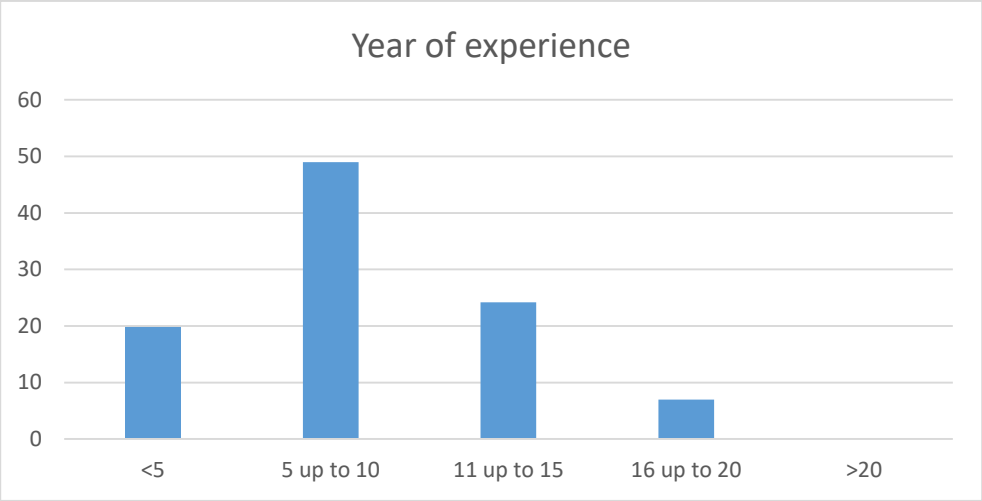

Figure 4.4 Year of experience

Source: Researcher survey (2024)

4.4 Descriptive statistics

Organizational Performance (OP) has a (mean=2.6541, SD=0.71856), indicating that the average performance score is around 2.65 on a scale of 1 to 5. The relatively high standard deviation suggests a moderate degree of variation in the OP scores among the observed entities. Customer Focus (CF) has a (mean=2.9820, SD=0.59669), implying that on average, the level of customer focus is around 2.98 out of 5. The standard deviation is relatively lower, suggesting the CF scores are less dispersed compared to OP. Continuous Improvement (CI) has a (mean=2.7423, SD=0.70859), meaning the average level of continuous improvement efforts is approximately 2.74 on a 5-point scale. The standard deviation indicates a moderate level of variation in the CI scores. Employee Involvement (EM) has a (mean=2.3820, SD=0.55370), suggesting that the average level of employee involvement is around 2.38 out of 5. The relatively low standard deviation implies a tighter clustering of EM scores around the mean. Involvement of Top Management (ITM) has a (mean=2.5676, SD=0.85410), indicating that the average level of top management involvement is approximately 2.57 on a 5-point scale. The higher standard deviation suggests a broader dispersion of ITM scores compared to the other variables.

Table 1 Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OP	111	1.00	4.80	2.6541	.71856
CF	111	1.00	4.60	2.9820	.59669
CI	111	1.00	4.80	2.7423	.70859
EM	111	1.00	3.80	2.3820	.55370
ITM	111	1.00	5.00	2.5676	.85410
Valid N (listwise)	111				

Source: Researcher Survey, 2024

4.5 Inferential statistics

4.5.1 Assumptions test for regression analysis

4.5.1.1 Test of normality

The assessment of normality is a crucial step in the statistical analysis of data, as it helps determine the appropriate analytical techniques to be employed. Evaluating the normality of the data distribution is essential for understanding the underlying characteristics of the variables under investigation and making informed decisions about the most suitable statistical methods. In this study, the researcher adhered to the recommendations of esteemed researchers like Hair et al. (2010) and Tabachnick and Fidell (2007) by employing a multi-pronged approach to thoroughly examine the normality of the data distribution using SPSS. Firstly, the researcher analyzed the graphical representations of the data, such as histograms and normal Q-Q plots, to visually inspect the symmetry and peakedness of the variable distributions. Additionally, the researcher computed the numerical measures of skewness and kurtosis for each variable, which were found to fall within the acceptable ranges of +1 to -1 for skewness and +3 to -3 for kurtosis, as suggested by Hair et al. (2003), thereby confirming the normal distribution of the data. By employing both graphical and numerical techniques, the researcher has conducted a comprehensive evaluation of the normality assumption, which lends robust support to the validity and reliability of the subsequent statistical analyses conducted in the research, in line with the recommendations of leading methodologists.

