

Final Project 2
Code: MGM497 -PMG496
Project Template

Faculty of Management
Midocean University

Midocean University

Faculty of Management

Department/ Specialization: Business Administration



Project title

**The Impact of Total Quality Management Practices on
Organizational Performance**

Student name

**Nasser Ali AL Ghaith
232001602**

Graduation Project – 2

Faculty of Management - Midocean University

Supervisor

**Dr. Sara Faried
Dr. Alaa Ahmed
Dr. Rokaya Salah**

Faculty member- Faculty of management- Midocean University

2026/20/6 – Second Trimester 2026

Table of Contents

1. Chapter 1: Introduction

- 1.1 Introduction 3
- 1.2 Research Problem 4
- 1.3 Research Significance 5
- 1.4 Research Objectives 6
- 1.5 Research Questions 6
- 1.6 Research Hypotheses 6
- 1.7 Research Model 7
- 1.8 Scope of the Study..... 7
- 1.9 Project Structure..... 7

2. Chapter 2: Literature Review8

- 2.1 Introduction.....8
- 2.2 Concept of (TQM)8
- 2.3 TQM Dimensions9
- 2.4 Organizational Performance 9
- 2.5 Relationship between TQM and (OP) 10

3. Chapter 3: Research Methodology 11

- 3.1 Introduction..... 11
- 3.2 ODFRV..... 11
- 3.3 Research Design 11
- 3.4 RP & SM & T 12
- 3.5 Data Collection Method..... 12
- 3.6 Types of Data..... 13
- 3.7 Statistical Analysis Procedures..... 13
- 3.8 Conclusion..... 13

4. Chapter 4: Data Analysis and Results 14

- 4.1 Introduction14
- 4.2 Sample Profile 14
- 4.3 Validity and Reliability Tests 15
- 4.4 Descriptive Statistics for Research Variables 16
- 4.5 Testing Hypotheses 17
- 4.6 Discussion of Findings..... 17
- 4.7 Conclusion..... 17

5. Chapter 5: Conclusion and Recommendations 18

6. References 19

7. Appendix A: Questionnaire for Research Variables 20

8. Table of Research Instruments 22

Chapter 1

1.1 Introduction

In the contemporary global business environment, organizations operate under intense competitive pressure driven by globalization, rapid technological advancements, market liberalization, and increasing customer expectations. These dynamic conditions require organizations to continuously improve their internal processes, enhance product and service quality, and achieve superior performance outcomes in order to survive and sustain competitive advantage. As a result, quality management has evolved from a traditional inspection-based approach to a strategic management philosophy integrated into all organizational functions.

Total Quality Management (TQM) is widely recognized as one of the most comprehensive and influential management philosophies aimed at achieving continuous improvement and long-term organizational excellence. TQM emphasizes customer focus, leadership commitment, employee involvement, continuous process improvement, fact-based decision-making, and strategic quality planning (Oakland, 2014). Rather than being limited to quality control techniques, TQM represents an organizational culture that encourages participation, teamwork, and systematic problem-solving across all levels of management.

The theoretical foundations of TQM are largely influenced by quality pioneers such as Deming (1986) and Juran (1988), who stressed the importance of continuous improvement, management responsibility, and process control in achieving superior performance. Over time, TQM has been adopted not only in manufacturing industries but also in service sectors, healthcare institutions, financial organizations, and educational institutions. Empirical studies suggest that effective implementation of TQM practices can lead to enhanced productivity, cost reduction, improved customer satisfaction, and stronger financial performance (Talib, Rahman, & Qureshi, 2013).

However, despite its theoretical strengths and global adoption, the empirical evidence regarding the impact of TQM on organizational performance remains

inconsistent. While some studies confirm a positive and significant relationship between TQM practices and performance indicators, others indicate that implementation challenges, lack of strategic alignment, and weak managerial commitment may limit its effectiveness. These mixed findings highlight the need for further empirical investigation into how and to what extent TQM practices influence organizational performance.

Therefore, this study aims to examine the impact of Total Quality Management practices on organizational performance by identifying key TQM dimensions and analyzing their effect on performance indicators.

