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INVESTIGATING THE FACTORS INFLUENCING THE TQM IMPLEMENTATION ON ORGANIZATIONS PERFORMANCE

Abstract: *In today's business environment, competitive characteristics are considered essential to be able to develop and compete. Therefore, the government applied the best quality systems at all levels. In recent years most governmental institutions focused on using Total Quality Management. There are lots of factors that affect the implementation of TQM in every organization. This paper reviews the literature to explore those factors that influence the successful implementation of TQM to identify the success factors that are critical to consider. Previous literature in the field was gathered and analyzed using a categorization method to identify essential factors to the successful implementation of TQM. Several factors were placed in the literature, which could be sorted into different categories that will be determined later. Stakeholders will need to work on these areas to ensure the successful implementation of TQM and decrease the challenges and the chance of failure. The paper also discusses how these factors can be used to enable the country to ensure that this work could be generalized. This paper hopes that this paper contributes to the current body of knowledge on applying TQM techniques and provides a helpful reference for future research and operational recommendations. The researcher's passion drives this study to identify the best practices and factors that can foster or inhibit TQM implementation in the public sector. This area seems under investigation, which could help policymakers pursue better governing.*

Keywords: *Total Quality Management; Factors influencing implementation; Success factors; Service Quality.*

1. Introduction

Organizations are globally tackling significant trials in adapting to changing competitive environments in the time of commercial liberation (Enquist and Johnson, 2015). Over the previous few years, many transactions have amplified among organizations everywhere in the world to stay

in the economic situation. At the moment, price, as a last resort, is not a choice but an essential strategy to gratify consumers and expand company performance. Organizations usually look for better ways and means to attain excellence and a place to start; these strategies and performance are required for total quality management (TQM). Many authors and practitioners consider TQM a necessary philosophy to achieve the desired

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goals of improving the Quality of goods and services that make consumers delighted.

These days, the importance of Quality in production and its significance is acknowledged by numerous organizations throughout the world. Digital requests from Consumers have improved Quality implements the organization. It also furnishes items and administrations with top Quality to meet the clients' assumptions and acquire accomplishment in the marketplace worldwide.

Therefore, Quality as the desired location can be achieved with a variety of tools and philosophies. Total Quality Management (TQM) is one of the utmost significant management strategies contributing to the Quality of goods and services. TQM is used to demarcated as a holistic approach and organizational attitude that seeks persistent enhancement in all organizational activities and production and delivery of goods and

services that meet the needs and necessities of customers at a cheaper, safer, better, faster, and more straightforward process than competitors involved (Bhaskar, 2020)

The concept of quality management was recognized from old eras in Japan in the early 1930s, especially afterwards of 2nd World War. After that, numerous organization in the industrial sector and public sector focused on quality improvement and the use of tools aimed at quality control in these organization (Al-Qahtani et al., 2015)

In addition, the United States of America and the United Kingdom embrace the concept of quality management (Q.M.), particularly in the manufacturing sector in those countries. Subsequently, quality management is widely accepted at many international standards, such as ISO 9000. There are several principles are adopted in each TQM process, and the principles are specified in figure 1.