Table 2 Skewness and kurtosis

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
OP	111	.381	.229	.393	.455
CF	111	-.319	.229	1.420	.455
CI	111	.737	.229	1.042	.455
EM	111	-.209	.229	.538	.455
ITM	111	.679	.229	-.141	.455
Valid N (listwise)	111				

Source: Researcher survey (2024)

4.5.1.2 Test for Linearity

The assessment of linearity is a crucial step in the statistical analysis of data, as it helps determine the appropriate analytical techniques to be employed. Evaluating the linearity of the data distribution is essential for understanding the underlying characteristics of the variables under investigation and making informed decisions about the most suitable statistical methods (See Appendix A). As noted by Osborne and Waters (2002), "the assumption of linearity is critical because nonlinear relationships can dramatically alter the results of analyses and may lead to serious underestimates or overestimates of the actual relationships." In this study, the researcher adhered to the recommendations of esteemed researchers like Hair et al. (2010) and Tabachnick and Fidell (2007) by employing a multi-pronged approach to thoroughly examine the linearity of the data distribution using SPSS. Firstly, the researcher analyzed the graphical representations of the data, such as scatter plots, to visually inspect the linearity of the relationships between variables.

4.5.1.3 Multicollinarity test

Furthermore, the researcher assessed the assumption of multicollinearity by calculating the Variance Inflation Factor (VIF) and tolerance values for the independent variables. The VIF values for the variables CF (1.602), EM (1.380), ITM (1.247), and CI (1.509) were all well below the commonly recommended threshold of 10, and the tolerance values were above the recommended cutoff of 0.10, indicating that multicollinearity was not a concern in this study (Hair et al., 2010).

Table 3 Tolerance and Variance Inflation factor

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	CF	.624	1.602
	EM	.725	1.380

ITM	.802	1.247
CI	.663	1.509

Source: Researcher survey (2024)

4.6 Correlation Analysis

The correlation analysis reveals several key findings regarding the relationships between the variables. Organizational Performance (OP) exhibits significant positive correlations with all the independent variables. Specifically, OP has a strong positive correlation with Customer Focus (CF, $r = 0.588$, $p < 0.01$), and moderate positive correlations with Continuous Innovation (CI, $r = 0.513$, $p < 0.01$), Environmental Management (EM, $r = 0.510$, $p < 0.01$), and Involvement of Top Management (ITM, $r = 0.355$, $p < 0.01$). These results suggest that organizations demonstrating higher levels of customer focus, continuous innovation, environmental management, and top management involvement tend to achieve better overall organizational performance. Interestingly, the independent variables also show moderate to strong positive correlations with each other. The highest correlation is between CF and EM ($r = 0.524$, $p < 0.01$), indicating a strong positive relationship between customer focus and environmental management practices. CI also has a moderate positive correlation with CF ($r = 0.434$, $p < 0.01$) and a stronger positive correlation with ITM ($r = 0.440$, $p < 0.01$). The correlation between EM and ITM ($r = 0.091$, $p = 0.342$) is not statistically significant, suggesting a relatively weaker linear relationship between these two variables. The observed multicollinearity among the independent variables implies the potential for complex interdependencies and interactions between these organizational practices and capabilities, warranting further investigation. It is noteworthy that the correlation between ITM and OP ($r = 0.355$, $p < 0.01$), while still statistically significant, is the weakest among the independent variables. This implies that, compared to the other factors, the involvement of top management may have a relatively lower direct linear influence on organizational performance. Overall, the correlation analysis provides valuable insights into the relationships between the key organizational factors and their collective impact on overall organizational performance, which can inform strategic decision-making and guide future research in this area.

Table 4 Correlation Analysis

Correlations

		OP	CF	CI	EM	ITM
OP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	111				
CF	Pearson Correlation	.588**				
	Sig. (2-tailed)	.000				
	N	111				
CI	Pearson Correlation	.513**	.434**			
	Sig. (2-tailed)	.000	.000			
	N	111	111			
EM	Pearson Correlation	.510**	.524**	.248**		
	Sig. (2-tailed)	.000	.000	.009		
	N	111	111	111		
ITM	Pearson Correlation	.355**	.132	.440**	.091	
	Sig. (2-tailed)	.000	.168	.000	.342	
	N	111	111	111	111	

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

Source: Researcher survey (2024)

4.7 Regression Coefficient

Table 5 Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714[a]	.509	.491	.51270

a. Predictors: (Constant), CI, EM, ITM, CF
b. Dependent Variable: OP

Source: Researcher survey (2024)

The multiple correlation coefficient, R, is 0.714, suggesting a strong positive correlation between the predictors and the outcome. The R-squared value of 0.509 means that the model explains 50.9% of the variation in the dependent variable, OP. The Adjusted R-squared value of 0.491 takes into account the number of predictors in the model and indicates that the model accounts for 49.1% of the variance in OP, after adjusting for the number of independent variables. The standard error of the estimate is 0.51270, which represents the average amount that the observed values of OP differ from the predicted values. A lower value indicates a better fit of the model, and in this case, the relatively low standard error suggests that the model is a reliable predictor of Organizational Performance.

