



CONSTRAINTS THAT AFFECT THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT ON EXECUTIVE MANAGEMENT AND EFFECTIVENESS OF PLANNING IN THE ORGANIZATION AS A MEDIATOR

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Article history:		Abstract:
Received:	14 th January 2024	Total Quality Management (TQM) is an activity that helps develop the organization on an ongoing basis on affects Executive Management (EM) through highly efficient Planning (PL) as a mediator. Total quality management is capable of improving organizations in different ways. By analysing the results of the targeted sample and determining the discussion in this study, the researcher was able to determine the impact of total quality management on executive management, and role planning as a mediator has clearly contributed through continuous improvement. The impact of total quality management on executive management is evident by supporting organizations with modern, high-tech plans to contribute to community satisfaction. Quality is characterized by the organization's high performance in production and leads to improving workers' lives, provided that this is accompanied by successful management. This study focuses on the type of modern methods that are well used in performance, and then constantly monitors and searches for problems to which the organization is exposed. The researcher relies on accuracy in analyzing the results in a clear manner to reach the desired results. The target sample number was (158), he was wrong (6), and true questionnaire (152). Statistical analysis was used SPSS & SmarrtPLS 4, and used Likert scale 7, target sample was Wasit University/Iraq
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1. INTRODUCTION

Total Quality Management (TQM) is the basis for the development of institutions in all countries, at the same time (Shi et al., 2020). The researcher focuses on Planning (PL) as a mediating factor in this study (Lynch et al., 2020; Swaminathan, et al., 2020). Based on the information that was collected and classified into data for the purpose of analyzing it to obtain the required results (Abbasi et al., 2021). Interest in Executive Management (EM) is increasing mainly through the use of the latest modern methods with modern technology and planning for specific periods, which are short-term, medium-term and long-term target sample was Wasit University/Iraq (Purchase & Volery, 2020). Despite the importance of planning, gaining employee satisfaction is not easy, and the work team must follow through training them using modern technology on an ongoing

basis. Total quality management remains the basic standards that must be implemented by organizations (Schlegelmilch, 2020). The change occurring in organizations after implementing comprehensive quality management must be followed up through planning using modern technology (Manzoor et al., 2021). The effectiveness of total quality management must be focused on the executive management in implementing the plans drawn up for it (Bhagwat et al., 2020). The interest in this study also refers to collecting data for the target sample obtained by the researcher (Hofacker et al., 2020). Workers can communicate directly with their organizations in which they work after implementing comprehensive quality management in order to obtain their desires for services (Sun & Wang, 2020). Workers can communicate directly with their organizations in which they work after implementing



comprehensive quality management in order to obtain their desires for services (Kadhim & Ahmad, 2019). The relationship between total quality management and executive management occurs through the adoption of technology for the data obtained by the researcher in this study, which contributes to supporting and assigning employees. The role of planning in this study is no less than the rest of the variables (Kadhim & Ahmad, 2021). Based on the information collected by the researcher, most of the main observations on the organizations' conditions were identified (Kadhim & Ahmad, 2022).

2. PROBLEM STATEMENT

Appropriate solutions must be found to the problems faced by organizations, including poor production quality, significant weakness in performance, and the widespread need for modern technology. A detailed explanation of the role of total quality management on the executive management of Wasit University/Iraq (Kadhim & Hani, 2024). Developing organizations to achieve continuous improvement, as well as competing between institutions to gain employee satisfaction. Identifying obstacles and appropriate solutions to solve problems and emphasizing the importance of total quality management on executive management and role of planning as a mediator. This study demonstrated interest in applying total quality management to executive management (Du et al., 2021).

3. LITERATURE REVIEW

Most researchers paid attention to literature review that identified the importance of total quality management necessary for organizations and planning as a mediator. The focus in literature review is on executive management, and the emphasis on the role of comprehensive quality management necessary for organizations and planning as a mediator. According to Rokka (2021), in order for institutions to continue continuous improvement, and to know the benefit of executive management. According to Peck et al (2021), total quality management is essential in developing organizations (Allard et al., 2020). This study emphasized the role of permanent and good planning for organizations. Literature review has importance about studying the target information of the study. By Kadhim and Ahmed (2021). Total quality management is to improve executive management to gain employee satisfaction. Previous studies emphasized the importance of executive management of organizations, as well as attention to planning roles. According to Abu Zayyad et al (2021), total quality management has a

major role in influencing executive management. According to Kadhim and Hani (2024), he focused on the impact of total quality management on executive management. Refence Paul (2020), focus on the importance of planning as a mediator (Sheth, 2021). The necessity of training employees and continuous improvement to greatly develop organizations and using planning as a mediator for developing institutions (Datta et al., 2022). Statistical analysis: SPSS and SmartPLS 4 to determine the results. Khalil et al. (2022), also used 7) Likert scale in the questionnaire (Kadhim & Jassmy, 2024).