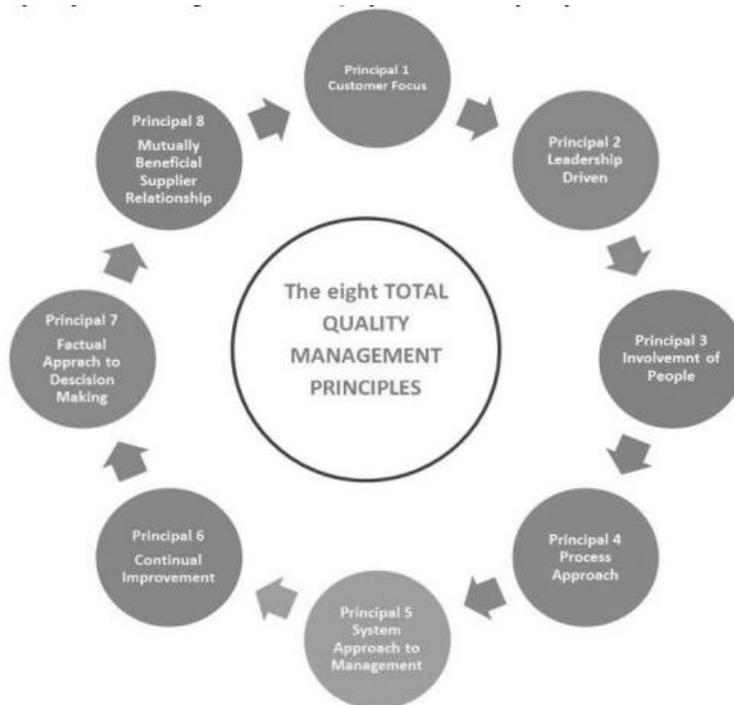


Figure 1. TQM principle and practices
Source: College, 2015

2. The justification of this study

Although there is a plethora of literature about TQM, Q.M. and Business Excellence, there is still a lack of empirical evidence to showcase TQM implementation and organizational performance. Especially in the public sector. Hence this study has two main objectives, i.e. a) establishes the link between TQM implementation and organizational performance b) demystifies the factors that might enable or hinder TQM implementation. It aims to produce theoretical and practical recommendations towards the end of this study and critically review the concerned literature and body of knowledge.

3. Research Methodology

This study adopts a critical literature review approach to the body of knowledge and archive review of relevant national policies related to the public sector in the United Arab Emirates. Undertaking a review of the related literature assessment is an essential part of any discipline (Hart, 2018). Literature Review helps map and assess the existing body of knowledge, central topics, and gaps on specific issues, further developing the knowledge base and providing a roadmap for further research (Mengist et al., 2020). According to Elsevier (2021), the literature review involves scholarly material to discuss published information about a specific topic or research question. The results and findings will be published and made available to the public, i.e. researchers working in the same area of research. The article (ibid) provides five steps for the literature review as following:

1. *Selecting the topic or research question*: which should not be too comprehensive or too limited. In this case, the topic is the TQM Factors influencing the organizations' performance.
2. *Setting the scope*: define boundaries concerning the number of sources, time frame to be covered,

geographical area, etc., where this research scoped the context within the United Arab Emirates government sector.

3. *Choosing which databases to be used*: To search for the best viable sources for literature review, this research used highly regarded, comprehensive databases to get a big picture of the literature related to your topic. Reputed publishers such as Science Direct, Elsevier and Emerald have been used for the literature review.
4. *Continuous searching*: this research has continued to investigate the research on the selected topic. The researchers started by looking at research abstracts in detail to see if their respective studies relate to or are helpful for their work. Next, the researchers looked for bibliographies and references that can help them broaden their list of resources. Finally, the researchers choose the most relevant literature and always kept notes of their bibliographic references to be used later on.
5. *Review all the literature, appraising its content carefully*: After reading the study's abstract, paying attention to the rest of the content of the articles, the researchers deem the "most relevant." Identify methodologies, the most important questions they address, if they are well-designed and executed, cited enough, etc.

4. Literature review

4.1 Total Quality Management

Various Q.M. practice strategies were also proposed, which were known to improve the excellence and effectiveness of the goods and services of various industries. However, in the assessment of quality production, the

most important and globally recognized methods are total quality management (TQM). This approach seeks to generate a perfect partnership between all the organisation's activities to meet customer needs and achieve all organizational goals effectively. TQM also engrosses entire employees of the organization in the procedure of satisfying customer expectations through problem-solving strategies to improve the Quality of all organizational products and services. The main focus of the overall quality management philosophy is to achieve full integration between the organization's employees and their activities to achieve better development, progress, and preservation of products and Quality of services to attain consumer gratification (Talib et al., 2013).

Mosadeghrad (2014) explained that the purpose of TQM is to improve consumer consummation and organizational performance by facilitating high-quality goods and services with the help of the participation and collaboration of all stakeholders, partnerships, consumer guidance, constant upgrading and process through quality management strategies and tools.

