
TOTAL QUALITY MANAGEMENT: DO THEY IMPROVES INSTITUTIONS PERFORMANCE AND PERFORMANCE EFFICIENCY

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Abstract

With the increasing phenomenon of problems in educational institutions, Total Quality Management (TQM) has become an important subject in its educational scope practice. However, the focus of universities in the implementation of TQM is to increase they improve Institutions Performance (IP) and Performance Efficiency (PE). The aim of this research is to review the literature on TQM and its relationship toward institutions performance and performance efficiency. This paper analyses the link between TQM and institutions performance and performance efficiency.

Keywords: Total Quality Management (TQM), Institutions Performance, Performance Efficiency.

Introduction

TQM was considered a tool in improving the performance of educational institutions and efficiency of performance, which then gives outputs. Over the past several years, educational institutions have been challenged in their performance (Kadhim, Ahmad, 2019). But at present, universities are improving after a number of years to implement TQM strategies. This trend creates a model that links TQM to educational institutions (Landry & Duan, 2018). The term "Total Quality Management" (TQM) has emerged to include aspects of continuous improvement in education processes (Ahmad, et al, 2020: Hani, Kadhim, 2025)). Quality is a management system that addresses various issues related to organization to achieve the guidelines for educational audit (Kadhim, Ahmad, 2021). The implementation of TQM practices is believed to give a strongly impact on educational performance (Kadhim, Ahmad, 2022). However, researchers focus on discussions, whether the implementation of TQM can really give benefits to improve the performance of organizations (Cesaret al., 2015). Ultimately, institutions are looking for a competitive advantage solution for performance (Kadhim, Hani, 2024). It is a key find of any organizations, as the planning for quality will determine whether the institutions have the advantage to compete. Nevertheless, making implementation in TQM and improvement in performance efficiency still is one frontier issue (Wamba & Ren, 2017). Therefore, the question arises: Will TQM implement a competitive

advantage for organizations? This paper aims to develop a conceptual model for TQM, institutions performances and performance efficiency (Kadhim, Jassmy, 2024). The model will provide the related elements between the implementation of TQM practices and the institutions performance towards performance efficiency (Lee et al., 2017).

2. Evolution of the (TQM)

According to (Espallier, Hudon, & Szafarz, 2017) TQM refers to providing organizations with modern information technology and attention to the educational process to raise the efficiency of performance (Kadhim, Habeeb, 2024). TQM also includes planning and monitoring the work of organizations for all activities and, identifying the sources of problems facing universities in order to find solutions to develop a greater understanding of TQM, Table I shows the definition of TQM (Tien et al., 2017).

Table I. Definition of Total Quality Management

Authors	Definitions
(Gerrish, 2015).	TQM as the performance is done correctly, relying on the beneficiary's knowledge of how well the performance is improving and apply the principle of quality research in any aspect of the work, from identifying the needs of the beneficiary to evaluating whether the beneficiary is satisfied with the services or products provided to him.
(Shobaki et al., 2018)	TQM as the do the right things right the first time and means the development and maintenance of the organization's ability to continuously improve quality.
(Technology, 2018)	TQM as the means meeting the requirements of the beneficiary and develop and improve tasks to accomplish an operation, from the supplier (financier) to the consumer (customer) so that unnecessary or redundant tasks that do not add any benefit to the customer can be canceled)
(Shamia et al.,2018)	TQM as the strong and consistent focus on customer needs and satisfaction by continuously developing final process results to meet customer requirements.
(Alegre, 2014)	TQM as the Continuous development of quality, productivity and efficiency and to continuously improve the development to reap long-term results and teamwork with several individuals with different expertise and review and respond to customer requirements.

