REPUBLIC OF TÜRKİYE

ALTINBAŞ UNIVERSITY

Institute of Graduate Studies

Business Administration

THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATION PERFORMANCE IN TELECOMMUNICATION COMPANIES IN IRAQ

Yousif Abdulmohsin Yousif ALRAWE

Master’s Thesis

Supervisor

Asst. Prof. Dr. Ayşegül BAYRAKTAROĞLU GÜNER

İstanbul, 2024

THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATION PERFORMANCE IN TELECOMMUNICATION COMPANIES IN IRAQ

Yousif Abdulmohsin Yousif ALRAWE

Business Administration

Master's Thesis

ALTINBAŞ UNIVERSITY

2024

The thesis titled THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATION PERFORMANCE IN TELECOMMUNICATION COMPANIES IN IRAQ prepared by YOUSIF ALRAWI and submitted on ---------- has been **----------** for the degree of Master of Art in Business Administration.

____

Thesis Defense Committee Members:

____

____

____

I hereby declare that this thesis meets all format and submission requirements of a Master's thesis.
Submission date of the thesis to Institute of Graduate Studies: ___/___/___

I hereby declare that all information/data presented in this graduation project has been obtained in full accordance with academic rules and ethical conduct. I also declare all unoriginal materials and conclusions have been cited in the text and all references mentioned in the Reference List have been cited in the text, and vice versa as required by the abovementioned rules and conduct.

Yousif Abdulmohsin Yousif ALRAWET

Signature

ABSTRACT

THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATION PERFORMANCE IN TELECOMMUNICATION COMPANIES IN IRAQ

ALRAWE, Yousif Abdulmohsin Yousif

MBA., Business Administration, Altınbaş University

Supervisor: Asst. Prof. Dr. Ayşegül BAYRAKTAROĞLU GÜNER

Date: July/2024

Pages: 67

Telecommunication companies in Iraq were targeted according to the present research to examine the influence of the influence of TQM on performance of organizational. The descriptive analytical approach was chosen, and a questionnaire was created to collect data from employees. operating at targeted companies. 250 questionnaires were distributed, of which 207 questionnaires were retrieved, 31 questionnaires were found non-valid for analysis showing patterns in responses and a clear dataset included 176 valid questionnaires making a response ratio (70.4%). employee data using a questionnaire that was created. (26). Main results that were reported:

a. Overall levels of applying TQM at surveyed telecommunication companies were a mean score that is modest overall [Mean= 3.25].
b. Telecommunication companies in Iraq have moderate levels of organizational performance [Mean= 3.23].
c. TQM has a substantial impact on organizational as the correlation coefficient was for performance [R= 0.743] and the adjusted R-square was [53.9%].

Based on reported results, - The research produced a set of recommendations and implications that are expected to benefit those in charge of telecommunication companies at Iraq:

a. Management of telecommunication companies in Iraq should investigate reasons for a such moderate level of organizational performance.

b. Managers should be aware of the vital role of TQM in promoting organizational performance, hence appropriately applying TQM can lead for better levels of organizational performance.

c. Managers at telecommunication companies in Iraq should reconsider their practices related to Continuous improvement and Fact-based management as these two aspects were non-significant in fostering organizational performance.

Keywords: TQM, Organization Performance, Telecommunication Companies, Iraq, Employee Data.

ÖZET

IRAK'TAKİ TELEKOMÜNİKASYON ŞİRKETLERİNDE TOPLAM KALİTE YÖNETİMİNİN ORGANİZASYON PERFORMANSINA ETKİSİ

ALRAWE, Yousif Abdulmohsin Yousif

MBA., Business Administration, Altınbaş University,

Danışman: Asst. Prof. Dr. Ayşegül BAYRAKTAROĞLU GÜNER

Tarih: Temmuz/2024

Sayfalar: 65

Mevcut araştırmaya göre Irak'taki telekomünikasyon şirketleri, toplam kalite yönetiminin organizasyonel performans üzerindeki etkisinin incelenmesi amacıyla hedeflendi. Tanımlayıcı analitik yaklaşım tercih edildi ve çalışanlardan veri toplamak için bir anket oluşturuldu. hedeflenen şirketlerde faaliyet göstermektedir. 250 anket dağıtıldı, bunlardan 207'si geri alındı, yanıtlardaki kalıpları gösteren analiz için 31 anket geçersiz bulundu ve net bir veri seti, yanıt oranını (%70,4) oluşturan 176 geçerli anketi içeriyordu. oluşturulan bir anket kullanılarak çalışan verileri. (26). Bildirilen ana sonuçlar:

a. Ankete katılan telekomünikasyon şirketlerinde Toplam Kalite Yönetimi uygulama düzeyleri genel olarak mütevazı bir ortalama puana sahipti [Ortalama= 3,25].
b. Irak'taki telekomünikasyon şirketleri orta düzeyde organizasyonel performansa sahiptir [Ortalama= 3.23].
c. Performans için korelasyon katsayısı [R= 0,743] ve düzeltilmiş R-kare [%53,9] olduğundan, Toplam Kalitenin organizasyonel üzerinde önemli bir etkisi vardır.

Bildirilen sonuçlara dayanarak, - Araştırma, Irak'taki telekomünikasyon şirketlerinden sorumlu olanlara fayda sağlaması beklenen bir dizi öneri ve çıkarım üretti:

a. Irak'taki telekomünikasyon şirketlerinin yönetimi, bu kadar orta düzeyde bir organizasyonel performansın nedenlerini araştırmalıdır.

b. Yöneticiler, TKY'nin organizasyonel performansı artırmadaki hayati rolünün farkında olmalıdır, dolayısıyla TKY'nin uygun şekilde uygulanması, daha iyi organizasyonel performans seviyelerine yol açabilir.
c. Irak'taki telekomünikasyon şirketlerindeki yöneticiler, Sürekli İyileştirme ve Gerçeklere Dayalı Yönetim ile ilgili uygulamalarını yeniden gözden geçirmelidir; çünkü bu iki husus, kurumsal performansın geliştirilmesinde önemli değildir.

Anahtar Kelimeler: Toplam Kalite Yönetimi, Organizasyon Performansı, Telekomünikasyon Şirketleri, Irak, Çalışan Verileri.

TABLE OF CONTENTS

Pages

LIST OF TABLES

Pages

LIST OF FIGURES

Pages

1. INTRODUCTION AND PURPOSE

Globalization and great competition in the world are among the things that have changed the business environment, in addition to changing customer requirements. According to these changes, Jordanian companies have adopted various standards for (IOS 9000). Total Quality Management and other quality management systems are examples, also the focus on TQM has increased. In a new way to manage companies to improve competitiveness. The " experienced significant variations in a business environment and enhancements in quality and has developed one of the main procedures that can be realized in any company to realize an organizational advantage in competition, as a result of the permanent rise in the global labor market, firms had to improve products and the quality of their services to ensure continuity and enhance the organization's performance to raise client contentment, and the ability to implement many comprehensive quality management practices, so that TQM relies on that all company employees must cooperate with respective others to create high-quality services and goods, as well as, thus chance customer requirements and one of the strategies that can be implemented to reduce errors is to process control in manufacturing' [1].

“Management of total quality involves many quality tools and techniques. Furthermore, the diverse values and principles that all employees in the event company share [2] Therefore, TQM expresses a strategy aimed at creating and transferring more efficient services through collaboration among company participants” [3].

1.1 RESEARCH BACKGROUND

This study is going to be carried out on the telecommunications sector in Iraq, so telecommunications companies in Iraq urgently need to put in place total quality management because of its significant “influence on the performance of the organization of these firms, through the” practice of total quality control the administration of companies appropriately and correctly, thus ensuring continuity of the company's work in an appropriately and correctly rate manner“ According to the current research, Iraqi telecommunications companies were relied on: (Asiacell, Korek, Zain).

So, it targets the company’s administrators and employees, to achieve the primary goal of determining the effect of entire quality control about the functioning of an organization in Iraqi telecommunications firms, in addition, to identifying the impediments to attaining a high level of organizational performance and the best and appropriate in applying the dimensions of total quality management, by reviewing previous studies, there was discovered to be is a positive impact of the effect of overall quality control on the functioning of an organization. So, the whole caliber management dimensions are considered more effective when they are reflected on organizational performance, and provide the best services correctly, which benefits the improvement of organizational performance. complete quality control is one of the study's independent variables". To find out how it affects the dependent variable, which is organizational performance as seen by employees and administrators in telecommunications companies in Iraq [4].

1.2 STATEMENT OF THE PROBLEM

The term "general management of quality" refers to considered performance, so In execution measurement frameworks, a wide range of standards are used and despite the widespread acceptance of TQM as a practical action to keep the performance of an organization high, companies still strive to maintain competitiveness via ongoing improvement and unsteady environment, and for this kind of development of the organization, companies use social and involvement in the technological system as a way of increasing output and satisfaction of the employee, social system intervention focuses on total quality management and self-directing work groups, and the elements influencing the achievement of the firm.

1.3 IMPORTANCE OF THE STUDY

The importance of the current study appears through its concentration on the overall idea of quality management and how performance is affected of the organization. Therefore, the importance of the study can be explained through the scientific importance and practical importance, namely:

a. Scientific Importance
“This study is of interest to researchers, analysts, and those interested in the subject of the study, so we will talk about comprehensive quality management, and identify the determinants that affect the organization’s performance”. Therefore, this study explained TQM's importance and its concept, its implementation in the telecommunication companies

in Iraq, and the ability to link all results to events, and realistic evidence, so we hope that this study will be of significant interest to researchers and analysts interested in the topic of the study and to obtain recent results related to the topic.

b. Practical Importance

The practical significance of this study is to determine the influence of TQM on the performance of organizational in telecommunications organizations in Iraq, because of this impact on the telecom sector at present, and to benefit from the application of the results of this research in the Iraqi telecommunications companies to add scientific value and make recommendations based on these results. So that it is expected that the results that were included in the study will help the telecommunication companies in Iraq in particular, in the expression of complete the existence of quality management, and identify the importance of each characteristic and how it impacts the work of the telecommunication companies in Iraq.

1.4 PURPOSE OF THE STUDY

This current research consists of several goals that it seeks to achieve, and the following is an explanation of them:

Main Objective: Identify the impact of comprehensive quality management on organizational performance in Iraqi telecommunications firms , Several sub-objectives from this objective:

a. Analyze the impact of consumer attention on organizational performance.
   Assess the impact of leadership on the organization's performance.
b. Determine the effect of leadership on the achievement of the company in the telecommunication companies in Iraq.
c. Determine how Continuous Improvement affects the performance of the organization in the telecommunication companies in Iraq.
d. Identify the Employee effect involvement on the performance of organization in the telecommunication companies in Iraq.
e. Identify the effect of management of the organization's performance based on facts in the telecommunication companies in Iraq.

1.5 PRIMARY RESEARCH QUESTIONS

The study focuses on answering a set of the questions that follow:

Main Question: Is there an influence of overall quality management on organizational operational efficiency in Iraqi telecom firms?

Several subsections about this inquiry :

a. Is there an impact of customer attention on the organization's performance in the telecommunication companies in Iraq?
b. Is there an effect of Leadership on the achievement of organization in the telecommunication firms in Iraq?
c. Is there an effect of ongoing development on the efficiency of the company in Jordanian businesses engaged in manufacturing?
d. Is there an impact on Employee engagement and the performance of the company in the telecommunication companies in Iraq?
e. Is there an impact of fact-based management on the performance of organization in the telecommunication firms in Iraq?

1.6 MODEL OF THE STUDY

This study includes a collection of variables that are independent and dependent, the changing of independent: is total quality management and its dimensions (employee involvement, fact-based management, customer focus leadership, continuous improvement). The Dependent Variable: organization performance and its dimensions (operation efficiency, employee satisfaction).