Saffar & Obeidat (2020) saw the influence of Total Quality Management (TQM) processes on its benefits to the performance of a public sector employee of the Department of Internal Affairs of Qatar through limited information sharing. The mechanisms of TQM consist of consumer attention, staff participation, continuous development, management and positive management and operations management. The study used a multidisciplinary study, in which 280 questions were collected from respondents to obtain the information needed to evaluate research ideas. Several reductions and gradient deflections are used to analyze survey data. The results show that the performance of TQM in its size has influenced the performance of staff by sharing information. The results of this study contribute to the development and

implementation of various indicators that improve staff performance through TQM adoption and the distribution of a culture of information sharing.

Brun, (2011) explain the use of different TQM methods such as working out, procedure administration, consumer management, etc. The study also demonstrated that overall quality management influences staff performance that directly affects the entire organization's performance. Gharakhani et al. (2013) it also revealed that total quality management has a substantial influence on the organization's performance, especially in their financial performance. A significant step in applying TQM by an organization is identifying the Quality of its products offered through its products and services. In this regard, Sandholm (1996) categorizes significant suggestions, five categories of total quality management; the first category, known "sleepy phase", in which companies may feel endangered in the market, the opposition is a weak or non-existent company acceptable profit. In this case, excellence in products does not obtain the attention of the company. In the second phase, called the "wake-up phase," the organization's status changes completely in the previous phase. At the moment, the company knows it is in the middle of a crisis. "Phase hesitation", the organization comprehends that something needs to change. It is a testing phase, a tool for investigating the management of Quality in the context of change. An "action phase" in which an organization can be seen to be using tools to implement consequences or to try to make major changes. This is the stage that elaborates the change in the organization's culture and the development of goods or service. The "maturity stage" in this phase is the complete consumer gratification achieved by completing each level of the organization. Quality applies not only to goods or service but to all organizational functions

4.2 Organizational performance

The success or failure of a firm depends on its performance. Many firms provide their product or service (Rehman et al., 2019). The success of a company's objectives depends on its performance. Performance determines how well a company achieves its goals. In terms of goals, the goal of each organization is to achieve maximum profit and longevity in the market. A high-performance firm has a strong reputation in the market; conversely, a firm with weak performance cannot keep up with the competition. Many factors affect strong performance, such as internal and external cultural problems, rewards, financial issues and the development of a new business model, issues of management and leadership skills, weak collaboration, environmental uncertainty and planning Rehman et al. (2019).

In an extremely competitive market condition, only a high organizational level of performance and best quality products helps it endure in the market for a large period. The performance of an organization can be explained qualitatively and quantitatively, and this performance can be attained both by departmental and employees' efforts. With the passage of time, competition is increasing among organizations or firms as they vie for supremacy in the market. Organizational performance shows a very significant role in assembling the organizational purposes, goals or aims in a small organization as well as large industries in both emerging and industrialized countries (AlMulhim, 2020).

Maletic et al. (2015) investigated that performance of the organization in any country can be calculated with the help of main six magnitudes, which are: operative performance, innovation performance, environmental, customer, employee and economic performance. These magnitudes have been used for the exploration of organizational performance. Moreover, Tomal and Jones (2015) explained organizational performance as the authentic consequences or findings of an administration

as calculate against that administration's intentional productivities. Furthermore, Siddique (2018) explored a significant association happens between headship capability and worker performance in numerous organizations in UAE. Bashar et al. (2020) investigate some significant factors that affect organizational performance and established a framework that could be advantageous for the organization. This study initiates a part of cognitive, expressive and social capabilities on organization experiences that in return affect both worker and organizational performance.