4. THEORETICAL FRAMEWORK

4.1 Total quality management

Total quality management is a strategic concept that aims to achieve continuous improvement in all elements and functions of the organization (Rana et al., 2021). This concept focuses on achieving customer satisfaction by improving total quality management in all aspects of operations, from design and development, to production, service and support (Maciel & Fischer, 2020). Employees are an essential part of this process, as they are encouraged to participate in total quality management improvement and process development (Zhang et al., 2021). There are several key total quality management objectives that companies must achieve (Kalaigian et al., 2021). First and foremost, it is about achieving customer satisfaction by providing products and services that exceed expectations (Morgeson et al., 2020). Second, total quality management aims to improve the company's processes and procedures to reduce errors and increase efficiency (Miao et al., 2020). Finally, total quality management seeks sustainability and continuous improvement, with an emphasis on developing an overall culture of total quality management throughout the organization. Functional training plays a crucial role in total quality management in companies. Training helps employees understand total quality management requirements and how to achieve them in their daily performance. Some key points about the role of training in total quality management. Technology plays a crucial role in enhancing total quality management. Thanks to technological advances, companies are able to monitor and improve the total quality management of products and services in new and effective ways. Some key points about the role of technology in total quality management (Morewedge et al., 2021). Continuous improvement is an essential component of total quality management. Its goal is to enhance performance and continuously improve operations. In Total quality



management, continuous improvement is encouraged as part of the organizational culture. Companies that follow this approach constantly monitor the performance of their products and services, and are always looking for ways to improve them. By adopting an effective of total quality management system, companies can achieve high quality in their products and services, as well as achieve continuous improvement. Total quality management is not only about superior quality, but it is also about achieving company goals and improving performance. With the right tools and techniques, any company, regardless of its size or industry in which it operates, can successfully implement TQM (Kadhim & Atiyah., 2024).

4.2 Executive management

For the highest administrative level within the company's organizational structure, responsible for making the administrative decisions necessary to achieve the goals, and implement the strategy set by the executive director, develop tactical and interim plans, and ensure that employees work in accordance with the company's goals and objectives (Kholboyevich, 2023). Executive management is the basis for implementing the organizations strategy, diagnosing and evaluating the main risks in the organization's work, and designing and managing appropriate internal control systems (Kadhim & Habeeb., 2024). Other responsibilities of executive management include ensuring the implementation of sound management decisions, and ensuring that the organization operates at all times in accordance with the principles of continuous improvement. The executive management also circulates the strategic decisions and other central decisions that are taken at the level of the main company to the units affiliated with the organization, thus ensuring the implementation of the policies, work methods and procedures of the organization's unified general operations by all its units (Kadhim & Atiyah, 2024).

4.3 Planning

Planning helps create a clear, time-bound action plan for all company units, keeping the company's goals in mind, which leads to unifying the efforts of the

company's units to achieve them (Diversity et al., 2024). Planning helps to create a clear plan of action, which is followed to achieve the organization's goals in an easy and organized manner within clear standards, which directs the energies of managers and employees to completing the work within the proposed plan. Planning also helps in finding alternative solutions in the event of any future emergency that might hinder Work progress, which increases managers' reassurance and certainty in the continuity of their work (Kadhim & Jassmy, 2024). The planning process makes all matters and goals clear and unambiguous, which helps to achieve them without wasting any human and material resources. It also provides employees and workers with opportunities for innovation and creativity at work. Planning requires setting goals and objectives to be achieved (Kadhim & Habeeb, 2024). It makes the workflow and implementation of plans more logical, helps direct efforts and energies effectively, and increases the focus of attention on the final results desired to be achieved. Goals must be defined in qualitative and quantitative terms, for example; Determine the number of workers, wages paid, units produced (Kadhim & Jassmy, 2024).

5. HYPOTHESES DEVELOPMENT

Hypotheses of this study (3), and the focus is to study the impact of total quality management on executive management, and the role of planning as a mediator. Using modern technology to study the impact of total quality management on executive management (Kadhim and Ahmed, 2019). The number of these hypotheses is (3), as shown in Figure 1.

H1: Relationship between Total Quality Management (TQM) and Executive Management (EM).

H2: Relationship between Total Quality Management (TQM) and Planning (PL).

H3: Relationship between Planning (PL) and Executive Management (EM).