1.2 Research Problem

Although Total Quality Management has been widely implemented across different sectors, many organizations fail to achieve the expected improvements in performance. In some cases, TQM initiatives are introduced formally without being fully embedded in organizational culture or aligned with strategic objectives. This weak integration may reduce the effectiveness of TQM practices and limit their contribution to organizational outcomes.

Moreover, the existing academic literature presents mixed results regarding the strength and nature of the relationship between TQM and organizational performance. Some studies report strong positive correlations, while others suggest that contextual factors such as organizational size, leadership style, and industry type may influence the effectiveness of TQM implementation.

Accordingly, the research problem can be formulated as follows:

To what extent do Total Quality Management practices influence organizational performance?

1.3 Research Significance

At the Theoretical Level

This study contributes to the existing body of knowledge by providing an integrated framework that links TQM dimensions with measurable organizational performance indicators. It enriches academic discussion in the fields of quality management, strategic management, and organizational performance measurement. Additionally, it helps clarify inconsistencies in previous empirical findings by examining the direct relationship between TQM practices and performance outcomes.

At the Practical Level

From a practical perspective, the study provides valuable insights for managers and decision-makers regarding the importance of effective TQM implementation. The findings may assist organizations in identifying the most influential quality management practices that contribute to improved financial performance, operational efficiency, and customer satisfaction. Furthermore, the study can guide policymakers and business leaders in designing strategic quality initiatives that enhance competitiveness and sustainability.

1.4 Research Objectives

- 1. To identify key TQM practices implemented in organizations.**
- 2. To examine the relationship between TQM practices and organizational performance.**
- 3. To analyze the impact of leadership on TQM success.**
- 4. To evaluate the role of employee involvement in improving performance.**
- 5. To provide recommendations for effective TQM implementation.**

1.5 Research Questions

Main Research Question:

- To what extent do Total Quality Management (TQM) practices influence organizational performance?

Sub-Questions:

1. What are the key dimensions of TQM practices?
2. How does customer focus affect organizational performance?
3. What is the role of leadership in successful TQM implementation?
4. How does employee involvement impact performance outcomes?
5. What is the relationship between continuous improvement and organizational efficiency?

1.6 Research Hypotheses

- H1: TQM practices have a positive effect on organizational performance.
- H2: Customer focus positively influences organizational performance.
- H3: Leadership commitment positively affects TQM implementation.
- H4: Employee involvement improves organizational performance.

- H5: Continuous improvement has a significant positive impact on performance.

1.7 Research Model

- The research model is based on examining the relationship between Total Quality Management (TQM) practices and organizational performance.
- Independent Variables (IV):
 - Customer Focus
 - Leadership
 - Employee Involvement
 - Continuous Improvement
- Dependent Variable (DV):
 - Organizational Performance
- The model assumes that TQM practices (independent variables) have a direct positive effect on organizational performance (dependent variable).

1.8 Scope of the Study

This study focuses on examining the impact of Total Quality Management (TQM) practices on organizational performance within service organizations. The study specifically investigates customer focus, leadership, employee involvement, and continuous improvement. The target population consists of employees working in banks, hospitals, and telecommunication companies.

1.9 Project Structure

This project is organized into five chapters. Chapter One introduces the research background, problem statement, objectives, research questions, hypotheses, research model, scope of the study, and project structure. Chapter Two presents the literature review. Chapter Three explains the research methodology. Chapter Four presents the data analysis and results. Chapter Five concludes the study and provides recommendations.

Chapter 2 : Literature Review

2.1 Introduction

This chapter provides a comprehensive review of the literature related to Total Quality Management (TQM) and organizational performance. It discusses the concept and principles of TQM, its key dimensions, and the measurement of organizational performance. Furthermore, the chapter examines previous empirical studies that have investigated the relationship between TQM practices and organizational performance, highlighting both consistent findings and existing gaps in the literature.

2.2 Concept of Total Quality Management (TQM)

Total Quality Management (TQM) is a comprehensive management philosophy that focuses on continuous improvement, customer satisfaction, and the involvement of all employees in improving organizational processes. According to W. Edwards Deming (1986), quality should be integrated into every stage of production and service delivery to achieve long-term success. Similarly, Joseph M. Juran (1988) emphasized the importance of quality planning, quality control, and quality improvement as essential components of effective management.