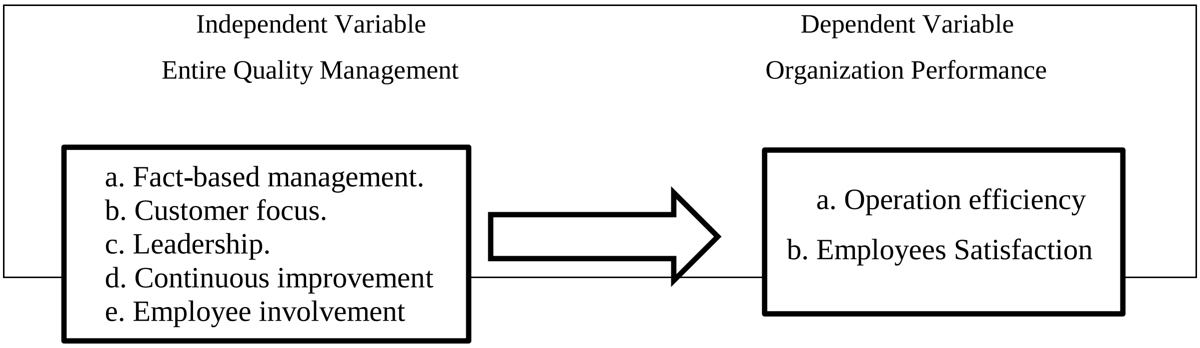

Figure 1.1: Framework Research (Al-Damen 2017; Daniel et al., 2019; Taleghani et al., 2013).

1.7 HYPOTHESES

Main Hypothesis (H1): At the significance level, there is a statistically significant effect ($\alpha \leq 0.05$) for comprehensive quality control for the functioning of the company in Iraqi telecoms.

This hypothesis has several sub-hypotheses:

H1.1: At the level of significance, A statistically significant effect is present. ($\alpha \leq 0.05$) for Client attention to the operation of the company in the telecommunication firms in Iraq.

H1.2: At the level of significance, there is a statistically significant impact ($\alpha \leq 0.05$) of Leadership on the performance of organization in the telecommunication firms in Iraq.

H1.3: At the level of significance, there is an impact that is statistically significant ($\alpha \leq 0.05$) for ongoing performance enhancement within the organization in the telecommunication in Iraq Companies.

H1.4: At the significance level, there is a statistically significant impact ($\alpha \leq 0.05$) for Employee involvement in the Performance of the organization in Iraqi telecom businesses.

H1.5: At the significance level, a statistically significant impact is seen ($\alpha \leq 0.05$) for Fact-based management about how the company performed in the Iraqi telecom industry.

1.8 RESEARCH DESIGN

This research is both descriptive and quantitative. the analysis of the gathered data will be presented through a questionnaire specific to the topic, using the SPSS program.

1.9 DATA COLLECTION AND SETTINGS

All data for the study will be made from the primary data, through a survey that will be distributed to telecom providers in Iraq to identify the impact of total quality management in its proportions (continuous improvement, fact-based management, customer focus, leadership, and employee involvement), also the performance of organizations in its dimensions (operation efficiency, employees' satisfaction) for employees working in telecommunications companies in Iraq.

Therefore, data from secondary collected from several associated references like:

a. Articles and books related to complete quality management as a topic .

b. Articles and books concerning organizational performance .

c. Websites related to the subject of the study.

1.10 CONCEPUTAL DEFINITIONS

a. Total Quality Management (TQM): A society occupied by the suggestion and sent to every congress in the association, to fulfill consumer loyalty [5].

b. Customer Focus: The side-by-side of an association in the direction of helping its customer's supplies and expectations. Selecting the supplies for the client, similarly to become effort on the unit to which those requirements have occurred, over together with development interaction, and focusing on achieving more significant loyalty of client and the customer in the element plan [1].

c. Leadership: It refers to the degree of value responsibility acknowledgment by top administration and collaboration in efforts to enhance quality and checking this utilization. Recognizing, counting society for quality, influencing the organization in setting quality procedure bearing, responsibility for quality improvement, directing and assisting the association in promoting the compelling initiative. They set approaches, plan procedures, and dispatch strategies for staff to execute [2].

d. The Role of the Employee: Inclusion of representatives in workouts for quality upgrading, for example, collaboration, representative responsibility and worker ideas [3].

e. Continuous Improvement: An income with an effort to learn new strategies and ways in delivering improved high-quality products and Creation, administrations, be extra serious, objective surpassing customer assumptions [7].

f. Fact-Based Management: Data analysis is required to make compelling decisions and information. This is finished by data identified, gathering information and taking estimations with the reason, legitimacy of the data, information, and guaranteeing the exactness and examination of information, understanding the significance of utilizing proper factual methods, data strategies, simple admittance, and building dynamism upon the findings of the rational inquiry [8].

g. h. Performance of organizational: “Several monetary and non-monetary indicators

that provide information on the degree of objective and outcome achievement [9].

2. GENERAL INFORMATION

The present study's second chapter contains an explanation of the variables relates to the study's subject, explaining Total quality management is a concept, explaining its elements and dimensions, and then talking about organizational performance, by explaining its concept and all its elements, while clarifying the level of the relationship According to prior research, there is a link between comprehensive quality management and organizational performance. With the expanding pattern of globalization and quality administration/improvement rehearses, Total Quality Management has evolved into a worldwide wonder. Its rise is among the key developments in the world of operations the board sciences and it has received widespread acceptance worldwide. In associations, administrators/leaders get energy through fulfilling client needs and authoritative endurance which is the principal theory of TQM [7].

2.1 DEFINITION OF TOTAL QUALITY MANAGEMENT

The topic of quality administration is spread-out, and an important quantity of analysts considered the impression [8]. Characterized by the Chartered Quality Institute TQM as hierarchical administration cognitive, which authorizes it to discuss expectations successfully and effectively related concerns, short of compromising Moral attributes [9].

TQM is viewed by the American Society for Quality as an administrative strategy to address achievements over great distances via customer. loyalty TQM is a methodical method for handling the planning and carrying out steps using zeroing hierarchical improvement measures in building responsibility, advancing open choices, and on consumer loyalty [10].

2.2 PART (1): INTRODUCES THE TOTAL QUALITY MANAGEMENT

2.2.1 The Concept of Total Quality Management

[11] considers TQM to be the link between information and individuals, arrangements, techniques, and equipment to get exceptional results. Its ways to deal with the motivations behind execution and is an administration reasoning with exhaustive arrangement of instruments [12]. Total quality management as well connects Over the duration of their customer coverage, every association employee's assumption over applying critical analysis techniques to advance the quality of every administration and single hierarchical element

[13]. The major focus of cognitive comprehensive quality management is to achieve a wide joining between capacities to get improved improvement and the hierarchical team, progress, conservation of objects, and administration quality to accomplish consumer loyalty [14].This administrative way of thinking is straightforward and centers on further developing business quality and fulfillment of supervisors through the advancement of the association of representatives in dynamic cycles by utilizing groupings of high-quality circle methods and quality improvements [15]. Total quality management approaches are gaining popularity. was to a great extent upgraded over the most recent twenty years and it is considered a fundamental field to read for some researchers [16],[2] demonstrated that TQM was generally acknowledged in various administrative areas as an administrative system that expected to improve the execution of associations. Additionally, TQM is considered an extensive reconciliation between a few models, techniques, people, and correspondence cycles to cover all client requests [17]. [18] a TQM model was proposed which is perceived as the "Parts of TQM" model TQM companies work to gain customer loyalty and good business assets, in addition to obtaining significant funding [19]. Total quality management presents many important degrees in terms of the advantages of the advanced level of customers and cooperation with them, and these advantages are due to a level of joint critical thinking, and the board of directors' responsibilities, in addition to enhancing the level of honest representation by the management [2]. Total quality management training includes a level of senior management responsibility, relying on customer focus, preparation and education, and continuous improvement, in addition to providing executives, contribution and support of representatives, standards, quality data, and implementation, so the return is to improve quality and benefit level, and achieve a high level from consumer loyalty, focus on the development of the customer, and determine the appropriate time, and It was discovered that all overall quality management methods emphasize on each administrative activity consisting of preparing, implementing and evaluating all appropriate procedures for the company. The evaluation of the current composition also demonstrates that most parts of the link between the studies, appropriate, overall quality management and legal paid implementation with regard to the Japan, United States of America and there are many available results that explore the relationship of overall quality control procedures at various levels in terms of application and gradual implementation. there are differences and diversity in TQM practices maintain a superiority accessible, associations have traditionally focused

on the characteristics of their products. Various drives to build the items nature and administrations have progressed throughout time [20]. The first focus at the beginning of the 20th century, was on examination, this involved ensuring the manufactured goods fulfilled the specifications., beyond a couple of many years. The focus of associations has shifted from item assessment to quality control [21]. Within oversight of quality, many institutions are trying to make a clear distinction at one time, in addition to clarifying the defects that can be reviewed before introducing a large number of elements that are not related to decisions, through the idea's development of value, and the focus was on quality further in order to confirm quality [22]. "Has become a perceived practice for arranging quality confirmations." and forestalling issues at the source prior to beginning to make items [23]. Total Quality Management is seen as the most current focus in the creation of value [6]. This "calls on all segments of the organization, including clients, to apply quality management standards." and providers, and they're joining with the essential business actions [24]. The quality requirements as a realistic component of a company's system plan, in order to implement total quality management, were clearly clarified by [25], so they expressed that quality is a full capacity for institutions, and it must be available in the daily operation of institutions, interaction in the election, selection of personnel, assignment of assets, clarification of needs and transfer of management to meet client requirements [26]. Therefore, the quality methodology is a key element that brings to organizations another way to demonstrate quality, because it attracts senior managers in the organization, in order to better implement the transfer of assistance [9]. As indicated by [27] quality, dependability, conveyance, and value construct the standing delighted in by the foundation. The most important factor in these powerful weapons is quality and is an incredibly troublesome idea to characterize in a couple of phrases to agree upon while defining an agreement [28].

2.2.2 History of Quality Management

To keep a competitive advantage, associations have long focused on the quality of their product. Various drives to build the nature of items and from year to year, administrations have improved [20]. Before the turn of the 20th century, the early concentration was on examination, which included making sure that the made items met the particulars, beyond a couple of many years The focus in associations has shifted from item review to item quality control" [21]. Within the control of quality, many institutions are trying to recognize directly at one time, in addition to clarifying the defects that can be reviewed before introducing a large number of elements that are not related to decisions, through the focus was on quality further to confirm quality and the development of the idea of value [22]. Confirmation of quality " has evolved into a thought process for planning and preventing problems at their root before starting to produce goods [23]. TQM is seen as the most current focus in the creation of value " [6]. This " calls for the utilization of quality control standards to all areas of the company, encompassing clients and providers, and they're joining with the main business metrics " [24]. requirements of the quality as a realistic component of a company's system plan, to implement total quality management, were clarified by" [25], "so they expressed that quality is a full capacity for institutions, and it must be available in the daily operation of institutions, interaction in the election, selection of personnel, assignment of assets, clarification of needs and transfer of management to meet client requirements" [26].Therefore, "the quality methodology is a key element that brings to organizations another way to demonstrate quality, because it attracts senior managers in the organization, in order to better implement the transfer of assistance [10]. As indicated by [27] quality, dependability, conveyance, and value construct the standing delighted in by the foundation. The most important aspect of these dangerous weapons is their quality and is an incredibly troublesome idea to characterize in a couple of words to concur on an agreement definition" [28].

2.2.3 Values of TQM

An institution's guiding principles are based on its cultural style [29]. The guideline cannot be considered ineffective, and they must be seen as related to each other. Therefore, the characteristics change slightly between the various bases over time, and [29] explained that the idea of (TQM) total quality management includes many innovations, just as is the case in many degrees of excellence in quality, and according to the guiding principles are a major part of the work on quality excellence, it is expected to introduce the most basic tenets of TQM.