Table 6 Analysis of Variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.932	4	7.233	27.517	.000[b]
	Residual	27.863	106	.263		
	Total	56.796	110			

a. Dependent Variable: OP
b. Predictors: (Constant), CI, EM, ITM, CF

Source: Researcher survey (2024)

The Sum of Squares values show that the regression model accounts for a substantial portion of the total variation in OP, with the Regression Sum of Squares (28.932) being much larger than the Residual Sum of Squares (27.863). This suggests that the model is effective in explaining the relationships between the predictors and the outcome variable. The degrees of freedom (df) indicate that there are 4 predictors in the model and 106 residual degrees of freedom, with a total of 110 degrees of freedom. The Mean Square values, which are the Sum of Squares divided by the respective degrees of freedom, provide an estimate of the variance, with the Regression Mean Square (7.233) being significantly larger than the Residual Mean Square (0.263). The F-statistic of 27.517 is very high, and the associated p-value is less than 0.001, indicating that the regression model as a whole is statistically significant at the 99.9% confidence level. This means that there is a less than 0.1% probability that the observed relationship between the predictors and OP occurred by chance, providing strong evidence that at least one of the independent variables is significantly related to Organizational Performance.

Table 7 Coefficient table

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.371	.294		-1.263	.209
	CF	.395	.104	.328	3.812	.000
	EM	.344	.104	.265	3.321	.001
	ITM	.160	.064	.190	2.500	.014
	CI	.225	.085	.221	2.650	.009

Source: Researcher survey (2024)

The constant term in the model is -.371, which suggests that when all other variables are held constant, the predicted value of Organizational Performance (OP) would be -.371. Regarding the independent variables, Customer Focus (CF) has the strongest positive impact on OP, with an unstandardized coefficient of 0.395, meaning that for every 1-unit increase in CF, OP is predicted to increase by 0.395, holding all other variables constant. The standardized coefficient (Beta) for CF is 0.328 [$\beta = 0.328$, $p < 0.001$], indicating that it is the most influential predictor among the four. Employee Involvement (EM) has the second-strongest positive impact, with an unstandardized coefficient of 0.344 and a standardized coefficient of 0.265 [$\beta = 0.265$, $p = 0.001$]. The Involvement of Top Management (ITM) also has a positive and statistically significant relationship with OP, with an unstandardized coefficient of 0.160 and a standardized coefficient of 0.190 [$\beta = 0.190$, $p = 0.014$]. Finally, Continuous Improvement (CI) has a positive impact on OP, with an unstandardized coefficient of 0.225 and a standardized coefficient of 0.221 [$\beta = 0.221$, $p = 0.009$]. All of the relationships between the independent variables and OP are statistically significant at a 95% confidence level, indicating the importance of these factors in driving organizational performance.

4.8 Hypothesis Testing

H1, which states that continuous improvement practices under TQM have a positive and significant influence on organizational performance, is supported with a coefficient of 0.513 ($p < 0.01$). H2, which suggests that the customer-focused approach in TQM implementation has a positive and significant influence on organizational performance, is also supported with a coefficient of 0.588 ($p < 0.01$). The analysis also supports H3, which proposed that top management commitment and involvement in TQM implementation will have a positive impact on organizational performance, with a coefficient of 0.355 ($p < 0.01$). Finally, H4, which states that employee involvement in TQM implementation will have a positive impact on organizational performance, is supported with a coefficient of 0.510 ($p < 0.01$).