Kassem et al. (2019) investigated and exposed the impression of diverse magnitudes of organizational culture (task, flexible, participation and consistency culture) on corporate excellence consequences criteria such as (consumer outcomes, people consequences, society consequences and commercial consequences) in the United Arab Emirates (UAE). This study also discovered the moderating role of information and communication technology (ICT) in service and goods industries. Administrative performance is one of the most significant barriers to management-related research and perhaps the most essential guide to organizational performance. Organizational performance is a measure or indicator of efficiency, efficiency, and environmental responsibility such as productivity, cycle time, waste minimization, and compliance. A large number of definitions work to view organizational performance as a tool to achieve goals. In short, organizational performance is an important factor in evaluating organizations, their activities, and the areas in which they operate. This value is reflected in the continuous use of organizational performance as a parameter based on previous research. Organizational performance (contains things like finance, internal functioning, clients, learning and growth). The effectiveness and efficiency of an organization is often given a different strategy and better resources.

Mohamed et al. (2019) developed a study to assess the impact of strategic implementation on the organization's performance in the framework of the Abu-Dhabi police department in the UAE. This study uses the structure of many studies in its efforts to attain a reliable study. Thus, a survey was compiled and obtained respondents' views on the effects of strategic planning on the performance of the UAE public sector. Four hundred twenty-three functional responses were analyzed using SPSS, and Partial Least Squares Structural Equation Modeling-Variance Based was hired to evaluate the research model. A randomized sampling process was used to collect the required measurement data. Based on the research aims, the study concluded that the results showed that the implementation of strategies (strategies, structure, and personnel) has a substantial influence on the organization's performance. The results will provide insight into Abu-Dhabi police.

Al-Gamrh et al. (2020) assesses the impact of investment opportunities and the Quality of organizational performance and assesses corporate governance practices in the United Arab Emirates (UAE) to determine whether the level of corporate governance balances that influence. The data was collected through questionnaires from 448 executives of the nine companies that won the Sheikh Khalifa Excellence Award over the past three years. A structural measurement model was used to evaluate the data. The study found that the Society's culture was closely linked to good business practices. However, these results vary with different business process processes. Three kinds of organizational cultures have played a key role in attaining excellent customer-related consequences. All four types of corporate culture have played a key role in achieving excellent human-related outcomes. Only two types of culture play a key role in achieving the best social outcomes. The results of the business were closely related to the balance between the four kinds of organizational culture. The use of ICT (information communicational

technology) has investigated the association between the culture of the organization and the consequences related to consumers, individuals and business, but not the community.

Alsyouf (2021) The paper aimed to explore applying the global Organization for Standardization management standard (ISO 55000) on organizational performance. Significantly, the requirements and recommendations of the ISO 55000 affect the performance of the organization. This research explored this matter by recognizing the key advantage of management performance indicators (KPIs) in an inclusive literature review and classifying these KPIs using a standard point card framework. Subsequently, KPIs are authorized by expert opinions on questionnaires and non-parametric hypothesis tests. Finally, using appropriate KPIs, this study examines the impact of ISO 55000 on a group of ISO 55000 certified companies in the United Arab Emirates. This study tested the hypothesis for making differences between the status of each KPI before and after the implementation of ISO 55000. This study also explained quality performance by using language tests and signal testing of two independent parameters samples. According to industry experts, an increase in market share is not the right KPI for management advantage. However, the ISO 55000 has a positive impact on all identified sectors (finance, customer, business processes, and learning and growth), indicating that organizations using the ISO 55000 International Standard certification will achieve better performance from efficient and effective management of their assets. As a result, participating in such programs is essential to quality management.

Basu and Bhola (2016) research aimed to explore and identify content quality management systems (QMPs) and evaluate their size and their direct impact or integration with the context of Indian I.T. business enabling small and medium enterprises (SMEs) services. The approach adopted in this study is a sequential method of mixed

methodology. This study adopted two data-capturing processes, first to identify QMP / critical indicators as found in the literature review, followed by in-depth interviews based on a slightly structured questionnaire from a sample of 20 selected SMEs. Following the full integration of the texts and in-depth discussion 21, QMP is indicated. A structured tool is created taking action as indicated. QMPs appropriate for SMEs were taken from previous studies. The customized research tool was customized and adapted to the SME domain of the Indian I.T. service.