2.2.4 Methodologies of TQM

One contrast between evaluation and self-appraisal is that the last doesn't include any outer association from the work, as opposed to the first. As indicated by EFQM (1996) self-appraisal is an extensive, methodical, ordinary audit of an association's exercises and outcomes that are compared to a business greatness model [30]. [29] Fight those strategies are ways to deal with work inside the relationship to show up at the characteristics, a methodology , according to [29], involves different activities acted considering a particular objective [20] Assessment and self-evaluation have during the latest two or three numerous years been set up as critical philosophies for enhancements [31]. One qualification between examination and self-evaluation indicates the latter performs excludes any outer relationship of the work, Though the first one does . As demonstrated by EFQM (1996) self-assessment is a broad, proficient and normal review of results alluded and an affiliation's activities to contradict a significant business model. furthermore, as per EFQM (1996), the self-appraisal measure permits the association to observe its qualities and regions wherein enhancements can be made and comes full circle in arranged improvement activities which are then checked for progress [32]. explained that organizations use self-evaluation to identify traits and deficiencies, and work on the development and external and internal training in terms of exchanging best ideas and practices. [33] showed that the objectives behind the use of self-evaluation are necessary to discover opportunities for development and coordinate the level of improvement in the performance of the company, while the objectives of identifying the self-evaluation with further development in the implementation of the work, build awareness quality in all parts of the work and drive for continuous improvement [34]. Quality Circles are used in the methodologies. Benchmarking, Design of Experiments, Supplier Partnership, Employee Development, Process Management, Self-Assessment, Policy Deployment, and Quality Functional Deployment.

2.2.5 Tools of TQM

[29] explain that tools are definite and explicit devices to a certain extent, which often have a fundamentally measurable premise, dynamic assistance, or work with the examination of all information, and express that TQM relates to a constantly evolving tool, and the framework is formed Administrative attributes, procedures, and tools, the aim of which is to expand the scope of external and internal consumer loyalty while reducing the size of assets . Therefore, part of the devices for TQM are relationship diagram, tree diagram, factor design, process diagrams, control diagrams, MBNQA standards, Ishikawa diagram, as well as ISO 9000 .

2.2.6 Dimension of Total Quality Management

There is "an arrangement see that organizations should keep different guidelines in a planned way for productive TQM execution. Furthermore, to choose essential components of full-scale quality management, a variety of inspections have been finished and Individual researchers created various instruments., Such as [35], [36], - [37],[38],[39], and [40] associations like Deming Prize Criteria, EFQM (European Foundation for Quality Management), and Malcolm Baldrige Award. ISO 900 and the Jordan business significance model (JEBEM). The agent picked the going with five TQ principles: leadership, continuous improvement, fact-based management, customer focus and employee involvement.

a. Customer Focus

Partnerships "depend on their customer", so they should recognize the future and current requirements accomplish their necessities, and strive to go above and beyond their expectations [41]. This is consummate exploring and assumptions for the client as much as things, administrations and transmission date, cost, and dependability connecting the objectives system with the supplies and assumptions for the customer, and following the technique of guaranteeing harmony between the necessities and assumptions for clients, different partners (proprietors, representatives, providers, and the local area), advise any stages in the office this necessities, assumptions, measure consumer loyalty and act as specified by the outcomes, client relationship the management to achieve the normal interest and seeing every one of the necessities [42].

b. Leadership

The thinking style of total quality occurs through what includes the responsibility" of “using complete quality management, top management in” logical exercises " [18]. The management must play a vital role in establishing an error-free future vision, the flourishing of the company’s characteristics, keeping pace with them, in addition to building and eliminating trust, supporting the administration with vital assets appropriate preparation, which motivates shareholders, models of ethical standards at all levels of the company, gives them a spirit of excitement such as positive efforts, empowering external elements and further developing the business, preparing employees, while demonstrating their commitment to quality [11].

c. Employee Involvement

Representative contribution is vital for the completion of value-added programs [43]. This may be achieved by employing work groups, dividing data, encounters among the groups and gatherings, focusing on employee motivation, and dependability, and searching for freedoms to improve the representative's abilities [44]. The investigation focused on the subsequent quality improvement projects, for example, training, employee suggestions, teamwork, employee commitment, and education [45] The intended outcomes of interaction management are achieved all the more adequately and proficiently when exercises and assets are managed in a cycling-related way. This is carried out by: Recognizing the exercises that are required to complete the ideal outcome and yields of the interaction, distinguishing the correspondence channels of primary exercises of the business, the possible effects of the procedure on clients, providers, and different partners characterized by the obligations and specialists of the management of fundamental exercises and measuring the sources of info and the danger appraisal results [46]. The attention ought to be on how best to oversee, plan, and further develop measures to completely fulfill, produce, and expand an incentive for, clients and different partners [47].

d. Continuous Improvement

A major component of "continuous improvement" in TQM. Ceaseless improvement, better-quality cycles and prompts improved. The phrase continues by making references to both progressive and gradual improvement [48]. Continuous improvement ensures that firms explore new approaches and methods in delivering higher-quality products, creating, being more aggressive, and surpassing client expectations. Progress is being made. are aimed to ensure competent, to accomplish a culture of excellence and efficient use of the association's assets.

e. Fact-Based Management

Associations, types and all things considered, will regularly fizzle or succeed on their dynamic's nature; we need to take on a dynamic approach grounded in reality [49].This is accomplished by taking estimates, assembly data and data acknowledged for the intended use, simple entry to, investigation of evidence and data strategies, considerate the relevance of using fitting factual ways, decision-making increases on the consequences of intelligent consideration and assuring the precision and legitimacy of the information data [50].

2.3 PART (2): INTRODUCES THE ORGANIZATION PERFORMANCE

2.3.1 Organization Performance

Among "the necessary components to attain an efficient organizational management measure is the achievement assessment," according to. The appearance of a single relationship is easily recognized with its capacity to accomplish its key and monetary destinations [51]. The presentation of associations was to a great extent ignored in past research, although some others [52] examining the organizational performance regarding the monetary performance as it were . [53] additionally examine assessing the financial, deals benefit, development, and piece of the pie progress and market-consistent performance of the organization which remembers the return for speculation measures (ROI).

2.3.2 The Concept of Organization Performance

Performance can be estimated primarily through organizational feasibility, and organizational performance includes the real return or implications for estimating its current and future returns and goals. Organizational performance includes many joint exercises in order to build organizational goals, examine the processes for goals, and adapt to achieve those goals in a more feasible and effective manner. By examining the relationship between quality standards and practices, many distinct executive types are used, such as monetary performance, functional performance, and quality [54]. A performance especially relies upon insight, qualities, and attitudes [55]. There gives off an impression of having so many variables influencing how the activity is carried out that it is quite challenging to comprehend them. Performance refers to individual capacity, ability, and exertion in a given circumstance [56]. Performance is the result of the work stretched out to the work by a worker or gathering or association. The effort is an inner power of an individual, which makes the person in question work enthusiastically [57]. When representatives are satisfied with their jobs and their and their necessities are met, they promote a work connection or put forth an attempt to perform better [58]. Organizational performance comprises "comparing an organization's presentation to its goals and objectives. After the day, the organizational achievement includes actual results or yields compared to projected yields. It additionally identifies how effectively an organization performs or accomplishes its foreordained targets and objectives.

2.3.3 Measures of Organizational Performance

Organizational performance was estimated through representative fulfillment, organizational performance results that will be estimated through job productivity, and a full explanation of all procedures for organizational performance [59]:

a. Operational Efficiency: The company changes inputs to returns so that elements and departments are more important than the value of contributions across transformation processing.

b. Employee Satisfaction: the percentage of contentment of the worker with their work environment and workspace, and the various factors that affect the loyalty and dedication of employees in their work, such as enduring working conditions, work well-being and protection, reward framework, and career improvement.

2.4 PART (3): SUMMARIZES THE PRIOR STUDIES FOR THE RELATIONSHIP

There are many studies, tests, and overviews that depict quality functions in action on organizational performance [60]. Therefore, organizational performance is affected by total management of quality [61]:

a. [62] Tracked down a positive relation between TQM implementation, organizational performance with five TQM standards, suggesting the utilization of remuneration with acknowledgment for including employees in TQM endeavors, customer focus, top management commitment, employee contribution, item development have a fundamentally beneficial outcome on item quality and, continuous improvement.

b. [63] “shown that putting TQM into practice had a beneficial impact on both functional and organizational performance. constant improvement, decidedly identified with item quality, top administration responsibility, representative contribution, item advancement are all together, and the outcomes show that client center” [64].

c. [27] “It was discovered that unique TQM procedures have a big impact on a range of performance results and inappropriate company structure, the underlying obstacles were the lack of a representative input, and absence of the asset [8] shown that private hospital clinics in Jordan apply total quality management practices at a shown that Jordanian private medical clinics. The most elevated focal point of private hospital clinics inside the focus of all quality management procedures is on the client, high assistance from top management to the quality endeavors, concern from the objective hospital’s clinics in cooperation of representatives in quality management movements, and mindfulness, responsibility of the workers and supplier management".

a. [7] "The national organizational culture is specific to TQM and is of importance in the future. This study reflects empirical indicators from developing countries, especially in South Asia. A sample was taken off (210) quality and production managers in a textile company, and many models were used, such as the equations model. Structure (SEM), to know the relation between the practices of total quality management and organizational performance, The findings demonstrated that overall quality management has a favorable effect on organizational performance, and this is not on companies in the developed country, however, same success may be had in other regions of the world, its total quality management has a favorable correlation between non-financial and financial outcomes".
b. [5] "This study's objective was to look into how TQM deployment affects organizational performance. The company known as Jordan Petroleum Refinery (JPRC) was the study's location, 103 supervisors at various levels made up the study's sample. Secondary and primary data were used by the researcher. TQM improves organizational performance, according to the findings".
c. [1] "This study sought to determine how organizational performance is affected by (TQM) techniques and strategies. The definition of (TQM) is a strategy that primarily seeks to develop and provide high-quality goods and services that satisfy every need of the client and attain a high degree of client satisfaction. This article examines the connection between successful implementation and organization in Pakistan's performance and analyzes the application of comprehensive quality management. Three different approaches to implementation —quality assurance, continuous improvement and quality control—were used to implement TQM in Pakistan. The results show that there are two organizational performances associated with TQM: either the organizational performance is impacted by TQM procedures, or not, or it hinders organizations to attain their objectives, which will have a detrimental impact on the effectiveness of the company". assessment of performance is regarded as an essential component of any administrative "methodologies [27].

The two primary measures of organizational success are quality and cost, where general quality management practices have a direct bearing on" [65],[4] and [66] "concurred that applying “Various approaches to TQM, including as planning, customer management, process management and so on, have an impact on how representatives carry out their duties, which in turn directly affects how well the entire business performs. [2] showed that TQM extraordinarily impacts organizational performance, particularly in their financial performance. As evidenced by the increased number of requests to fulfill high-quality items Administrations and organizations have recognized the essential of implementing absolute quality management practices to the creation of measures to limit expenses and provide high-quality items features [67]. TQM is viewed as a technique that considers consumers as the primary anxiety, where it straightforwardly intends to give them quality items and administrations by adding constant improvements in the indication measures” [56] “One more examination that straightforwardly planned to describe the dispute that took place between the goals of center level managers and the ranking directors' thoughts of TQM [68]. [69] discovered that the four core TQM recommendations are an assertion of value, person, company, and the competencies of top directors. The fundamental idea behind the research by Soltani and Wilkinson is that TQM is still viewed as a separate methodology, and the quality control approach is the actual method utilized to implement TQM” [70] TQM practices' impact on fair and square on consumer loyalty particularly in the area of public administration and according to the administrators' point of view. The center was arranged essentially, the board of workers and cycles, administration, estimating both external and internal customer satisfaction levels for the nature of saw items, administrations, and, client concerns [58]. This analysis has demonstrated that is a beneficial relationship between TQM rehearses, and the customer satisfaction levels at the representative's center. The exploration discoveries additionally explained that is a solid connection between the fulfillment of clients and chief responsibility. However, certain TQM techniques, for instance, arranging essentially and the board of cycles has less of an effect on clients' satisfaction levels” [71]. It is clear that attention is paid to identifying “the relation between total quality management and performance in many countries. There is a relationship between total quality management and organizational performance. [72] as well as [73] demonstrated that organizational performance and many for-profit businesses are related and total quality management”.