Table 5 Hypothesis

Hypothesis	Coefficient	p-value	Decision
H1: Continuous improvement practices under TQM have a positive and significant influence on organizational performance.	0.513	< 0.01	Supported
H2: The customer-focused approach in the implementation of Total Quality Management (TQM) has a positive and significant influence on organizational performance.	0.588	< 0.01	Supported
H3: Top management commitment and involvement in TQM implementation will have a positive impact on organizational performance.	0.355	< 0.01	Supported
H4: Employee involvement in TQM implementation will have a positive impact on organizational performance.	0.510	< 0.01	Supported

Source: Researcher survey (2024)

4.9 Discussion

The literature review provides a clear, unequivocal confirmation of all the findings indicating that improvement practices implemented in the TQM context, customer orientated strategy, top management engagement, and employees' involvement are the factors influencing the improvement of organizational performance. The literature review shows that continuous improvement integrated within programs that promote TQM have been proven to increase production capacities, productivity, and competitiveness (Wan et al., 2021; Psomas & Jaca, 2016). In the same regard, organizational research has suggested that customer orientation, which is an important element of TQM, affects customer satisfaction and loyalty, as well as customization and organizational performance (Prajogo and Sohal, 2012 and Demirbag et al., 2006). Moreover, integration of the literature also shows that, leadership and commitment of top management has been considered as important factors in order to achieve benefited implementation of TQM and its associated factors (Sadikoglu & Olcay, 2014; Prajogo & Sohal, 2003). Last but not the least, the involvement of employees especially in the quality related issues and decision-making has been associated with increase in customer satisfaction, organizational effectiveness and competitiveness of the business processes (Sila et al., 2007; Hung et al., 2011). Altogether, these observations justify and support the notion on the organization of TQM based on customer orientation and involving employees in its implementation for the purpose of achieving the highest results in the organization.

Based on the results of the interview with the management team of the federal cooperative commission, it is possible to state that continuous improvement practices established within the framework of the TQM had a positive effect on the organization's performance. The manager observed that the use of Kaizen type changes, to continuously improve work procedures, has resulted in decreased turnaround times and less amount of scrap evident. One mentioned that there is proper quality assurance with regular audit and adequate corrective action, where customers' complaints and defective products have drastically reduced. In one voice, the management team opined that due to the TQM approach, this federal cooperative commission has immensely benefitted by practicing a continuous improvement culture to improve its overall Organizational Performance.

By getting a briefing from the management team during the interview, it has been deduced that the federal cooperative commission has anchored a competitive customer-oriented emphasis as a form of TQM strategy. The manager specifically said that it is crucial for their organization to keep focus on gathering and adequately responding to customers' feedback by using tools such as questionnaires, interviews, and conversation. It has recently procured sophisticated customer relationship management (CRM) systems to help the commission capture customers' details and therefore, be aware of any challenges likely to be faced by their customers to find faults in the system. All employees in the commission have been encouraged and motivated to address customer needs, and every department brings solution required by customer satisfaction to their customers. All in all, the management team emphasized that the federal cooperative commission demonstrated an outstanding and profound customer-orientation as a foundation of TQM implementation, which determined the improvement of organizational industrial results in the sphere of multiple aspects.

The interview with this organization show that the top management team of federal cooperative commission has been actively involved and committed with the TQM strategy of the organization. The cases reveal that the CEO and executive management have been actively involved right from the time of implementation of TQM initiatives. These have continuously conveyed That TQM is key to the commission's strategic plan and is an essential component of the vision and mission statements. One of the managers stated that the TQM goals/plans have been developed with the input of the top team and the top team monitors the progress of the identified goal/performance metrics. Another manager highlighted the commitment of the commission to training and development with the view to developing the TQM capacities of employees within the organization. This commitment of resources from the top executive to other employees in the organization has been important in enabling the organization to develop its human resources with necessary skills and tools to enhance the implementation of TQM strategy. In sum, the interview asserted that the federal cooperative commission's top management team has been evidence based, vocal, and enduring in championing the execution of the organization's TQM framework. One of them is their vigorous participation, as well as initiating implementation of these measures, which has significantly contributed to the commission's effectiveness.

The concept of TQM has been supported by the federal cooperative commission where activities along the implementation process are involving and empowering the employees as noted by the management team. Another manager mentioned that the firm encourages cross functionality teams and quality circles at each level to help employees from various fields work together to implement improvement activities. These teams are expected to look for process problems, to be able to recommend solutions for them and own the process of implementing such solutions. The manager mentioned specific examples that comprise open communication and feedback within the organization, particularly, town meetings, general surveys or email feedbacks, and suggestions' boxes. These channels enable the employees to pass any suggestions, complaints, or even grievances they have to the management level, hence encouraging the flow of ideas in the organization. In all the interviews carried out to organizational members of the management team, they all stressed that for the federal cooperative commission, employee engagement and ownership were crucial components in the implementation of its TQM programs. The need to open many ways of involvement and reward has enabled the organization to harness the talents, intelligence, and motivation of the workforce so that practical and long-term improvements can be realized.