TQM is not limited to quality inspection; rather, it represents a cultural transformation within organizations. Philip B. Crosby (1979) introduced the concept of “zero defects,” which highlights the importance of doing things right the first time. In addition, Armand V. Feigenbaum (1991) defined TQM as a system that integrates quality development, maintenance, and improvement across all departments.

Overall, TQM is considered a strategic approach that enhances competitiveness by improving processes, reducing costs, and increasing customer satisfaction.

2.3 TQM Dimensions

TQM consists of several key dimensions that collectively contribute to organizational success. One of the most important dimensions is customer focus, which emphasizes understanding and meeting customer needs and expectations. Organizations that prioritize customer satisfaction are more likely to achieve long-term success.

Leadership is another critical dimension of TQM. Effective leadership ensures clear direction, strong commitment to quality, and support for continuous improvement initiatives. Leaders play a key role in creating a quality-oriented culture within the organization.

Employee involvement is also essential, as it encourages participation, teamwork, and empowerment. When employees are actively involved in decision-making processes, they are more motivated to contribute to organizational improvement.

Continuous improvement is a fundamental principle of TQM that focuses on enhancing processes, reducing errors, and increasing efficiency over time. According to Oakland (2014), continuous improvement enables organizations to adapt to changing environments and maintain competitive advantage.

These dimensions work together to ensure that quality is embedded in all aspects of organizational operations.

2.4 Organizational Performance

Organizational performance refers to the ability of an organization to achieve its goals efficiently and effectively. It is a multidimensional concept that includes financial performance, operational efficiency, and customer satisfaction.

Financial performance measures profitability, revenue growth, and cost reduction. Operational performance focuses on productivity, process efficiency, and quality of outputs. Customer satisfaction reflects how well an organization meets customer expectations and builds long-term relationships.

According to various studies, organizations that adopt effective management practices, such as TQM, tend to achieve higher levels of performance. Performance measurement is essential for evaluating success and identifying areas for improvement.

2.5 Relationship between TQM and Organizational Performance

The relationship between TQM practices and organizational performance has been widely examined in academic research. Many studies have found a positive and significant relationship between the two.

For instance, Hakan Kaynak (2003) found that TQM practices positively influence operational performance and indirectly improve financial performance. Similarly, Talib, Rahman, and Qureshi (2013) concluded that TQM implementation leads to higher quality performance and customer satisfaction, particularly in service organizations.

Additionally, studies by Powell (1995) suggest that organizations that effectively implement TQM practices achieve competitive advantage and superior performance. Samson and Terziovski (1999) also found that leadership and people management are key drivers of performance improvement under TQM.

However, not all studies report consistent results. Some researchers argue that the success of TQM depends on factors such as organizational culture, leadership commitment, and proper implementation strategies. Failure to integrate TQM into organizational strategy may lead to limited or no improvement in performance.

Overall, the majority of empirical evidence supports the view that TQM has a positive impact on organizational performance when properly implemented.

Chapter 3 :Research Methodology

3.1 Introduction

This chapter explains the research methodology adopted in this study. It describes the research design, operational definitions of the research variables, target population, sampling technique, data collection method, types of data, and statistical analysis procedures. The purpose of this chapter is to explain how the study will be conducted to examine the impact of Total Quality Management (TQM) practices on organizational performance.

3.2 Operational Definitions for Research Variables

The study includes one independent variable and one dependent variable.

Independent Variable

Total Quality Management (TQM)

Total Quality Management refers to a management philosophy that focuses on continuous improvement, customer satisfaction, employee participation, and leadership commitment to improve organizational performance.

The dimensions of TQM used in this study are:

- Customer Focus
- Leadership
- Employee Involvement
- Continuous Improvement

Dependent Variable

Organizational Performance

Organizational performance refers to the organization's ability to achieve its goals effectively and efficiently through improved service quality, productivity, and customer satisfaction.

3.3 Research Design (Research Onion)

This study adopts a positivist research philosophy because it aims to measure the relationship between Total Quality Management practices and organizational performance using quantitative data.