2.5 CONTRIBUTION OF THE CURRENT STUDY

By reviewing previously conducted studies at the international level by identifying the impact of overall quality control on the functioning of a firm, and identifying the obstacles that affect organizational performance, It was discovered that the research did not concentrate on Iraq's telecoms industry, so the clear difference in this investigation into the earlier studies in terms of the sector, so that Complete quality control has a big influence on how the business develops its operations in the telecom industry in Iraq, and what is considered one of the essential and most necessary industries for the state and the development of its economic situation First, the current study focused on testing the impact of total The impact of quality management on telecom businesses' performance of organizational in Iraq. In addition, to ascertain which of the five aspects of comprehensive the performance of the organization is greatly impacted by quality management.

"Research enriches the literature," according to the study on the issue of overall quality control, in terms of focusing on the dimensions of complete quality control to safeguard the company's existence and growth, although these dimensions are being carried out by a number of corporate managements, especially in developing countries. The study is an empirical guide to the dimensions of overall control of quality in raising the level of organizational performance of companies . Therefore, this research will contribute to administrative and economic work, as the study focused on employees working at all levels of employment in Iraqi telecommunications companies who practice the aspects of overall quality control and, thus, fulfill the contributions to organizational performance, also the investigation's conclusions, which will assist clarify Failure to use many methods of TQM and to provide appropriate suggestions that are useful in raising organizational performance.

3. METHODOLOGY

This study aims to identify the effect of overall quality control on the performance of organizations in telecommunications firms in Iraq, the descriptive and analytical approach will be followed, as this approach allows for decisive the types of the event and describing the quality and nature of the connection between factors, their reasons, and movements, through a survey of respondent's opinions and the use of various tools for data collection related to the phenomenon” [74]. Therefore, The conversation in the current chapter of the study methodology on which the researcher worked, by presenting the method of the research, a description of the sample a summary and the research population and of the sources data collecting for study, a presentation of the study tool and how to apply it, and an explanation of the statistical methods used.

3.1 RESEARCH METHODOLOGY

The “current research followed the analytical and descriptive approach; so, the descriptive approach reflects and describes all the variables by looking at the previous studies. The analytical method reflects the variable analysis by inferring the description of the research sample and population, ‘to reach the research's main goal [75]. Therefore, in the current research, the analytical and descriptive approach was used, through a comprehensive overview of all factors in the research (dependent and independent), the analytical approach by relying on the research tool and based on previous studies, in get outcomes that match the reality of the society and sample of the study.

3.2 DATA COLLECTION AND SCREENING

Telecommunication firms in Iraq were targeted data collection in the current research, employees made the unit of analysis for this study. Paper questionnaires were used to collect data, 250 questionnaires were distributed, of which 207 questionnaires were retrieved, the validity of gathered questionnaires was checked by the researcher, and 31 questionnaires were found non-valid for analysis showing patterns in responses, thereby were excluded, further, outliers were not seen issuing the in the dataset, outliers check was based on values of Cook’s distance collected by model of test for multiple regression for the effect of TQM on performance of organization, all distance of cook was < 0.1 level suggested by [76] showing no major outliers in the dataset as presented at Figure (3.1). By completing the data screening stage, a clear dataset included 176 valid questionnaires making a response ratio (of 70.4 %).

Figure 3.1: Cook's Distance Collected by Multiple Regression Model Testing for the Influence of TQM on Organization Performance (Prepared by the Researcher Based on SPSS Results).

3.3 RESEARCH INSTRUMENT AND SCALE

According to the review of literature and collected data the researcher formulated and created an assessment suitable for the study. The questionnaire was designed as a self-reported structured form to obtain information from the attendees, it was developed based on the relative previous studies. Composed was the three-part questionnaire, the initial part considered the respondent's demographic data including (Gender, Age, Qualification, and position), the second section considered the respondent's TQM. the third section organization's achievement. The Components of the research Survey are as follows. The research tool by questionnaire was prepared according to past research on the topic of the research, so the researcher concentrated on searching for studies related to the total quality management and organization's performance. The questionnaire consisted of 3 parts and (41) items and the following are an explanation of each of them:

First Part: General Information, and included several variables for the sample members and their distribution was as follows:

a. Gender: It consists of 2 categories: Male, and female.
b. Age: It consists of 4 categories: Under thirty, between thirty and forty, between forty and fifty, and over fifty years of age.
c. Qualification: It consists of 3 categories: Bachelor's, Master's, and Ph.D.
d. Position: It consists of 3 categories: Head of the Department, supervisor, and employee.

Second Part: Total quality management, and it may consist of (30) items that were divided into five dimensions as follows:

First Dimension: Customer Focus, which may consist of 6 items [1].

Second Dimension: Leadership, which may consist of 6 items [2].

Third Dimension: Continuous Improvement, which may consist of 6 items [7].

Fourth Dimension: Employee's Involvement, which may consist of 6 items [3].

Fifth Dimension: Fact-Based Management, which may consist of 6 items by [8].

Third Part: Organization performance it may consist of (11) items that were divided into two dimensions as follows:

First Dimension: Operation efficiency which may consist of 6 items [5], [77] and [6].

Second Dimension: Leadership, which may consist of 5 items [5], [77] and [6].

3.4 USED SCALES FOR INSTRUMENTS

The questionnaire collected respondents' agreement on TQM and organization performance levels at their telecommunication companies using a Likert 5-points scale. Respondents can choose one agreement level from five proposed levels that are coded as follows:

a. → agree

b.→ strongly agree

c. → strongly disagree

d. →disagree

e. →moderate

Meanwhile, a 3-level scale presented was utilized to interpret in Table (3.1) aggregate mean values. Based on this scale:

a. Mean values within the [3.67 – 5.00] range give a high degree of agreement.

b. Mean values in the interval [2.34 – 3.669] give at a moderate degree of agreement.

c. Mean values inside the [1 - 2.339] range donate low agreement level.

Table 3.1: 3-Level Scale for Interpreting Aggregate Means.

At a low level	At a Moderate level	At a High level
1 – 2.339	2.34 – 3.669	3.67 – 5.00

3.5 DATA COLLECTION METHOD

The mechanism of collecting data depends in an important and Broadway on the adopted methodology [78].

Depending on the purpose of this investigation and the kind of its data, on which the researcher worked collecting data according to types of sources (secondary and primary).

First: Secondary Sources: It is used in order to obtain and fully explain the study variables, by referring to many published and unpublished books and articles, and websites, which help explain the theoretical framework of the study.

Second: Primary Sources: Using a questionnaire structure was created and developed as a major tool to collect data to measure TQM's influence on organizational performance. SPSS was used to insert the data collected, and then they were analyzed using statistical analysis software and tests in order to reach the indicators and indications of values supporting the research's objectives. The tests for the study tool were conducted, and to ascertain the research tool's reliability that was used, there were two tests carried out, namely the tools for validity and dependability, to determine the degree of credibility of the sample responses, with the explanation of each given below.

3.6 INSTRUMENT VALIDITY

The apparent validity test of the study tool will conduct by submitting a questionnaire to the supervisor and a number of arbitrators with experience and specialization in public and private universities, to express their opinion on the questionnaire in terms of their specialization, so all the comments and opinions of the arbitrators were taken towards the questionnaire, taken into account and modified, and were not ignored the opinion of the arbitrators. The questionnaire modification process will consider and review by the arbitrators, and all suggestions and observations will take, in addition to making the aforementioned modifications to evaluate the seeming the instrument validity, and the research tool is considered valid to measure the purpose for which it will design, the last questionnaire was as shown in Appendix No. (1).

3.7 CRONBACH ALPHA FOR EXAMINING INSTRUMENT'S RELIABILITY

Reliability entails that the instrument can provide regular outcomes every time the scale is used in same circumstances. For the purpose of checking reliability; coefficients of Cronbach alpha were collected, refereeing to the guidelines of [79] good statistical reliability is obtained when the Cronbach alpha coefficient ≥ 0.7 level. Referring to results collected in Table (3.2), Every Cronbach alpha coefficient was more than the 0.70 cutoff. showing good dependability in statistics for used instruments, Cronbach alpha coefficients scored:

a. TQM overall [0.938]: Customer centricity [0.902], Leadership [0.923], ongoing development [0.925], Employee involvement [0.823], Fact-based management [0.831].
b. Organization performance overall [0.890]: Operation efficiency [0.909] and Employee satisfaction [0.880].

Table 3.2: Cronbach Alpha Coefficients N= 176.

Dimension	n	Cronbach alpha
Customer focus	6	0.902
Leadership	6	0.923
Continuous improvement	6	0.925
Employee involvement	6	0.823
Fact-based management	6	0.831
TQM overall	**30**	**0.938**
Operation efficiency	6	0.909
Employee satisfaction	5	0.880
Organization performance overall	**11**	**0.890**

3.8 PEARSON CORRELATIONS FOR EXAMINING INSTRUMENTS INTERNAL CONSISTENT

For examining inner coherence purposes, each statement's Pearson correlations and its dimension total score was collected and shown in table (3.3). All results were important at a 2-tailed (0.01) level, further, coefficients of correlations were seen fairly at high levels, and all correlations were above the (r= 0.20) cutoff proposed by [80], findings suggest that Every statement was strongly connected to its dimension., showing good interior coherence for instruments.

Table 3.3: Pearson Correlations Coefficients for Internal Consistency Check N= 176.

Variable	Dimension	Statement	*r*	Variable	Dimension	Statement	*R*
TQM	Customer focus	CF1	0.748**	TQM	Fact-based management	FBM1	0.581**
		CF2	0.870**			FBM2	0.840**
		CF3	0.894**			FBM3	0.646**
		CF4	0.772**			FBM4	0.811**
		CF5	0.821**			FBM5	0.800**
		CF6	0.825**			FBM6	0.738**
	Leadership	L1	0.879**	Organization performance	Operation efficiency	OE1	0.817**
		L2	0.834**			OE2	0.865**
		L3	0.881**			OE3	0.777**
		L4	0.862**			OE4	0.845**
		L5	0.886**			OE5	0.858**
		L6	0.839**			OE6	0.810**

Table 3.3: Pearson Correlations Coefficients for Internal Consistency Check N= 176 (Tables Continued).

	Continuous improvement	CI1	0.884**		Employee satisfaction	ES1	0.786**
		CI2	0.818**			ES2	0.855**
		CI3	0.875**			ES3	0.811**
		CI4	0.882**			ES4	0.806**
		CI5	0.880**			ES5	0.850**
		CI6	0.774**	//			
	Employee involvement	EI1	0.797**				
		EI2	0.717**				
		EI3	0.726**				
		EI4	0.594**				
		EI5	0.789**				
		EI6	0.747**				

** The correlation is significant at the two-tailed 0.01 level.

3.9 TESTING MODEL SUITABILITY FOR SUBSEQUENT ANALYSIS

The suitability of the template for upcoming analyses was tested by checking for data normality and multicollinearity issue.

Data normality (symmetry) was supported based on coefficients of kurtosis and skewness. Both coefficients were found around zero not exceeding the maximum proposed range which is +2.2/ -2.2, hence, entailing no issues in skewness and kurtosis of the dataset, supporting the normality of data. See Table (3.4) for normality results.

Coefficients of skewness were:

a. TQM overall [-0.202]: Leadership [-0.173], Continuous improvement [-0.036], fact Fact-based management [-.303] Customer focus [-.017], Employee involvement [-.187].
b. Organization performance overall [-.078]: Operation efficiency [.150] and employe satisfaction [-.052].