CHAPTER FIVE
5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter discussed the major findings of the study, the conclusions drawn based on those findings, and the recommendations made as a result of the research. The major findings section detailed the key results and discoveries uncovered through the study's investigation. Building upon these findings, the conclusion section provided an overall summary and assessment of what the research had determined. The recommendations section then outlined specific suggestions or proposals stemming from the study's outcomes. Finally, the chapter concluded with suggestions for future researchers, offering ideas and guidance for those who may wish to further explore this topic in subsequent studies.

5.2 Summary of Findings

The study showed that the deployment of the improvement practices within the framework of TQM is exercising a favorable and statistically significant effect on the organizational performance. This result tallies with earlier research work that has defined the positive correlation between improvement and organization's performance. For instance, Wan et al. (2021) conducted a study where they captured data from organizations that had adopted CI as a facet of TQM programs to serve various purposes and later noted extensive productivity, efficiency, and competitiveness gains. According to Psomas and Jaca (2016), it was noted that the integration of continuous improvement was found as a critical manager for the use of TQM and organizational gains.

The findings of the research support previous work done on the need to have a customer-oriented strategy when adopting TQM. The research looking at the relationship between customer orientation and performance has posited that a high degree of customer

orientation enhances an organization's performance. For example, Prajogo and Sohal (2012) revealed the customer focus which is a part of the TQM implementation strategies positively impacts on the ability of international organizations to achieve high customer satisfaction, customer loyalty and organizational performance. Independently, Demirbag et al. (2006) identified that the level of the organization's customer orientation was a significant predictor of the effectiveness of TQM and the impact of change upon organizational performance.

It can therefore be argued that making a distinction between companies that have and have not received top management commitment to TQM and ensuring that there is active involvement of senior managers in the implementation of the strategy can help create a positive correlation between TQM implementation and organizational performance as supported by literature. The investigations carried in the past have uniformly stressed the significance of leadership and top management support for effective and efficient TQM as well as achievement of the benefits. For instance, Sadikoglu and Olcay (2014), have shown that in their sample the most significant factor determining TQM success and performance enhancements indices such as productivity, customer satisfaction, or market shares, was the commitment levels of top managers towards TQM programs. In the same regard, Prajogo and Sohal (2003) confirmed that the level of top management backing and direction was found consistently to have a significant influence on what occurred in the implementation of TQM and its consequences on organizational results.

In the extant literature, the relationship between employee participation in TQM and organizational performance has received a lot of attention and thus the findings affirm both hypotheses. Research has also underlined the value of employees' commitment and involvement with regard to the adoption of TQM and the resultant organizational improvement. For instance, a meta-analysis by Sila (2007) confirmed that involvement of employees was one of the TQM practices that had a positive impact on measures of organizational performance which includes productivity, quality, and customer related and financial performances. Another study by Hung et al: (2011) indicated that those employees who were engaged in problem solving, continuous improvement and decision-making within the organization's TQM programs noted higher perceived customer satisfaction and process effectiveness as well as organizational competitiveness.

5.3 Conclusions

Based on the findings this study established that carrying out of continuous improvement initiatives in the process of TQM positively impacts organizational performance indicators including productivity, efficiency and competitiveness. This is in agreement with prior studies done that have confirmed the correlation between the focus on change and improvement of the organizational results.

Moreover, it is concluded that to decrease risk and increase TQM success, a highly customer-oriented strategy is necessary for top quality performance and benefit achievement. Many scholars involved in this field state that the degree of customer orientation in the organization under consideration results in better customer satisfaction, customer loyalty and overall organizational performance. The study also vindicates the earlier literature that puts top management commitment and involvement as a key factor to the success of TQM implementation, as supported by other studies that show leadership support as having positive effect on organization's performance.

Finally, this study reveals that employees' engagement and participation towards the TQM practices have a positive correlation with the organizational performance. This finding supports the prior research, which identified employees' participation in problem solving, improvement and decision-making among key initiatives of TQM. All in all, the ideas of this research can help managers and practitioners interested in TQM implementation and continuous improvement to manage their organizations. This paper recognizes TQM as a complex process that requires application of a wide range of improvement methodologies, customer focus, commitment from top managers, and employees' participation to effect organizational change in order to achieve enhanced performance.