Similarly, in measuring quality performance, five items have been identified from previous publications. A five-point Likert scale ranging from "5 = strongly agree" to "1 = strongly disagree" is used to indicate the agreement of the respondents. Next, analysis of the test materials has been used to identify the magnitude of the QMP. After that, linear modelling was designed better to understand the relationship between QMP and quality performance.

A three-dimensional clarification has been found, and the individual process can be reorganized into three components: organizational management, power management, and standard documentation and security management (QDSM). The findings show that the strength of Indian I.T. empowering SMEs service related to quality implementation lies in customer focus, training and service level management (SLM). Regression analysis shows that all three dimensions of material have a positive effect on quality performance. Estimates of the magnitude of the three factors indicate that Indian SMEs in the service sector has always been more focused on organizational culture and quality documentation, and security management. All the findings are like a fascinating insight that gives a hint of a random approach. Keeping a pattern of process processes can be predicted that Indian digital SMEs are not making continuous improvements. It can be proved that the Indian IT-enabled SME service system is not continuously natural.

4.3 TQM and organizational performance

Numerous studies emphasize total quality management's significant role in refining organizational performance (Thai & Jie, 2018). In this study,, authors debate the total quality management role and its dimensions, such as headship, tactical arrangement, human resource management (HRM), consumer attention, persistent development, evaluation and information and analysis, and helping organizations achieve their goals improve their performance. However, several queries can be asked about the association between TQM (Total quality management) and the good relationships of the organization and how it can affect and harmonize to increase efficiency and effectiveness. With the help of quality management, the organization in the public or private sectors seeks to achieve the highest standards of efficiency and effectiveness. Organizational excellence has several fundamental values: focus on outcomes and consumer gratification, leadership and explicit goals, procedure and realistic management, human resource development and involvement, learning, creativity, creativity, and communal obligation (Goetsch & Davis, 2014; Houshi & Taleghani, 2016). Highlighting the Quality of the organization to create and implement strategies to achieve performance in line with the organization and the environment, to maintain the process of implementing these programs and to review them in terms of overall quality control, continuous improvement (Goetsch & Davis, 2014; Houshi & Taleghani, 2016).

According to Mosadeghrad (2014), total quality management (TQM) is complex, and attaining its assured benefits is not easy. This paper aims to identify barriers to the effective use of TQM. Document reviews have been conducted to identify major causes of failure of total quality management systems. A study of 54 dynamic TQM studies identified 54 barriers to the effective use of TQM. There are also two difficulties in implementing and organizing TQM in organizations. Inaccurate

TQM package, improper total quality management startup methods and improper environment to use TQM are the reasons for TQM failure. Common reasons for failing to use TQM include inadequate education and training, lack of staff involvement, lack of senior management support, insufficient resources, poor leadership, lack of quality-focused culture, poor communication, and lack of transformation and staff rejection of change programs. The findings of this paper provide managers with an effective understanding of the factors that may affect the implementation of TQM. Managers must overcome these barriers to achieve the benefits of TQM. Accepting the factors that may hinder total quality management will assist organizations in developing better TQM models for organizational performance.

Bhaskar, (2020) presents the study of outcomes of a survey on total quality management (TQM) practices adopted by the Indian manufacturing organizations. The purpose of this paper is to explore and establish the relationship between TQM practice and organizational performance (O.P.). The paper also examines TQM's (Total quality management) processes on the O.P. of Indian-producing organizations. A list of research questions was compiled and distributed randomly via email to senior executives of 275 Indian production organizations. About 230 of the questions received were used for data analysis. The response rate was 83.63 per cent. Essentially, hypotheses were developed to assess the effect of TQM on the O.P. of productive organizations. Cronbach's alpha fidelity of the questionnaire was analyzed using material analysis. Complex literature reviews are empowered to create a model for measuring the structure, the structure of the experimental hypothesis, and the elements' function. It is found that TQM has a positive and significant effect on market direction (MO). Similarly, the results showed that MO has a positive and significant impact on O.P. Concerning the relationship between TQM and O.P., this study found that TQM significantly and

positively affects the O.P. of Indian-producing organizations.