The coefficients of kurtosis were:

a. TQM overall [-.107]:], Leadership [-.384], Employee involvement [.354], Fact-based management [-.425] Customer focus [-.025], Continuous improvement [-.457].
b. Organization performance overall [.053]: Operation efficiency [.020] and Employee satisfaction [-.004].

Table 3.4: Normality Measures N= 176.

Dimension	Skewness	Kurtosis
Leadership	- 0.173	-0.384
Continuous improvement	- 0.036	-0.457
Employee involvement	- 0.187	0.354
Fact-based management	- 0.303	-0.425
Customer focus	- 0.017	-0.025
TQM overall	**-0.202**	**-0.107**
Operation efficiency	0.150	0.020
Employee satisfaction	-0.052	-0.004
Organization performance overall	**-0.078**	**0.053**

Multicollinearity: in regression model results in inflating coefficient of variation [R squared]. Three tests were examined to ensure that the multicollinearity issue doesn't exist in our model.

Guidelines by Pallant (2020) were adopted as follows:

a. Tolerance coefficients were found > 0.1 as the minimum value was (.477).
b. Variance Inflation Factor [VIF] was found < 3 as the maximum value was (2.096).
c. Pearson correlations reported that all dimensions correlated to each other in significant positive correlations below (*r*= 0.90) level showing no high collinearity.

Findings show that multicollinearity is not issued in the current study model.

Table 3.5: Multicollinearity Check N= 176.

Dimension	Tolerance	VIF	Pearson correlation				
			1	2			
Customer focus	0.592	1.688	1				
Leadership	0.531	1.885	0.509**	1			
Continuous improvement	0.563	1.776	0.534**	0.644**	1		
Employee involvement	0.477	2.096	0.608**	0.561**	0.633**	1	
Fact-based management	0.917	1.091	0.156*	0.234**	0.206**	0.285**	1

** Correlation is significant levels of 0.01

* At the 0.05 level, correlation is significant.

3.10 ANALYTICAL TESTS AND TOOLS

The statistical software for social sciences was used to conduct the analysis. Version [SPSS] (26). The following set of statistical tests was employed:

a. Cook's length was visualized through a dot graph to check for outliers.
b. Cronbach alpha coefficient to check for instruments' statistical reliability.
c. Pearson correlations to check for instruments' internal consistency.
d. Skewness and Kurtosis coefficients to check for normality of data issues.
e. Tolerance, Inflation Variance Factor [VIF], and Pearson correlations to Verify for issues with heterocollinearity.
f. The descriptive method: percentages and counts to display employees' qualities, mean and standard deviation (std.) values to present respondents' agreement stages on TQM and organization performance at their telecommunication companies.
g. Single and multiple linear regression models to examine study hypotheses.

4. RESULTS

4.1 INTRODUCTION

In this section gives statistical analysis and findings, as a start, counts and frequencies were collected for respondents' characteristics, then descriptive analysis was provided using mean and std. then multiple and simple regression models provided results s

4.2 RESPONDENTS' CHARACTERISTICS

We gathered percentages and counts to provide responders with' characteristics.

These were the outcomes:

a. Gender: There was no gender bias in the sample, which included both genders with too close percentages. Counting males n= 95 [54.0%] meanwhile, females counted n= 81 [46.0%].
b. Age: A higher frequency of respondents was seen as being younger n= 67 [38.1%] was appropriate at the age 30 – 40 years, the greatest number of times n= 43 [24.4%] was for the age 41 – 50 years, after that the age less than 30 years counted n= 38 [21.6%] and least frequency n= 28 [15.9%] was for the age more than 50 years.
c. Qualification: adequate academic levels were seen among respondents, frequencies for academic qualifications were as follows: Bachelor's degree n= 100 [56.8%], Master's n= 55 [31.3%], and Ph.D. n= 21 [11.9%].
d. Position: the sample consisted of all targeted positions with the highest percentage n= 78 [44.3%] for employees, n= 61 [34.7%] for supervisors, and n= 37 [21.0%] for a head of department position.

Table 4.1: Respondents' Characteristics N= 176.

	Count	Percent %
Gender		
Male	95	54.0%
Female	81	46.0%
Age		
Less than 30 years	38	21.6%
30 – 40 years	67	38.1%
41 – 50 years	43	24.4%
More than 50 years	28	15.9%
Qualification		
Bachelor degree	100	56.8%
Master's	55	31.3%
PHD	21	11.9%
Position		
Head of the department	37	21.0%
Supervisor	61	34.7%
Employee	78	44.3%

4.3 DESCRIPTIVE ANALYSIS

This part gathers results of descriptive examination for levels of TQM and organization performance at Telecommunication companies in Iraq as reported by their employees:

a. Levels of TQM at telecommunication companies in Iraq:

Findings collected Overall levels were given in Table (4.2) of applying TQM at surveyed telecommunication companies were average, with a medium score overall [Mean= 3.25]. also, Moderate agreement was achieved by all TQM aspects showing moderate levels of applying TQM at telecommunication companies in Iraq. The highest application was for Leadership [Mean= 3.46], then Continuous improvement [Mean= 3.35], then Employee involvement [Mean= 3.25], then Customer focus [Mean= 3.19], and finally Fact-based management [Mean= 3.01]. Assessments were spanning around their mean values showing homogeneity in assessments as std. values were <1.

Table 4.2: Levels of TQM at Telecommunication Companies in Iraq N= 176.

No.	Order	Dimension	Mean	Std.	Rank
2	1	Leadership	3.46	0.81	Moderate
3	2	Continuous improvement	3.35	0.88	Moderate
4	3	Employee involvement	3.25	0.72	Moderate
5	5	Fact-based management	3.01	0.69	Moderate
1	4	Customer focus	3.19	0.78	Moderate
Overall level			3.25		Moderate

Further, descriptive analysis was also collected for each dimension of TQM and displayed in the following tables:

b. Levels of Customer focus:

Telecommunication companies in Iraq apply customers to maintain a reasonable degree of focus, [Mean= 3.19] was the total mean value. The mean values for this dimension's characteristics ranged from (3.28) to (3.01), indicating modest degrees of application for these qualities. The following aspects were sorted in descending order: order of importance: “Total quality management is the term used to describe daily operations. direction of the company”, “The interaction between objectives is understood by operational people and their duty and the firm's strategic aims”, “A committee hierarchy has been developed to oversee the development of quality service.”, “To give excellent service, top/middle management has devised a clear and successful strategy supported by a defined vision, values, and purpose.”, “Middle and upper management support operational staff to take responsibility of workplace challenges or opportunities.” and “gives performance advice and the firm has a clear vision for the future and gives performance advice " Except for the aspect, all standard values were observed 1 indicating agreement among responders. “The business has a well-defined plan for the future and gives performance direction” scored std. >1 demonstrating disagreement among the participants.

Table 4.3: Levels of Customer Focus at Telecommunication Companies in Iraq N= 176.

No.	Order	Statement	Mean	Std.	Rank
1	6	The company offers performance direction and has a clear goal for the future.	3.01	1.04	Moderate
2	1	The daily management and direction of the company is carried out in accordance with Total Quality Management.	3.28	0.89	Moderate
3	5	Operational staff members are encouraged by upper and middle management to take responsibility for issues or opportunities at work.	3.15	0.98	Moderate
4	4	A defined vision, mission, and set of values have guided the development of an effective strategy by top and middle management to deliver high-quality services.	3.20	0.94	Moderate
5	2	Operational staff members are aware of how their duties relate to the company's strategic aims and goals.	3.26	0.92	Moderate
6	3	There is now a hierarchy of committees in place that are in charge of improving the quality of services.	3.23	0.89	Moderate
Overall level			3.19		Moderate

c. Levels of Leadership:

Finally, the leadership aspect is practiced moderately at surveyed telecommunication companies scoring an overall mean value [Mean= 3.46]. Again, all aspects of This dimension were practiced to a modest degree as average values were found not to exceed the (3.38) level. The highest mean values were for leadership aspects concerning: “The company makes sure you receive the right kind of instruction and training so that your abilities and mindset support ongoing development” and “In addition to my particular work, I take part in various team-based activities to assist provide high-quality services” and “Lower management makes decisions on behalf of upper management.”. All std. values were found <1 referring to homogeneity and consensus among those surveyed.

Table 4.4: Levels of Leadership at Telecommunication Companies in Iraq N= 176

No.	Order	Statement	Mean	Std.	Rank
1	3	Top management delegates decision-making to lower levels	3.49	0.92	Modest
2	6	I feel fully responsible for the work that I do and believe that my work is important to the success of the firm	3.38	0.95	Modest
3	4	Employees in my department/section work closely together as a team to coordinate work and improve quality	3.42	0.93	Modest
4	2	Apart from my specific job, I participate in other activities through teams to help achieve quality service	3.51	0.95	Modest
5	5	The firm has training facilitators to assess training needs	3.38	0.95	Modest
6	1	The firm provides the appropriate level of education and training to ensure that your skills and attitudes enhance continuous improvement	3.57	0.95	Modest
Overall level			3.46		Modest

d. Levels of Continuous improvement:

The overall mean value for continuous improvement scored [Mean= 3.35] showing a moderate level of applying continuous improvement at telecommunication companies of Iraq. All aspects in this dimension were found at moderate levels of agreement, at first three ranks following aspects were seen showing the highest application for these aspects: “A component of the company culture is quality”, “The company has a constant improvement culture.” and “All processes are designed to meet quality standards”. Std. values were seen > 1 for the majority of aspects showing non-homogeneity in assessments entailing disagreement among respondents.

Table 4.5: Levels of Continuous Improvement at Telecommunication Companies in Iraq N= 176.

No.	Order	Statement	Mean	Std.	Rank
1	6	There are enough resources available for training.	3.22	1.02	Moderate
2	1	A component of the company culture is quality.	3.53	1.03	Moderate
3	2	The company has a constant improvement culture.	3.44	1.04	Moderate
4	4	Enough information about the organizational procedures is provided so that every employee is aware of how they operate.	3.30	1.07	Moderate
5	3	Every procedure is made to adhere to quality requirements.	3.40	1.05	Moderate
6	5	Performance evaluations are based on predetermined standards.	3.23	0.97	Moderate
Overall level			3.35		Moderate

e. Levels of Employee involvement:

Considering levels of applying employee involvement at surveyed companies of telecommunication in Iraq, respondents provided an overall moderate level of agreement [Mean= 3.25]. Further, all aspects related to employee involvement obtained a mediocre level of agreement with average scores ranging between (3.38) (and 3.11The highstreets application was for the aspect “Information technology use may raise the standard of planning and decision-making inside your company”, meanwhile least application was for the aspect “Using information systems in your company effectively can help to improve organizational performance”. All std. values were below 1 entailing homogeneity in assessments for all aspects except for the aspect “An advantage to enhancing organizational performance in your company is the efficient use of information systems.” scored std. value >1 showing non-homogeneity in assessments.

Table 4.6: Levels of Employee Involvement at Telecommunication Companies in Iraq N= 176.

No.	Order	Statement	Mean	Std.	Rank
1	4	The firm is managed as a system for continuously improving the quality-of-service delivery.	3.24	0.99	Moderate
2	3	The firm communicates regularly to its stakeholders and customers.	3.27	0.98	Moderate
3	6	The effective use of information systems in your firm can be an advantage to improve organizational performance.	3.11	1.01	Moderate
4	1	The use of information technology can improve the quality of decision-making and planning at your firm.	3.38	0.98	Moderate
5	5	What the firm management aims to achieve is clearly communicated?	3.21	0.99	Moderate
6	2	Performance is verified against expectations from the firm management.	3.31	0.94	Moderate
Overall level			3.25	Moderate	

f. Levels of Fact-based management:

I was referring to results collected in Table (4.6), surveyed telecommunication companies of Iraq practice Fact-based management to a moderate level [Mean= 3.01]. Moreover, all aspects of fact-based management were practiced to moderate levels, the highest ranks of practice were for the aspects concerning: "When a service failure arises, total quality management ensures that standards are established and corrective action is carried out. "Total Quality Management focuses on getting employees well-motivated and trained"" and "Quality and performance catalyze improvement". Most of std. values were <1 showing homogeneity in assessments.