5.4 Recommendations

Accordingly, the Federal Cooperative Commission needs to employ a three-pronged strategy to change the cooperatives' approaches towards TQM adoption and improve their performance, as revealed by this study. To begin with, the active implementation of continuous improvement initiatives should become the focus for the Commission as one of the principles of TQM. By enhancing the commitment of the cooperatives to set up good CI systems like Kaizen, Six Sigma, and Lean, the Commission can greatly contribute to fostering the CI direction vital to produce enduring positive changes regarding productivity, efficiency, and competitiveness. The Commission should offer precise examples of how the methodologies can be implemented, and make the continuous improvement also as a key success factor when helping organizations to evaluate their TQM status with the help of the assessment and certification program. Second it should highlight on the roles and responsibilities of the Commission in the implementation of TQM issues especially on the need to form a strong customer focused strategy. It is recommended that Cooperatives should often engage in the systematic collection and analysis of the customers' feedback to facilitate systematic updates and enhancement of the quality of the products and services delivered, together with the level of customer satisfaction and; loyalty.

Thirdly, the Commission should ensure that the top management commitment as well as concerning any modification must be a precondition for the implementation of TQM. Top management support is another important factor that should be credited for any TQM programs and thus, cooperatives should be asked to prove leadership support to the certain TQM activities. The Commission needs to consider integration of top management metrics to its current assessment and certification programs; promotion and display of cooperatives that include top management commitment in the improvement of organizational performance. Last, but not the least, the Commission needs to encourage the employees as far as the implementation of TQM is concerned. It is recommended that every cooperative embraced TQM through the formation of structures to incorporate employees in the problem solving process, improvement and decision making in quality management. The Commission should ensure that the cooperatives are trained and given handouts to ensure that they adopt good employee relations practices and policies on organization of work such as teams' problem solving activities, suggestion schemes and empowerment initiatives among the employees. If the Federal Cooperative Commission follows these broad recommendations, the latter may contribute to the further promotion of TQM practices among the cooperatives within the scope of its activity, which in turn will result in higher organizational effectiveness, customers' satisfaction, and competitiveness of the cooperative sector.

5.5 Suggestion for future research

Future research in relation to the implementation of TQM and the organizational consequences should therefore be designed as a multi-method study to gain further understanding and non-misleading recommendations. More longitudinal research should be undertaken to investigate the working of TQM over large periods of time in relation to results such as performance, financial returns and creativity among others. Its usefulness would be appreciated for explaining the sustainability of TQM practices and key factors for sustaining a quality improvement endeavors in long-run. It is also important to compare TQM implementation between industries, sizes, and cultures to establish the factors that affect the effectiveness of TQM implementation and to investigate on the applicability of TQM frameworks. Creating systematic models that would describe the interdependency between various TQM factors, including, but not limited to, continuous improvement and employees' engagement, would also be helpful in identifying possible positive interactions and proper combinations of these practices.

Last, it is recommended to investigate how TQM interacts with novel technologies such as big data analytics and the IoT to drive data-based decision making and real-time performance tracking and thus evaluate the effects on organizational flexibility and competitiveness. Following these diverse research avenues might also assist in accumulating a holistic understanding of the dynamism of the continuing course of TQM implementation and its continual consequences on the effectiveness of organizations.

REFERENCES

Ahire, S. L., Golhar, D. Y., & Waller, M. A. (2019). Development and validation of TQM implementation constructs. International Journal of Operations & Production Management, 39(6), 806-839.

Arditi, D., & Gunaydin, H. M. (1997). Total quality management in the construction process. International journal of project management, 15(4), 235-243.

Asif, M., Qing, M., Hwang, J., & Shi, H. (2021). Linking transformational leadership with employee pro-environmental behavior in the hotel industry: The role of organizational justice and employee environmental passion. Journal of Sustainable Tourism, 29(2-3), 311-330.

Baye, M. R., & Raju, J. S. (2016). Thinking about the future: industry developments.

Baye, M. R., & Raju, J. S. (2016). Thinking about the future: industry developments.

Benner, M. J., & Veloso, F. M. (2008). ISO 9000 practices and financial performance: A technology coherence perspective. Journal of Operations Management, 26(5), 611-629.

Bhanot, N., & Rao, P. V. (2020). An empirical investigation of the relationship between total quality management and organizational performance. Benchmarking: An International Journal, 27(2), 611-645.

Bhat, K. S., & Rajashekhar, J. (2009). An empirical study of barriers to TQM implementation in Indian industries. The TQM Journal, 21(3), 261-272.

Bhatia, A., & Awasthi, A. (2020). Investigating the role of quality management practices on organizational performance using structural equation modelling. International Journal of Quality & Reliability Management, 37(2), 258-281.

Bhuiyan, N., & Baghel, A. (2016). An overview of continuous improvement: from the past to the present. International Journal of Lean Six Sigma, 7(3), 223-240.

Brun, A. (2011). Critical success factors of Six Sigma implementations in Italian companies. International Journal of Production Economics, 131(1), 158-164.