Androwis et al. (2018) used ten structures to measure TQM practices, and six structures were used to measure organizational performance. A total of 160 inquiries were distributed to 28 companies. Of the 131 questionnaires completed and used for analysis, they represent a response rate of 81.9. The results of this study indicate that TQM is considered to be the most important factor in a company's survival. It also provides strong support that the implementation of TQM in manufacturing organizations has impacted the performance and survival of these organizations. This study also provides insight into the dynamic role of TQM practices that will help managers pay attention to basic techniques that directly impact firm operations. This will enable organizations to devote themselves more effectively and allocate resources to achieve the best long-term results and discover their strengths and weaknesses to develop and implement a new strategy to improve their competitive position. The construction industry in Jordan is a competitive sector. Therefore, Quality in such an industry is important. Many companies in Jordan have a strong interest in implementing TQM practices. However, research efforts related to this field are rare. No research papers investigating the relationship between TQM practices and operations at Jordanian construction chemical companies have been found. This study, therefore, seeks to examine the relationship between TQM (Total quality management) practices and the performance of construction chemical firms in Jordan. Analysis has shown that TQM performance positively affects organizational performance, with a significant amount of high commitment, customer focus, supplier management, process management and continuous improvement.

Kumar and Sharma, (2015) explain the critical aspects of the success and failure of the TQM (Total quality management) Implementation from the analysis of the

actual case. It has been found that the successful implementation of the TQM program has taken organizations to a higher level of profit. At the same time, failure often leads the organization out of the market. The condition used to select a company that will investigate our cases is that all companies use TQM (Total quality management) vigorously. The study's findings provide critical input into the use of TQM firms that are more efficient and better suited to TQM implementation. The successful implementation of TQM has seven companies and has defeated one by five company. Q.M. management tools and procedures may vary from time to time depending on the industry type, but the basic concept applies equally to both the manufacturing and services industries (Khan & Farooque, 2016).

Total quality management strategies are extensively accepted as a precondition of managing attitude in an organization (Talib et al., 2013). It was exposed that TQM assists companies in various fields to deal with rapid changes in business conditions. Total quality management's world-class approach to achieving quality products and services is known, which has led to strong organizational performance. TQM used to be used in the manufacturing sector in the past but is now widely used in service providers and the public sector. Quality travel is a form of quality service that companies accept to progress and acclimatize to customer changes. Therefore, due to the need for all parties to work in one way, an operational quality management system is not easy (Uluskan et al., 2018)

Total quality management is globally renowned as the procedure of administration that permits organization in numerous diligences to address the quick altering in the commercial situation (Talib et al., 2013). Total quality management is an essential strategy for enhancing the Quality of products and services, sustaining consumer's wants, decreasing waste, rate and time and aggregate productivity. The empirical work on Total

quality management by the different researcher accentuates two significant matters associated with the Total quality management performance association (Khalaf & Salem, 2018). The major problem is the dissimilarities between industrial sectors and service organizations pursuing Total quality management practices to progress their performance.

Remarkably, the application of Total quality management performance in service associations is not always as active as industrial organizations; consequently, studies on Total quality management in service organizations related to the production context are inadequate Psomas and Antony, 2017 Prosperous application of Total quality management requires the highest level of administrative guarantee, worker rendezvous and empowerment, consumer focus and constant development, organizational-wide training for Total quality management and increased communication (Tuomi et al., 2013).

An occupational efficiency is a strategic tool that helps organizations attain better Quality and effectiveness in accomplishing their goals. Performance is a technique for organizations to evaluate their performance, investigate other opportunities for improvement, gain a competitive position among market competitors, perform well, and have a stable climate (Tasopoulou & Tsiotras, 2017). Specifically, organizational performance helps an organization improve their work environment and achieve the results they want (Lasrado & Uzbeck, 2017).