Table 4.7: Levels of Fact-Based Management at Telecommunication Companies in Iraq N= 176.

No.	Order	Statement	Mean	Std.	Rank
1	6	The success of every company is greatly influenced by quality-related operations.	2.58	0.58	Moderate
2	2	Performance and quality act as a stimulant for advancement.	3.20	0.96	Moderate
3	5	All organizational measurements must typically be reviewed and updated when Total Quality Management is implemented.	2.99	0.91	Moderate
4	1	When a service failure arises, total quality management makes sure that standards are established and corrective action is carried out.	3.24	1.09	Moderate
5	4	The measurement of job performance is the main emphasis of whole quality management.	3.01	0.93	Moderate
6	3	The goal of total quality management is to provide qualified and highly motivated staff.	3.04	1.09	Moderate
Overall level			3.01		Moderate

g. Degree of organization performance at telecommunication companies in Iraq:

In regard to organization performance, the overall mean value scored [Mean= 3.23] shows that telecommunication companies in Iraq have moderate levels of organizational performance. Both dimensions scored moderate levels of agreement entailing that telecommunication companies have moderate levels of employee satisfaction [Mean= 3.24] and operation efficiency [Mean= 3.22]. Both std. values were < 1 showing that assessments were uniformly distributed around their mean values. homogeneity and agreement in assessments.

Table 4.8: Levels of Organization Performance at Telecommunication Companies in Iraq N= 176.

No.	Order	Dimension	Mean	Std.	Rank
1	2	Operation efficiency	3.22	0.75	Moderate
2	1	Employee satisfaction	3.24	0.82	Moderate
Overall level			3.23		Moderate

The below for every dimension, tables provide a descriptive analysis of organization performance:

h. Levels of Operation efficiency:

Gathered Table (4.9) results revealed that levels of operational efficiency at telecommunication companies in Iraq are modesty [Mean= 3.22]. all aspects in this dimension were found at modest levels of agreement. The highest operation efficiency areas were: “Efficient communication internally between operational workers and management”, “Effective performance measures”, “Performance is measured” and “Good management systems and procedures”. Neither of std. values exceeded 1 showing agreement and homogeneity in assessments.

Table 4.9: Levels of Operation Efficiency at Telecommunication Companies in Iraq N= 17.

No.	Order	Statement	Mean	Std.	Rank
1	3	Performance ismeasured	3.22	0.94	Moderate
2	2	effective performance measures	3.24	0.88	Moderate
3	1	effective internal communication between operational workers and management.	3.34	0.91	Moderate
4	4	procedures and management systems.	3.20	0.89	Moderate
5	6	continuous education and training	3.14	0.90	Moderate
6	5	being more devoted to the current quo by taking chances and making drastic adjustments	3.16	0.89	Moderate
Overall level			3.22		Moderate

*Reverse-coded scale

i. Levels of Employee Satisfaction:

Finally, employee satisfaction at telecommunication companies was moderate with an overall mean value [Mean= 3.24]. All satisfaction areas were at the highest moderately agreed level satisfaction areas were: “The firm takes care of the customer” The firm takes care of the customer” and “The manager has a good relationship with you”. Std. values were > 1 for the areas: “The firm takes care of the customer” and “The firm takes care of the customer” showing disagreement among respondents toward these aspects.

Table 4.10: Levels of Employee Satisfaction at Telecommunication Companies in Iraq N= 176.

No.	Order	Statement	Mean	Std.	Rank
1	5	The firm provides the facility	3.09	0.98	Moderate
2	2	The firm replies quickly to e-message	3.41	1.01	Moderate
3	1	The firm takes care of the customer	3.44	1.02	Moderate
4	4	The firm welcomes you when help is required	3.13	0.98	Moderate
5	3	The manager has a good relationship with you	3.15	0.98	Moderate
Overall level			3.24		Moderate

4.4 HYPOTHESES TESTING

Applying both basic and multivariate linear regression models, the hypotheses of the study were tested and findings were collected and displayed in the upcoming tables: The main hypothesis was tested with a basic linear regression framework, and the results were presented in Table (4.11):

Main Hypothesis (H1): A statistically meaningful influence occurs at the significance level ($\alpha \leq 0.05$) for TQM on the organization's performance in the telecommunication firms in Iraq.

Table 4.11: Results of Multiple Linear Regression Model for the Influence of TQM on Organization Performance at Telecommunication Companies in Iraq N= 176.

R	Adjusted-R^2	Independent variable [TQM]				F-Calculate	Sig-F
		Dimension	Beta	Value (T)	Sig. (T)		
0.743	0.539	Customer focus	0.197	2.905	0.004*	41.840	0.000*
		Leadership	0.246	3.476	0.001*		
		Continuous improvement	0.134	1.786	0.076		
		Employee involvement	0.292	3.884	0.000*		
		Fact-based management	0.062	1.158	0.249		

*Dependent variable: Organization performance

*** Significative at the ($\alpha \leq 0.05$) level**

It was observed that complete quality control has an influence on achievement organization scoring F calculate [41.840, *P*= 0.000]. The correlation coefficient of correlation was [R= 0.743] demonstrating a notable improvement in the connection between complete quality control and the organization of performance, hence, as TQM increases, organizational performance increases. Further, the model explained a sufficient amount of variation in organization performance scoring an adjusted R-square [53.9%]. Based on Sig. of T; it was found that both Continuous improvement and Fact-based management were non-significant predictors, meanwhile, the remaining dimensions of TQM were significant. The strongest predictor for TQM was Employee involvement with beta value [0.292] entailing for every 1-unit increment in Employee involvement, through increasing organizational performance by 29.2%, after the strongest predictor was Leadership then Customer focus. Findings support H1. Sub-hypotheses were tested using simple linear regression models and the following were the outcomes.:

H1.1: At the level of significance, A statistically significant impact exists ($\alpha \leq 0.05$) for customer attention on the organization's performance in the firm of telecommunication in Iraq.

Table 4.12: Results of Simple Linear Regression Model for the Influence of Customer Focus on Organization Performance at Telecommunication Companies in Iraq N= 176.

R	Adjusted (R^2)	Beta	Value (T)	Sig. (T)	Calculate (F)	Sig(F)
0.581	0.334	0.581	9.423	0.000*	88.793	0.000*

* Factor that depends: Organization performance

* Significative at the ($\alpha \leq 0.05$) level

The straightforward linear regression method model's results reported that Customer attention has a major influence on the performance of an organization, calculating a score of F [88.793, *P*= 0.000]. The coefficient of correlation was [R= 0.581] displaying a moderately positive engagement between customer focus and organization performance, the sample clarified a modest amount of difference in organization performance scoring an adjusted R-square [33.4%]. Beta value was [0.581] entailing that for every 1 unit rise in focus of customer, the organization performance raises by 58.1%, accordingly, H1.1 can be supported.

H1.2: At the level of significance, Leadership has a statistically significant effect (α≤0.05). on the organization's performance in telecommunication firms in Iraq.

Table 4.13: Results of Simple Linear Regression Model for the Influence of Leadership on Organization Performance at Telecommunication Companies in Iraq N= 176.

R	Adjusted -R^2	Beta	Value (T)	Sig. (T)	F-Calculate	Sig.-F
0.611	0.370	0.611	10.185	0.000*	103.736	0.000*

* Variable that depends: Organization performance
* Significative at the (α ≤ 0.05) level

Using the findings of a basic linear regression model, leadership has a substantial impact on organization performance scoring F calculate [103.736, *P*= 0.000]. The correlation coefficient was [R= 0.611] providing a moderately meaningful relationship between leadership and organization performance, an explanation of the model's modest amount of difference in organization performance scoring an adjusted R-square [37%]. Beta value was [0.611] entailing leadership increases by 1 unit, and organization performance raises by 61.1%, hence, H1.2 can be supported.

H1.3: At the level of significance, there is a statistically worthy influence. (α≤0.05) for Continuous enhancement of organizational performance in telecommunications companies in Iraq.

Table 4.14: Results of Simple Linear Regression Model for the Influence of Continuous Improvement on Organization Performance at Telecommunication Companies in Iraq (n= 176).

R	Adjusted- R^2	Beta	Value (T)	Sig. (T)	F-Calculate	Sig. (F)
0.596	0.351	0.596	9.779	0.000*	95.629	0.000*

* Variable that depends: Organization performance
* Significative at the (α ≤ 0.05) level

Simple linear regression model results reported that constant improvement has a substainal impact on organization performance scoring F calculate [95.629, *P*= 0.000]. The coefficient of correlation was [R= 0.596] displaying some little improvement relation between organization performance and continuous improvement, the model described a modest amount of difference in organization performance scoring an adjusted R-square [35.1%]. Beta value was [0.596] entailing for every one-unit increment in continuous improvement, organization performance raises by 59.6 %, hence, H1.3 can be supported.

H1.4: At the degree that significance, A statistically significant affect is present (α≤0.05) for Employee involvement in the organization performance in the telecommunication firms in Iraq.

Table 4.15: Results of Simple Linear Regression Model for the Influence of Employee Involvement on Organization Performance at Telecommunication Companies in Iraq N= 176.

R	**Adjusted -R^2**	**Beta**	**Value (T)**	**Sig. (T)**	**F-Calculate**	**Sig. (F)**
0.653	0.423	0.653	11.361	0.000*	129.074	0.000*

* Variable that depends: Organization performance
* At the level (α < 0.05), significant

The straightforward models of linear regression results reported that employee participation has a big impact influence on organization performance scoring F calculate [129.074, *P*= 0.000]. The coefficient of correlation was [R=0.653] displaying a modestly favorable relationship between organization performance and employee involvement, the model described a modest amount of difference in organization performance scoring an adjusted R-square [42.3%]. Beta value was [0.653] entailing for every one unit raises in employee involvement, organization performance rise by 65.3%, accordingly H1.4 can be supported.

H1.5: At the level of significance, there is a considerable influence in terms of statistics (α≤0.05) for Fact-based management based on the organizations' performance in Iraqi telecom companies.

Table 4.16: Results of Simple Linear Regression Model for the Influence of Fact-Based Management on Organization Performance at Telecommunication Companies in Iraq N= 176.

R	Adjusted- R^2	Beta	Value (T)	Sig. (T)	F-Calculate	Sig. (F)
0.261	0.063	0.261	3.572	0.000*	12.757	0.000*

* Variable that depends: Organization performance

* At the level (α < 0.05), significant

Finally, the performance of a company with a score of F calculate is significantly impacted by fact-based management, based on what a simple linear regression model yielded. [12.757, *P*= 0.000]. The correlation coefficient of correlation was [R= 0.261] displaying a modest a favorable correlation between organization performance and Fact-based management, the model explained low amount of variation in organization performance scoring an adjusted R-square [6.3%]. Beta value was [0.261] entailing for each 1 unit increase in Fact-based management, organization performance increases by 26.1%, hence, H1.5 can be supported.

5. DISCUSSION AND CONCLUSIONS

In this part talk about a presentation and discussion of the main results of the study and the presentation of practical and theoretical implications according to the characteristics of the study subject.