A deductive research approach is adopted since the study tests hypotheses developed from previous literature.

The research strategy is survey research, which allows the collection of data from a large number of respondents through a structured questionnaire.

The study follows a cross-sectional time horizon, where data are collected at one point in time.

A quantitative research method is employed because it provides numerical data suitable for statistical analysis.

Research Onion Summary

Layer	Selected Method
Research Philosophy	Positivism
Research Approach	Deductive
Research Strategy	Survey
Methodological Choice	Quantitative
Time Horizon	Cross-sectional
Data Collection	Questionnaire

3.4 Research Population and Sampling Methods and Technique

The target population of this study consists of individuals who have experience dealing with service organizations such as banks, hospitals, and telecommunication companies. A convenience sampling technique was used to collect data through an online questionnaire, and the collected responses were analyzed to examine the relationship between Total Quality Management (TQM) practices and organizational performance.

3.5 Data Collection Method

Primary data will be collected using a structured questionnaire created through Google Forms.

The questionnaire consists of demographic questions and statements measuring the study variables using a five-point Likert scale, ranging from:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

The questionnaire link will be distributed electronically through social media platforms and online communication channels.

3.6 Types of Data

This study uses both primary and secondary data.

Primary Data

Primary data are collected directly from respondents through the online questionnaire.

Secondary Data

Secondary data are obtained from books, academic journals, conference papers, and previous studies related to Total Quality Management and organizational performance.

3.7 Statistical Analysis Procedures

The collected data will be analyzed using the Statistical Package for the Social Sciences (SPSS).

The following statistical techniques will be used:

- Descriptive Statistics (Frequency, Percentage, Mean, and Standard Deviation)
- Reliability Analysis using Cronbach's Alpha
- Correlation Analysis
- Simple Linear Regression Analysis
- Hypothesis Testing

The findings will be presented using tables and charts where appropriate.

3.8 Conclusion

This chapter has explained the research methodology adopted in the study. It described the operational definitions of the variables, research design, research population, sampling technique, data collection method, types of data, and statistical analysis procedures. The next chapters will present the data analysis, findings, and conclusions based on the collected responses.

Chapter 4

4.1 Introduction

This chapter presents the statistical analysis and discussion of the findings obtained from the questionnaire responses. A total of 23 valid responses were collected and analyzed. The chapter includes the demographic profile of respondents, reliability analysis of the questionnaire, descriptive statistics for the research variables, discussion of the findings, and a conclusion.

4.2 Sample Profile

Table 4.1 Gender Distribution

Percentage	Frequency	Gender
91.3%	21	Male
8.7%	2	Female
100%	23	Total

Interpretation

The majority of respondents were male (91.3%), while females represented 8.7% of the sample.

Table 4.2 Age Distribution

Percentage	Frequency	Age Group
17.4%	4	Less than 25
60.9%	14	25–34
13.0%	3	35–44
4.3%	1	45–54
4.3%	1	55 and above
100%	23	Total

Interpretation

Most respondents (60.9%) were between 25 and 34 years old, indicating that the sample mainly represents young adults.

4.3 Validity and Reliability Tests

Table 4.3 Reliability Analysis

Value	measure
0.915	Cronbach's Alpha
10	Number of Items

Interpretation

The questionnaire achieved a Cronbach's Alpha of 0.915, indicating excellent internal consistency. Therefore, the questionnaire is considered reliable for measuring the research variables.

4.4 Descriptive Statistics for Research Variables

Table 4.4 Descriptive Statistics

Interpretation	Mean	Statement
Moderate	3.48	Companies usually pay attention to customer needs
Moderate	2.91	Companies respond appropriately to customer complaints
Moderate	3.39	Customer satisfaction is a priority for most companies
High	4.22	Company management improves service quality
High	4.35	Good leadership contributes to better customer service
High	4.04	Strong leadership provides better services
High	4.17	Employees' behavior affects customer satisfaction
High	4.35	Helpful employees improve customer experience
High	4.26	Companies should continuously improve their services
Very High	4.52	High-quality services improve company performance

Interpretation

The descriptive statistics indicate that respondents generally agreed that leadership, employee behavior, continuous improvement, and service quality positively influence organizational performance. The highest mean score (4.52) was recorded for the statement "High-quality services improve company performance," demonstrating strong agreement among respondents.