In the UAE, focusing on the delivery of excellent services to improve performance Kassem et al. (2019) have learned about the impact of organizational culture on business recommendations in the UAE context. They found that the culture of the organization was closely linked to good business practices. In our view, however, the beauty of the organization is considered to be the culture itself which should be spread among the employees of the organizations. Therefore, it

is imperative to keep in mind the role of employees in their excellent work of delivering targeted services and satisfying the stakeholders.

Tran, (2019) analyzed the relationship between design and overall quality management (TQM), and obtained the results of organizational design performance. This study intends a theoretical model that aims to explore many research ideas. The information was attained through an online survey sent to SMEs in Portuguese. The study's survey received the answers obtained from 287 valid questions and the use of several mathematical developments analyses. The findings show that companies implementing new process strategies are experiencing improvements in their performance, both functionally and economically, while the new product only offers developments in the economic performance of organizations. It has also been found that TQM practices promote the definition of new product strategies and processes. On the other hand, it was found that only companies are implementing new strategies for their processes that improve the adoption of total quality management practices, and there is a statistically significant relationship between product design and implementation of TQM (Total quality management) practices.

The purpose of benchmarking is to make continuous improvement and to make changes to business products, methods and services. Therefore, creating a line-making process provides a better understanding of customer desires and expectations. This is because customers are the most important source of data at all stages of comparison. Procedures that reflect the most important impact on customer satisfaction and significant long-term business success values are considered.

5. Results

Various TQM. practices were also proposed, which were known to improve the excellence

and effectiveness of the goods and services of various industries. TQM approach seeks to generate a perfect partnership between all the organisation's activities to meet customer needs and achieve all organizational goals effectively. TQM also engrosses entire employees of the organization in the procedure of satisfying customer expectations through problem-solving strategies to improve the Quality of all organizational products and services. It is worthy to consider the following factors:

5.1 TQM Philosophy

The main focus of the overall quality management philosophy is to achieve full integration between the organization's employees and their activities to achieve better development, progress, and preservation of products and Quality of services to attain consumer gratification. (Talib et al., 2013)

5.2 TQM and Organizational Performance

The success of a company's objectives depends on its performance. Performance determines how well a company achieves its goals. In terms of goals, the goal of each organization is to achieve maximum profit and longevity in the market. A high-performance firm has a strong reputation in the market; conversely, a firm with weak performance cannot keep up with the competition. Many factors affect strong performance, such as internal and external cultural problems, rewards, financial issues and the development of a new business model, issues of management and leadership skills, weak collaboration, environmental uncertainty and planning (Rehman et al., 2019)

Large number of studies emphasized the TQM significant role in refining organizational performance (Thai & Jie, 2018). In this study,, authors debate the total quality management role and its dimensions,

such as headship, tactical arrangement, human resource management (HRM), consumer attention, persistent development, evaluation and information and analysis, and helping organizations achieve their goals improve their performance. However, several queries can be asked about the association between TQM (Total quality management) and the good relationships of the organization and how it can affect and harmonize to increase efficiency and effectiveness. With the help of quality management, the organization in the public or private sectors seeks to achieve the highest standards of efficiency and effectiveness. Organizational excellence has several fundamental values: focus on outcomes and consumer gratification, leadership and explicit goals, procedure and realistic management, human resource development and involvement, learning, creativity, and communal obligation (Goetsch & Davis, 2014; Houshi & Taleghani, 2016).

5.3 TQM Factors

Many factors affect strong performance, such as internal and external cultural problems, rewards, financial issues and the development of a new business model, issues of management and leadership skills, weak collaboration, environmental uncertainty and planning (Rehman et al., 2019).

5.4 Links between Leadership, People and Effective implementation of TQM

Leadership or senior management team is central to effective TQM implementation. Leaders in any organization are expected to develop their organization's vision, reflecting aspirations for the short term, medium-term and long term. A healthy mix will ensure that performance delivers in different ways and at different periods. Effective leadership in a modern business context is taking time and effort to develop others and being humble, kind and generous with comments, advice, information, tips and so on. One of the

premises of TQM is that people are the most important asset for achieving high standards of competitive performance. This recognition has to be supported by several remits, e.g. investing in organizational learning and employee development; involvement, participation in decision making setting goals and targets; participation in team projects; creativity and innovation encouragement; and reward and recognition.