5.1 GENERAL FINDINGS AND DISCUSSION

The existing research looked at the impact of overall quality management the success of organizations, and employees and administrators in telecommunications companies in Iraq (Korek, Zain, Asicacell) were targeted, the target population was formed and non-probability sampling as the unit of analysis of the appropriate type, and (176) questionnaires were collected valid for analyses, through the SPSS program, The examination was finished. and important results were collected regarding the subject of the study. Through the outputs of the hypothesis testing and statistical analysis in the prior chapter, the following results were reached:

a. At the significance level, Total quality management has a statistically significant influence ($\alpha \leq 0.05$) on the performance of the organization in Iraqi telecommunications firms.
b. At the significance level, A statistically significant impact is present. ($\alpha \leq 0.05$) for client concentration on the organization's performance in telecommunications companies in Iraq.
c. At the significance level, there is a result of statistical significance. For Leadership, ($\alpha \leq 0.05$) on the organization's performance in telecommunications companies in Iraq.
d. At the significance level, there is an impact that is statistically significant ($\alpha \leq 0.05$) for ongoing enhancement on the organization's performance in telecommunications companies in Iraq.
e. At the significance level, there is a statistically significant effect. ($\alpha \leq 0.05$) for employees' involvement in the organization's performance in telecommunications companies in Iraq.

   The influence is at the significance level, statistically significant. ($\alpha \leq 0.05$) for fact-based management on the organization's performance in telecommunications companies in Iraq.

5.2 PRACTICAL IMPLICATIONS

The following are general results, Following are the useful ramifications:

a. The need for an interrelationship between management in industrial companies and TQM, considering it a top concern for their business, and implementing total quality management at all levels.
b. Develop methods that seek to boost employee involvement and empowerment, and TQM places a premium on continual development.
c. Strengthening the total quality management model, by conducting other research to investigate the use of overall quality management from different points of view, such as customers, suppliers, etc.
d. Work to integrate the relationship between "qualitative performance and innovation that may lead to increased service quality, and thus bring more creativity.
e. Investigate and recognize the effects of the organizational market orientation dimension on other components of an organization's performance such as profitability and satisfaction.

5.3 SUGGESTIONS FOR FUTURE STUDIES – LIMITATIONS

Based on reported outcomes, The research produced a set of suggestions and implications that are expected to benefit those in charge of telecommunication companies in Iraq:

a. Directors of telecommunication companies in Iraq should direct more efforts to apply TQM to higher levels.
b. Telecommunication companies in Iraq should reconsider their practices related to TQM.
c. More studies should be conducted to investigate hampers for TQM application sonication companies in Iraq.
d. Further studies should be conducted to explore factors that limit the organizational The performance of Iraqi telecommunications firms.
e. Management of telecommunication firms in Iraq should investigate reasons for a such moderate level of organizational performance.
f. Managers should be aware of the vital role of TQM in promoting organizational performance, hence applying TQM in the appropriate manner can lead to better levels of organizational performance.

g. Managers at telecommunication companies in Iraq should reconsider their practices related to Continuous improvement and Fact-based management as these two aspects were non-significant in fostering organizational performance.

5.4 CONCLUSION

The present research focused on identifying overall quality management's influence in the development of organizational performance, and by reviewing previous studies, it was shown the significance of Total Quality Management and what is reflected on achievement of organizational in companies, as it is considered an essential factor in the development and continuity of the firm, and assisting management in making appropriate decisions. This is reflected positively on the company's performance in a better way, in addition to the exercise of clear organizational performance determinants in the company. Therefore, the current study's emphasis is on employees and administrators in telecom companies in Iraq, to present empirical proof to support this, the employees and administrators in companies are working to attain a high degree of organizational performance .

REFERENCES

[1] Al-Qahtani, N. D., Alshehri, S. S. A., & Aziz, A. A. (2015). The impact of Total Quality Management on organizational performance. European Journal of Business and Management, 7(36), 119-127.

[2] Gharakhani, D., Rahmati, H., Farrokhi, M. R., & Farahmandian, A. (2013). Total quality management and organizational performance. American Journal of Industrial Engineering, 1(3), 46-50.

[3] Lakhal, L., Pasin, F., & Limam, M. (2006). Quality management practices and their impact on performance. International Journal of Quality & Reliability Management, 23(6), 625-646.

[4] Sabella, A., Kashou, R., & Omran, O. (2014). Quality management practices and their relationship to organizational performance. International Journal of Operations & Production Management.

[5] Al-Damen, R. A. (2017). The impact of total quality management on organizational performance case of Jordan Oil Petroleum Company. International Journal of Business and Social Science, 8(1), 192-202.

[6] Taleghani, M., Akhlagh, E. M., & Hoseini, A. (2013). The effect of total quality management (TQM) on organization performance the mediation of market orientation. Interdisciplinary Journal of Contemporary Research in Business, 5(6), 627-239.

[7] Shafiq, M., Lasrado, F., & Hafeez, K. (2019). The effect of TQM on organisational performance: empirical evidence from the textile sector of a developing country using SEM. Total Quality Management & Business Excellence, 30(1-2), 31-52.

[8] Abuzaid, A. A., & Amyes, S. G. (2015). The genetic environment of the antiseptic resistance genes qacEΔ1 and cepA in Klebsiella pneumoniae. Journal of Chemotherapy, 27(3), 139-144.

[9] Bhuiyan, M., Hossain, Z., Rahman, M., & Shahnewaz, S. T. (2014). An empirical study on Total Quality Management Practices in some selected manufacturing companies in Bangladesh.

[10] Ebrahimi, M., & Sadeghi, M. (2013). Quality management and performance: An annotated review. International Journal of Production Research, 51(18), 5625-5643.

[11] Ali, S. M., & Mimeche, I. (2014). Impact of quality management on organizational performance. International Journal of Scientific and Technology Research, 3(8), 271-282.

[12] Jaafreh, A. B., & Al-abedallat, A. Z. (2013). The effect of quality management practices on organizational performance in Jordan: An empirical study. International Journal of Financial Research, 4(1), 93-109.

[13] Munizu, M. (2013). The Impact of Total Quality Management Practices towards Competitive Advantage and organizational Performance: case of Fishery Industry in South Sulawesi Province of Indonesia, Journal of Commerce and Social Sciences, 7(1), 184-197.

[14] Talib, F. (2013). An overview of total quality management: understanding the fundamentals in service organization. Talib, F.(2013),"An overview of total quality management: understanding the fundamentals in service organization", International Journal of Advanced Quality Management, 1(1), 1-20.

[15] Nekoueizadeh, S., & Esmaeili, S. (2013). A study of the impact of TQM on organizational performance of the Telecommunication Industry in Iran. European Online Journal of Natural and Social Sciences: Proce edings, 2(3 (s)), pp-968.

[16] Agus, A. (2011). Enhancing production performance and customer performance through total quality management (TQM): Strategies for competitive advantage. Procedia-Social and Behavioral Sciences, 24, 1650-1662.

[17] Albloushi, B., Alharmoodi, A., Jabeen, F., Mehmood, K., & Farouk, S. (2023). Total quality management practices and corporate sustainable development in manufacturing companies: the mediating role of green innovation. Management Research Review, 46(1), 20-45.

[18] Shwedeh, F., Aldabbagh, T., Aburayya, A., & Uppilappatta, H. (2023). The Impact of Harnessing Total Quality Management Studies on the Performance of Smart Applications: A Study in Public and Private Sectors in the UAE. Migration Letters, 20(S11), 934-959.

[19] Ware, E. O. (2014). Investigate the benefit practice of total quality management as competitive advantage in corporate institution: a case study of Cocoa-Cola bottling company Ghana Ltd. Research Journal of Finance and Accounting, 5(23), 97-99.

[20] Al-Swidi, A. K., & Al-Hosam, A. (2012). The effect of entrepreneurial orientation on the organizational performance: A study on the Islamic banks in Yemen using the partial least squares approach. Oman Chapter of Arabian Journal of Business and Management Review, 34(970), 1-12.

[21] Hung, R. Y. Y., Lien, B. Y. H., Yang, B., Wu, C. M., & Kuo, Y. M. (2011). Impact of TQM and organizational learning on innovation performance in the high-tech industry. International business review, 20(2), 213-225.

[22] Zehir, C., Ertosun, Ö. G., Zehir, S., & Müceldilli, B. (2012). Total quality management practices' effects on quality performance and innovative performance. Procedia-Social and Behavioral Sciences, 41, 273-280.

[23] Gimenez-Espin, J. A.,Jiménez-Jiménez, D., & Martínez-Costa, M. (2013). Organizational culture for total quality management. Total Quality Management & Business Excellence, 24(5-6), 678-692.

[24] Raja, M. W., Bodla, M. A., & Malik, S. A. (2011). Evaluating the effect of total quality management practices on business performance: A study of manufacturing firms of Pakistan. International Journal of Business and Social Science, 2(9), 110-117.

[25] Bilich, F., & Neto, A. A. (2000). Total quality management: quality macrofunction model for banks. Total Quality Management, 11(1), 5-15.

[26] Talib, F., Rahman, Z., & Qureshi, M. N. (2011). Analysis of interaction among the barriers to total quality management implementation using interpretive structural modeling approach. Benchmarking: An International Journal.

[27] 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.

[28] Kim, D. Y., Kumar, V., & Kumar, U. (2012). Relationship between quality management practices and innovation. Journal of operations management, 30(4), 295-315.

[29] Acquah, I. S. K., Baah, C., Agyabeng-Mensah, Y., & Afum, E. (2023). Green procurement and green innovation for green organizational legitimacy and access to green finance: The mediating role of total quality management. Global Business and Organizational Excellence, 42(3), 24-41.

[30] Zehir, C., & Sadikoglu, E. (2012). Relationships among total quality management practices: An Empirical study in Turkish industry. International Journal of Performability Engineering, 8(6), 667.

[31] Akhtar, S. Zameer, H. & Saeed, R. (2014). Impact of Total Quality Management on the Performance of Service Organizations in Pakistan, International Journal of Academic Research in Economics and Management Sciences, 3(6), 109-117.

[32] Sajjad, F., & Amjad, S. (2012). Role of benchmarking in total quality management: case of telecom services sector of Pakistan. Business Management Dynamics, 1(8), 34.

[33] Alshuqairat, E. A., Barqawi, B. Y. A., Khalaylah, Z. A. K., Alshura, M. S. K., Al-mzary, M. M., Alshurideh, M. T., ... & Odeibat, A. A. H. (2023). The effect of total quality management on the organizational reputation: the moderating role of quality standards in Jordanian public universities. In The effect of information technology on business and marketing intelligence systems (pp. 1147-1163). Cham: Springer International Publishing.

[34] Alhwairini, A., & Foley, A. (2012). Working towards total quality management in Saudi Arabia. Education, Business and Society: Contemporary Middle Eastern Issues.

[35] Azam, T., Songjiang, W., Jamil, K., Naseem, S., & Mohsin, M. (2023). Measuring green innovation through total quality management and corporate social responsibility within SMEs: green theory under the lens. The TQM Journal, 35(7), 1935-1959.

[36] Al-Zoubi, Z., Qablan, A., Issa, H. B., Bataineh, O., & Al Kaabi, A. M. (2023). The degree of implementation of total quality management in universities and its relationship to the level of community service from the perspectives of faculty members. Sustainability, 15(3), 2404..

[37] Abbas, J., & Kumari, K. (2021). Examining the relationship between total quality management and knowledge management and their impact on organizational performance: a dimensional analysis. Journal of Economic and Administrative Sciences, 39(2), 426-451.

[38] TSOU, Y. H., Huang, Y. F., Liu, S. C., & Do, M. H. (2021). The effects of total quality management and corporate social responsibility on firm performance: A future research agenda. The journal of Asian finance, economics and business, 8(4), 277-287.

[39] Saffar, N. A. G. A., & Obeidat, A. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. Management Science Letters, 10(1), 77-90.

[40] Fok, L., Morgan, Y. C., Zee, S., & Mock, V. E. (2023). The impact of organizational culture and total quality management on the relationship between green practices and sustainability performance. International Journal of Quality & Reliability Management, 40(6), 1564-1586.