Chakraborty, A., & Tan, K. C. (2013). Case study analysis of Six Sigma implementation in service organisations. Business Process Management Journal, 19(4), 692-722.

Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.

Daft, R. L. (2022). Organization theory and design. Cengage learning.

Deming, W. E. (1986). Out of the crisis. MIT press.

Deming, W. E. (1986). Out of the crisis. MIT press.

Dubey, R., Gunasekaran, A., Childe, S. J., Papadopoulos, T., Hazen, B., Giannakis, M., & Roubaud, D. (2017). Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability benchmarking: Some empirical findings. International Journal of Production Economics, 193, 63-76.

Elghamrawy, T., & Shibayama, T. (2008). Total quality management implementation in the Egyptian construction industry. Journal of Management in Engineering, 24(3), 156-161.

Enshassi, A., Al-Najjar, J., & Kumaraswamy, M. (2017). Delays and cost overruns in construction projects in the Gaza Strip. Journal of Financial Management of Property and Construction, 22(1), 4-16.

Enshassi, A., Kochendoerfer, B., & El-Riyati, K. A. (2017). Key performance indicators for the maintenance of public buildings in Palestine. Facilities, 35(13/14), 806-821.

Hafiz, N. A., Searcy, C., & Kowalski, J. (2020). The influence of customer focus on business performance in the Pakistani telecom industry. The TQM Journal, 32(4), 819-840.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2-24.

Jaapar, A., Mazlina Zahari, R., Ahmad Bhari, N., & Ariff, N. R. M. (2012). The impact of value management implementation in Malaysia. Procedia-Social and Behavioral Sciences, 68, 57-67.

Jaca, C., & Psomas, E. (2015). Total quality management practices and performance outcomes in Spanish service companies. Total Quality Management & Business Excellence, 26(9-10), 958-970.

Jarkas, A. M., & Radosavljevic, M. (2013). Motivational factors impacting the productivity of construction master craftsmen in Kuwait. Journal of management in engineering, 29(4), 446-454.

Jarkas, A. M., & Radosavljevic, M. (2013). Motivational factors impacting the productivity of construction master craftsmen in Kuwait. Journal of Management in Engineering, 29(4), 446-454.

Jha, U. C., & Joshi, H. (2018). Transformational leadership, innovation, and organizational performance: Mediating role of organizational culture. International Journal of Organizational Analysis, 26(4), 594-612.

Juran, J. M. (1988). Juran on planning for quality. Travels.

Juran, J. M. (1988). The quality function. Juran's quality control handbook, 2, 2-1.

Kanji, G. K., & Wong, A. (1998). Quality culture in the construction industry. Total Quality Management, 9(4-5), 133-140.

Lam, C. F., Zhou, L., & Deng, Z. (2011). Total quality management and its impact on the operational capabilities of the hotel firms. In Services Management: The New Paradigm in Hospitality (pp. 159-176). River Publishers.

Lam, S. Y., Lee, V. H., Ooi, K. B., & Phusavat, K. (2021). A structural equation model of TQM, market orientation and service quality: Evidence from a developing nation. Total Quality Management & Business Excellence, 32(9-10), 941-962.

Mahmood, S., Khalid, S., Javaid, Q., Mujtaba, B. G., & Kamal, B. A. (2019). Factors affecting the performance of construction projects in developing countries: A case study from Pakistan. Journal of Advances in Management Research, 16(5), 845-867.

Megersa, G., & Chalchisa A. (2024). TQM and Organizational Performance: A Mediating Role of Strategies for Continues Improvement: An Evidence from Coffee Cooperative in Ethiopia. RADINKA JOURNAL OF SCIENCE AND SYSTEMATIC LITERATURE REVIEW, 2(1), 211–225.

Naor, M., Bernardes, E. S., & Coman, A. (2018). The resource-based view, buyback, and supplier selection. International Journal of Production Research, 56(4), 1635-1651.

Othman, A. A. (2014). Addressing the shortage of housing units in developing countries through sustainable housing programmes: The case of Sudan. ArchNet-IJAR: International Journal of Architectural Research, 8(3), 285-298.

Othman, A. A., Bakr, A. F., & Shehata, G. M. (2020). Developing a framework for implementing total quality management in the Egyptian construction industry. Ain Shams Engineering Journal, 11(1), 321-330.

Othman, R. (2014). Enhancing the effectiveness of the board of directors: An integration of the resourcedependency theory with the behavioural theory. Journal of Business Economics and Management, 2(1), 82-100.