The idea of TQM emerged as a new approach to improving the performance of institutions for the purpose of achieving sustainability and reducing the impact of risk (Management et al 2016). The emergence of TQM practices is often attributed to increased attention to educational sustainability by different stakeholders and their different impact on the

implementation of TQM in organizations TQM begins with the use of modern information technology and the elimination of obstacles facing universities and raising their activities TQM is the best way to develop organizations through the standards they use to implement their performance in educational institutions (Laureiro-mart & Brusoni, 2015). Quality is characterized by the production of highly efficient and efficient outputs with positive environmental impacts (Haupt et al ., 2016). Thus, TQM will achieve the desired benefits that lead to higher efficiency and improved output of the enterprise, shown Table 2 (González et al., 2018)

Table2: Dimensions Definitions

Construct	Auther	Definition
Top Management	(Gerrish, 2015).	The top management plays a large role in planning and distributing the work on the departments of educational institutions and follow-up branch managers and directs them to contact the rest of the staff in the rest of the departments. TQM cannot succeed if there is no coordination from top management as there will be a failure to implement quality.
Culture Change	(Seufert & Ramankutty, 2017)	TQM is considered a community-specific theory. It is not considered to be the primary goal of the organization but rather to continue to create jobs through improved service and product development. However, the products are of great benefit to society with improved quality of life through compliance by top management with all departments of the organization including suppliers and workers and in this way, the high-quality products can be achieved.
Customer Satisfaction	(Pereira et al., 2015)	Student satisfaction plays a crucial role in the implementation of TQM in institutions because they have a clear impact and through them the knowledge of the outcome of educational organizations is achieved. Satisfaction is an important factor for the student to motivate him to develop his performance and to acquire individual beliefs and personal experience and relationships.
Teamwork	(Neill et al., 2016)	The stronger the teamwork in educational institutions and compliance in the development of total quality management programs and the use of information technology, the better for the organizations to achieve their objectives. Stakeholders work as a team in secondary schools to raise the level of education performance. Studies show that collective action by stakeholders helps expand the expansion of ideas and creativity in teaching.

3. Conceptual Framework and Hypotheses

According to Rangus & Slavec (2017) the Conceptual Framework for Research was developed based on a review of previous studies and literature (Kadhim, Atiyah, 2024). Figure 2 illustrates the conceptual framework of this study (Valmohammadi & Roshanzamir, 2015). So, all the hypotheses shown in the conceptual framework in Figure (1) are positive and direct (Dubey et al., 2015).

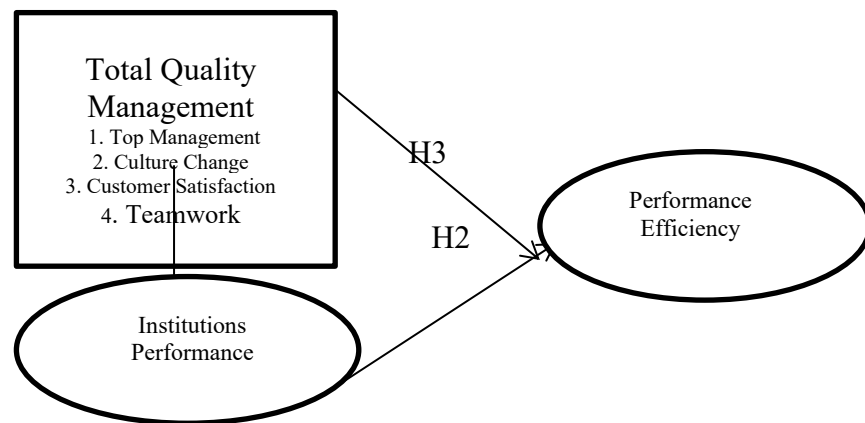


Figure 1: The Total Quality Management

The hypotheses developed for this study are as follows:

H1: Total Quality Management directly and positively affects Institutions Performance of the university.

H2: Institutions Performance is positively related to performance efficiency of the university.

H3: Total Quality Management directly and positively affects performance efficiency of the university.

4. Conclusion

The aim of this research is to develop a comprehensive conception of TQM practices (Albadry, 2020). The model contains three basic hypotheses of TQM literature, which include the use of information technology, modern technology and highly efficient teaching methods, which starts from the infrastructure up to the highest technical and logistical levels (Kadhim, Mahmoud, 2024). TQM initiatives should be implemented from education to ensure improved institutional performance and performance efficiency (Kadhim, 2025).

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