6. Conclusion

Total quality management is an important part of organizational performance. The success and failure of quality management depend on concepts that bring about better understanding when the appropriate TQM model is used effectively in a supportive environment Mosadeghrad (2014). Various studies have described the failure and success of overall quality management in different areas and in the department.

There are specific Strategic barriers described by (Cătălin et al., 2014) as strategic problems that are significant barriers to implementing overall quality management. These barriers are closely related to the management and leadership of the organization—structural constraints: related to the structure, systems and resources required to perform TQM. Staff barriers: those barriers related to human characteristics, such as lack of staff involvement and resistance to change in TQM, contextual obstacles, arise when contextual development and the right culture achieve the highest potential for TQM deployment. Process constraints: mainly caused by the complexity of procedures, lack of client focus, lack of cooperation with suppliers, bureaucracy and lack of self-assessment and self-assessment system. Van Kemenade (2015) observed in his daily work that what works in the western world does not work in countries like Oman, Nigeria or Ghana. (Gharakhani et al., 2013) indicated that TQM is widely accepted in the various service sectors as a management strategy aimed at strengthening organizational

performance. In addition, TQM is considered to be the perfect integration between multiple models, processes, people and communication processes to cover all customer needs.

According to (Bhaskar, 2020) Total Quality Management is seen as a way to transform the economies of some countries to be more competitive than others. However, Total Quality Management does not deliver and will not produce results overnight; it is not the solution to all its problems. Total Quality Management requires a change in organizational culture, which must focus on meeting customer expectations and increasing the involvement of all employees to achieve this goal, as a sign of progressive behavioural performance. In general, quality research aims to identify why an organization should adopt overall management standards, but efforts to identify companies that fail to implement prevailing quality management principles are less visible. Concerned companies about the introduction of quality management systems are becoming increasingly popular.

According to (Mosadeghrad, 2014) TQM application is complex, challenging, extensive, and containing great efforts from organizations. Although the TQM has been recommended, in code, to progress, the performance of the applied application includes several difficulties. (Elhuni and Ahmad, 2014) determined that TQM require a new working situation where people can learn, share information, and make donations. There is a consensus that the adoption of overall quality management practices has a positive impact on the performance of organizations. (Jørgensen et al., 2013) – they argue that the main barriers were the lack of benchmarking and employee resistance to implement total quality management. Organizations should understand that benchmarking is a tool used to identify strengths and weaknesses compared to leading companies in their industry. Employee opposition can be overcome with appropriate training and

involve them in the planning and implementation stages of overall quality management. It has also been found that inadequate resources are an obstacle to the use of TQM.

In the end, it can be said that TQM is a proven technique to guarantee survival in world-class competition (Romle et al., 2016). According to (Bhaskar 2020), a bottom-up approach is needed for the exemplary long-lasting implementation of TQM. It requires complete high-level support, emphasizing automated data collection systems and process control variability through statistical analysis. It seems to take a moderate risk by working with existing systems. In other words, TQM is a way to improve the performance and Quality of results to provide customer needs (Al-Dhaafri et al., 2016) and increase organizational performance.

7. Recommendations and further research

This study highlighted the factors that impact TQM implementation on organizations' performance, focusing on the government sector using literature review and document review approach. Hence it has the usual limitations of such types of studies that adopt a literature review approach. Thus, the researchers recommend further research and investigation using for concluding empirical evidence. On another note, the study has focused on the government sector, keeping in mind that TQM implementation could vary from sector to sector. Therefore, researchers and practitioners interested in the impacts of TQM are advised to consider the specificity of the sector. Furthermore, understanding the factors affecting TQM implementation could be related to the specific practices and use of different TQM tools, mechanisms, and techniques; hence, it is also recommended to investigate TQM practices further. Therefore, the researchers of this study also intend to conduct another study to investigate those practices.

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