Othman, R., Noordin, R., Sundarakani, B., & Ahmed, U. (2020). Impact of total quality management on business performance of construction firms in the UAE. Total Quality Management & Business Excellence, 31(7-8), 824-844.

Othman, R., Noordin, R., Sundarakani, B., & Ahmed, U. (2020). Impact of total quality management on business performance of construction firms in the UAE. Total Quality Management & Business Excellence, 31(7-8), 824-844.

Othman, R., Noordin, R., Sundarakani, B., & Ahmed, U. (2020). Impact of total quality management on business performance of construction firms in the UAE. Total Quality Management & Business Excellence, 31(7-8), 824-844.

Öztas, F., Aksu, A. A., & Çanikli, Ö. (2004). An assessment of total quality management application by the Turkish housing industry. Building and Environment, 39(3), 371-378.

Ramanathan, C., Narayanan, S. P., & Idrus, A. B. (2012). Construction delays causing risks on time and cost-a critical review. Australasian Journal of Construction Economics and Building, The, 12(1), 37-57.
Ramanathan, C., Narayanan, S. P., & Idrus, A. B. (2012). Construction delays causing risks on time and cost-a critical review. Construction Economics and Building, 12(1), 37-57.
Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Advances in Decision Sciences, 2014.
Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Advances in Decision Sciences, 2014, 1-17.
Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Advances in Decision Sciences, 2014.
Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Advances in Decision Sciences, 2014.
Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Advances in Decision Sciences, 2014.
Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Advances in Decision Sciences, 2014.
Sambasivan, M., & Soon, Y. W. (2007). Causes and effects of delays in Malaysian construction industry. International Journal of project management, 25(5), 517-526.
Sambasivan, M., & Soon, Y. W. (2007). Causes and effects of delays in Malaysian construction industry. International Journal of project management, 25(5), 517-526.
Saqib, M., Farooqui, R. U., & Lodi, S. H. (2019). Assessment of critical success factors for quality and excellence in project management. Engineering, Construction and Architectural Management.
Saqib, N. U., Malik, A. K., Anwar, M., & Awan, M. (2019). Incorporating total quality management (TQM) to improve the service quality in the public healthcare organizations. International Journal of Healthcare Management, 12(4), 290-300.
Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students. Pearson education.
Seetharaman, A., Sreenivasan, J., & Boon, L. P. (2006). Critical success factors of total quality management. Quality and Quantity, 40(5), 675-695.
Shalash, T. A., Khattab, N. A., & Rabba, A. (2020). Factors affecting the implementation of total quality management in the Palestinian construction industry. Management Science Letters, 10(1), 191-200.
Shibani, A., Saidani, M., & Gameraddin, M. (2010). Impact of applying total quality management in the construction industry in Libya. Journal of American Science, 6(12), 397-408.
Shibani, A., Saidani, M., & Gherbal, N. (2012). An evaluation of the implementation of total quality management (TQM) within the Libyan iron and steel company. International Journal of Business and management, 7(8), 168.
Sripun, M., & Ladkin, A. (2001). The implementation of total quality management in small and medium-sized hotels in Thailand. Journal of Vacation Marketing, 8(4), 369-379.
Talib, F., Rahman, Z., & Qureshi, M. N. (2013). An empirical investigation of relationship between total quality management practices and quality performance in Indian service companies. International Journal of Quality & Reliability Management, 30(3), 280-318.
Teoman, S. (2023). The impact of TQM on performance in the hospitality industry: A systematic literature review. Total Quality Management & Business Excellence, 34(1-2), 203-226.
Teoman, S., & Ulengin, F. (2018). The impact of management leadership on quality performance throughout a supply chain: an empirical study. Total Quality Management & Business Excellence, 29(11-12), 1427-1451.
Toor, S. R., & Ogunlana, S. O. (2008). Problems causing delays in major construction projects in Thailand. Construction Management and Economics, 26(4), 395-408.
Toor, S. U. R., & Ogunlana, S. O. (2008). Problems causing delays in major construction projects in Thailand. Construction management and economics, 26(4), 395-408.
Valmohammadi, C., & Roshanzamir, S. (2015). The guidelines of improvement: Relations among organizational culture, TQM and performance. International Journal of Production Economics, 164, 167-178
Vouzas, F., & Psychogios, A. G. (2007). Assessing managers' awareness of TQM. The TQM Magazine.
Yin, R. K. (2018). Case study research and applications: Design and methods. Sage publications.
Zhu, Z., & Engström, T. (2018). The new organisational challenge: TQM, human-centred production and ergonomics. International Journal of Production Research, 56(21), 6915-6932.
Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. Cengage learning.