[41] Boulter, L., Bendell, T., & Dahlgaard, J. (2013). Total quality beyond North America: A comparative analysis of the performance of European Excellence Award winners. International Journal of Operations & Production Management.

[42] Al-Tarawneh, H., & Mubaslat, M. (2011). The implementation of total quality management (TQM) on the higher educational sector in Jordan. International Journal of Industrial Marketing, 1(1), 1-10.

[43] Alhaqbani, A. (2013). Impact of key organisational factors in facilitating TQM in a Saudi Arabian public sector organisation: An empirical study. International Journal of Innovations in Business, 2(8), 732.

[44] Mahmood, S., Qadeer, F., & Ahmed, A. (2014). Relationship between TQM dimensions and organizational performance. Pakistan Journal of Commerce and Social Sciences, 8(3), 662-679.

[45] Baird, K., Hu, K. J., & Reeve, R. (2011). The relationships between organizational culture, total quality management practices and operational performance. International Journal of Operations & Production Management.

[46] Lam, S. Y., Lee, V. H., Ooi, K. B., & Lin, B. (2011). The relationship between TQM, learning orientation and market performance in service organisations: An empirical analysis. Total Quality Management & Business Excellence, 22(12), 1277-1297.

[47] Abusa, F. M., & Gibson, P. (2013). Experiences of TQM elements on organisational performance and future opportunities for a developing country. International Journal of Quality & Reliability Management.

[48] Lee, V. H., Ooi, K. B., Sohal, A. S., & Chong, A. Y. L. (2012). Structural relationship between TQM practices and learning organisation in Malaysia's manufacturing industry. Production planning & control, 23(10-11), 885-902.

[49] Alghamdi, F. (2018). Total quality management and organizational performance: A possible role of organizational culture. International Journal of Business Administration, 9(4), 186-200.

[50] Lee, D., & Park, B. (2016). Impact of manufacturing systems on quality management practices, competitive advantages, and operational performance. International Journal of Productivity and Quality Management, 19(3), 301-318.

[51] Parast, M. M., & Adams, S. G. (2012). Corporate social responsibility, benchmarking, and organizational performance in the petroleum industry: A quality management perspective. International Journal of Production Economics, 139(2), 447-458.

[52] Mackelprang, A. W., Jayaram, J., & Xu, K. (2012). The influence of types of training on service system performance in mass service and service shop operations. International Journal of Production Economics, 138(1), 183-194.

[53] Latif, M. S., Ahmad, M., Qasim, M., Mushtaq, M., Ferdoos, A., & Naeem, H. (2013). Impact of employee's job satisfaction on organizational performance. European journal of business and management, 5(5), 166-171.

[54] Abdullah, M. M. B., Tarí, J. J., & Akhtar, S. (2010). The effect of soft factors and quality improvement on performance of Malaysia's electrical and electronics industry. International Journal of Management Science and Engineering Management, 5(1), 39-43.

[55] Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organizational learning, and performance. Journal of business research, 64(4), 408-417.

[56] Nguyen, M. H., Phan, A. C., & Matsui, Y. (2018). Contribution of quality management practices to sustainability performance of Vietnamese firms. Sustainability, 10(2), 375.

[57] Zeng, J., Phan, C. A., & Matsui, Y. (2013). Supply chain quality management practices and performance: An empirical study. Operations management research, 6(1), 19-31.

[58] Hong, J., Zhang, Y., & Shi, M. (2018). The impact of supply chain quality management practices and knowledge transfer on organisational performance: an empirical investigation from China. International Journal of Logistics Research and Applications, 21(3), 259-278.

[59] Wickramasinghe, V. (2012). Influence of total quality management on human resource management practices: An exploratory study. International Journal of Quality & Reliability Management, 29(8), 836-850.

[60] Okwiri, O. A. (2012). Quality management core practices: A participatory action-based case research on non-integrated implementation.

[61] Mageto, M. J., Maghanga, C. M., & Mwamburi, M. (2012). The lorentz oscillator model simulation illustrating a broad maximum in the bulk reflectance for frequencies just above the resonance frequency. The African Review of Physics, 7.

[62] Kakooza, J. B., Tusiime, I., Odoch, H., & Bagire, V. (2015). Management practices and performance of public hospitals in Uganda. International Journal of Management Science and Business Administration, 1(7), 22-29.

[63] Goetsch, D. L., & Davis, S. B. (2010). Quality management for organizational excellence. Introduction to Total.

[64] Machimbi, V. & Wanyoike, R. (2017). Total Quality Management Strategies and Organizational Performance in Kenya: A Case of Blue Triangle Cement LTD, Global Journal of Commerce & Management Perspective, 6(5), 7-12.

[65] Valmohammadi, C., & Roshanzamir, S. (2015). The guidelines of improvement: Relations among organizational culture, TQM and performance. International Journal of Production Economics, 164, 167-178.

[66] Karimi, Y., & Kadir, S. L. S. A. (2012). The impact of organisational culture on the implementation of TQM: empirical study in the Iranian oil company. American Journal of Industrial and Business Management, 2(04), 205.

[67] Femenias, G., & Riera-Palou, F. (2019). Cell-free millimeter-wave massive MIMO systems with limited fronthaul capacity. IEEE Access, 7, 44596-44612.

[68] Aquilani, B., Silvestri, C., & Ruggieri, A. (2016). Sustainability, TQM and value co-creation processes: The role of critical success factors. Sustainability, 8(10), 995.

[69] Chen, S. H., Hsu, C. C., & Wu, I. P. (2017). The effects of total quality management implications on customer satisfaction and customer loyalty: an empirical study in the

Taiwanese security industry. European Journal of Industrial Engineering, 11(1), 1-21.

[70] Soltani, E., & Wilkinson, A. (2010). Stuck in the middle with you: The effects of incongruency of senior and middle managers' orientations on TQM programmes. International Journal of Operations & Production Management. [85] Wen et al., (2009

[71] Chen, Z. (2015). The relationships among JIT, TQM and production operations performance: An empirical study from Chinese manufacturing firms. Business Process Management Journal.

[72] Hassan, A. S., & Jaaron, A. A. (2021). Total quality management for enhancing organizational performance: The mediating role of green manufacturing practices. Journal of Cleaner Production, 308, 127366.

[73] Hussain, M., & Khan, J. (2020). Key success factors of Total Quality Management (TQM) for the hospitality sector: A critical review of the literature. European Journal of Hospitality and Tourism Research, 8(2), 1-17.

[74] (Stone, J. M., Gardiner, T. A., Teuben, P., Hawley, J. F., & Simon, J. B. (2008). Athena: a new code for astrophysical MHD. The Astrophysical Journal Supplement Series, 178(1), 137.

[75] Thompson Burdine, J., Thorne, S., & Sandhu, G. (2021). Interpretive description: A flexible qualitative methodology for medical education research. Medical education, 55(3), 336-343.

[76] Weinberg, S. L., & Abramowitz, S. K. (2008). Statistics using SPSS: An integrative approach. Cambridge University Press.

[77] Daniel, B. K. (2019). Using the TACT framework to learn the principles of rigour in qualitative research. Electronic Journal of Business Research Methods, 17(3), pp118-129.

[78] Saunders, M. N., Lewis, P., & Thornhill, A. (2000). Research Methods for Business Students: Lecturers' Guide.

[79] Sekaran, U., & Bougie, R. (2019). Research Methods for Business: A Skill Building Approach. Jhon Wiley and Sons Ltd: United Kingdom.

[80] Pallant, J. (2020). SPSS survival manu employee data al: A step by step guide to data analysis using IBM SPSS. Routledge.

APPENDIX A

QUESTIONNAIRE OF THE STUDY

Dear Employee...

The existing research tries to discover "The effect of TQM on Performance of Organization in Telecommunication Companies in Iraq", in order to complete the Master of Business Administration. Therefore, please answer all questions with credibility, transparency, and without bias, because the answers will be approved for scientific research purposes. Your responses will be treated with care. confidence for the purposes of completing the MBA thesis. Please respond to the questions to the best of your ability. . Thank you for your time and help us.

A.1 SECTION ONE: DEMOGRAPHIC INFORMATION

a. Gander?

□ Female □ male

b. age?

□ Less than 30 Years □ 30 - 40 Years □ 41 – 50 Years □ More than 50 Years

c. Qualification?

□ Bachelor’s degree □ Master`s □ PhD

d. Position?

□ Head of Department □ Supervisor □ Employee

A.2 SECTION TWO: TOTAL QUALITY MANAGEMENT

Please mark whether you disagree or agree with each of the following claim with respect to your own opinion for which you are now working for by ranking through: (1 = high Disagree/ 2 = Agree/ 5 = moderate 4 = Disagree/ 3 = high strongly).

	Items	High Strongly (5)	Agree (4)	Moderate (3)	Disagree (2)	High Disagree (1)
First Dimension: Customer Focus						
1	The firm has a distinct future vision and offers guidance on performance					
2	TQM is the method by which the business is regularly led and managed					
3	Middle/operational excellence is encouraged by upper management personnel to take responsibility of workplace challenges or possibilities.					
4	Middle/top management has devised a clear and successful plan to providing quality service, which is supported by a defined vision, purpose, and values.					
5	The interaction between their duty and the firm's strategic aims and objectives is understood by operational people.					
6	A committee hierarchy has been developed to oversee quality service improvement.					
Second Dimension: Leadership						
7	Decisions are delegated to lower levels of management by top management.					
8	I take full responsibility for my work and believe that it is critical to the firm's success.					
9	Workers in my division/section work closely together as a team to plan assignments and improve quality.					

10	Aside from my specialized profession, I contribute to attain exceptional service by participating in various activities through teams.					
11	To analyze training requirements, the company employs training facilitators.					
12	The organization provides the necessary training and education to guarantee that your attitudes and abilities contribute to ongoing progress.					
Third Dimension: Continuous Improvement						
13	There are enough training resources available.					
14	Quality is ingrained in the company's culture.					
15	The company has a culture of constant improvement.					
16	The organizational procedures are sufficiently specified to ensure that all Workers are aware of how they operate.					
17	Every procedure is created with quality in mind.					
18	Performance evaluations are based on predefined standards.					
Fourth Dimension: Employee involvement						
19	The company is run as a system to continuously raise the caliber of services provided.					
20	The company communicates with its stakeholders and consumers on a regular basis.					
21	The proper use of information technology in your company can benefit organizational performance.					

22	Information technology use may enhance the caliber of planning and decision-making inside your business.					
23	The firm's management communicates its goals effectively.					
24	The performance is measured against the firm's management's expectations.					
	Fifth Dimension: Fact-based management					
25	Quality-related activities have an important influence on the performance of the organization					
26	achievement and quality serve as a driving force for progress.					
27	In general, the adoption of TQM necessitates a review and update of all associational metrics.					
28	TQM guarantees that corrective action is performed if a service fault occurs and that standards are established.					
29	The measurement of job performance is fundamental to TQM					
30	Total Quality Management relies on staff motivation and training.					

A.3 SECTION THREE: ORGANIZATION PERFORMANCE

Please specify your level of disagreement or agreement with every statement with respect to your own opinion for which you are now working by ranking through: (Agree/ 5 = High Strongly, Moderate/ 4 =, Disagree/ 3, Disagree/ 2, High disagree/1).

	Items	High Strongly (5)	Agree (4)	Moderate (3)	Disagree (2)	High Disagree (1)
Dimension One: Operation Efficiency						
1	Achievement is measured.					
2	efficient performance metrics					
3	internal communication between operational workers and management that is effective					
4	management approaches and systems					
5	continual training and preparedness					
6	being more devoted to the current quo by taking chances and making drastic adjustments					
	Second Dimension: Employee satisfaction.	High Strongly (5)	Age (4)	Moderate (3)	Disagree (2)	High Disagree (1)
7	The firm provides the facility					
8	The firm replies quickly to e-message					
9	The firm takes care of the customer					
10	The firm welcomes you when help is required					
11	The manager has a good relationship with you					