4.5 Testing Hypotheses

H1: Total Quality Management practices have a positive impact on organizational performance.

Result: Supported.

H2: Leadership positively influences organizational performance.

Result: Supported.

H3: Continuous improvement positively affects organizational performance.

Result: Supported.

Interpretation

The descriptive results indicate positive perceptions of Total Quality Management practices. Respondents generally agreed that leadership, employee involvement, and continuous improvement contribute to improving organizational performance.

4.6 Discussion of Findings

The findings indicate that respondents perceive Total Quality Management practices as important factors influencing organizational performance. Leadership and continuous improvement received high mean scores, suggesting that these practices play a significant role in improving service quality and customer satisfaction.

These findings are consistent with previous studies by Oakland (2014), Goetsch and Davis (2016), and Sadikoglu and Zehir (2010), which concluded that effective implementation of TQM practices enhances organizational performance and increases customer satisfaction.

4.7 Conclusion

This chapter presented the statistical analysis of the collected data. The sample profile showed that most respondents were male and between 25 and 34 years old. The questionnaire demonstrated excellent reliability with a Cronbach's Alpha value of 0.915. The descriptive statistics indicated positive perceptions toward Total Quality Management practices, particularly leadership, employee involvement, continuous improvement, and service quality. Overall, the findings support the importance of Total Quality Management in improving organizational performance.

Chapter 5

Conclusion and Recommendations

This chapter summarizes the key findings of the study and provides practical recommendations for organizations to improve the implementation of Total Quality Management practices and enhance organizational performance.

References

- Deming, W. E. (1986). *Out of the crisis*. MIT Press.
- Juran, J. M. (1988). *Juran on planning for quality*. Free Press.
- Crosby, P. B. (1979). *Quality is free: The art of making quality certain*. McGraw-Hill.
- Feigenbaum, A. V. (1991). *Total quality control* (3rd ed.). McGraw-Hill.
- Oakland, J. S. (2014). *Total quality management and operational excellence: Text with cases* (4th ed.). Routledge.
- Kaynak, H. (2003). The relationship between total quality management practices and their effects on firm performance. *Journal of Operations Management*, 21(4), 405–435.
- Talib, F., Rahman, Z., & Qureshi, M. N. (2013). An empirical investigation of the relationship between total quality management practices and quality performance in Indian service companies. *International Journal of Quality & Reliability Management*, 30(3), 280–318.
- Powell, T. C. (1995). Total quality management as competitive advantage: A review and empirical study. *Strategic Management Journal*, 16(1), 15–37.
- Samson, D., & Terziovski, M. (1999). The relationship between total quality management practices and operational performance. *Journal of Operations Management*, 17(4), 393–409.

Appendix A: Questionnaire for Research Variables

Google form link : https://docs.google.com/forms/d/e/1FAIpQLSeIAg4dAcM-BNyXJTUURYeVVZ_U3iaunEFm_Jh5RHki5NHLOW/viewform?usp=header

Gender

- Male
- Female

Age

- Less than 25
 - 25–34
 - 35–44
 - 45–54
 - 55 and above
-

Response Scale

For the following statements, please select one of the following options:

- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
-

Customer Focus

1. Companies usually pay attention to customer needs.
2. Companies respond appropriately to customer complaints.

3. Customer satisfaction seems to be a priority for most companies.
-

Leadership

4. Company management plays an important role in improving service quality.
 5. Good leadership contributes to better customer service.
 6. Companies with strong leadership usually provide better services.
-

Employee Involvement

7. Employees' behavior affects my satisfaction with a company.
 8. Helpful employees improve my experience with a company.
-

Continuous Improvement

9. Companies should continuously improve their services.
-

Organizational Performance

10. High-quality services improve company performance.

Table of Research Instruments

Variable	Dimension	Number of Items
Total Quality Management	Customer Focus	3
Total Quality Management	Leadership	3
Total Quality Management	Employee Involvement	2
Total Quality Management	Continuous Improvement	1
Organizational Performance	Performance Measurement	1