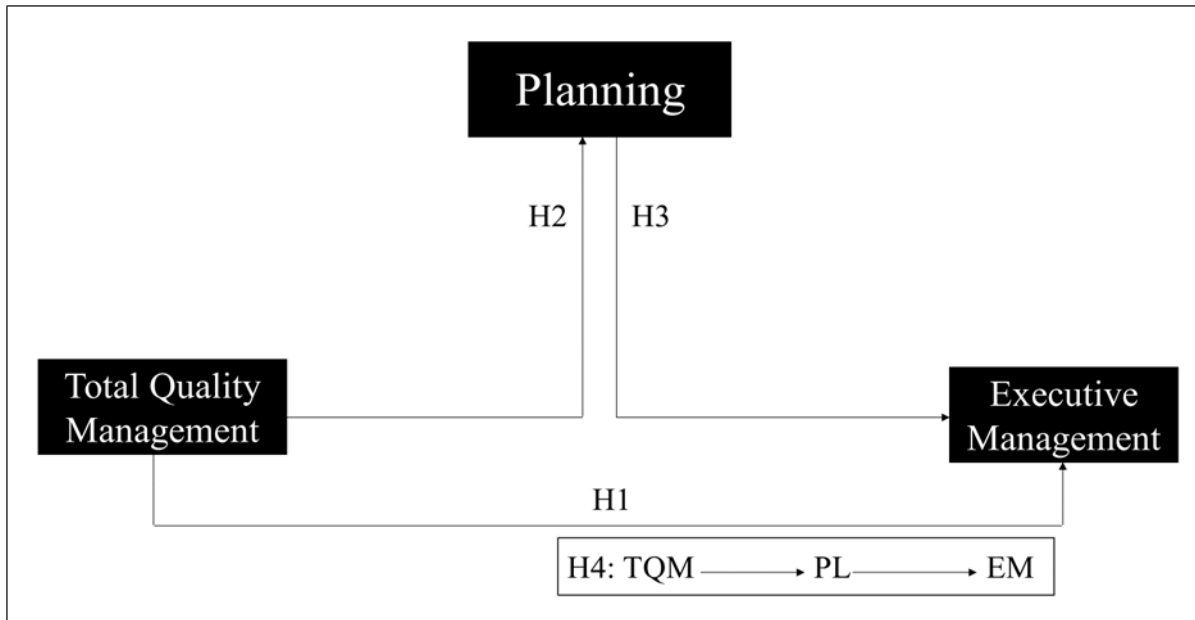


Figure 1: Framework

6. METHOD STUDY

Organizations realize the importance of the need to implement total quality management on executive management. The implementation of (TQM) extends to several methods and areas in institutions and works to develop the organization. The company adopts total quality management to improve executive management. Total quality management works to raise the productive value of the organization, and the importance of basic quality comes from improving and developing continuous production, and focusing on innovations and ideas of excellent quality. Emphasizing the competitive advantage among institutions in performance and use in this study SPSS & SmartPLS 4, and Likert scale 7 and questionnaire from. The target sample was Wasit University/Iraq (Ahmad at et., 2020).

7. ANALYSIS RESULTS

In this study, used SPSS and SmartPLS 4 in the research results. Reliability and validity were according to the desired results, shown in Table 1, that all factors exceed 0.816, and the sample values obtained are (3) positive (Al-Badri et al., 2020).

Items	Cronbach's alpha	Composite reliability	Average variance extract
EM	0.839	0.845	0.609
PL	0.816	0.833	0.579
TQM	0.948	0.951	0.826

In this study, the researcher attempts to find the required and necessary results.

8. DESCRIPTIVE STATISTICS

These results provide us with the median for each sample of variables, and provide standard deviation for each sample. The following modern methods that contribute to developing research results give the number of observations and their magnitude (152), and number of paragraphs, and Cramér-von Mises p- value, shown in Table 2.

Table 1: Reliability validity

Table 2: Mean and std. Deviation



Items	No.	Mean	Std. Deviation	Renk	Level
TQM	152	5.0461	1.18399	1	Moderate
PL	152	5.3842	1.05668	3	Moderate
EM	152	5.2553	1.08505	2	Moderate

9. SPEARMAN CORRELATION

Spearman correlation was used to find the results of the information and data obtained from the targeted sample to determine the relationship between total quality management, executive management, and

planning as a mediator. The significance 0.05. From Table 3, there is a positive relationship between (TQM), (EM), there is a positive relationship between (TQM), (PL), and relationship between (PL), (EM), was a positive, and a significant level of 0.01.

Table 3: Spearman correlation analysis between (TQM), (EM) and (PL).

Items		TQM	PL	EM
TQM	Pearson Correlation	1	.562	.588
	Sig. (1-tailed)		.000	.000
	Sum of Squares and Cross-products	211.678	106.111	114.013

The researcher obtains the results of the dependent SmartPLS 4, 1.000 and

0.000, also gets as a mediator, 0.000 and 1.000, shown in Table 4.

PL	Covariance	1.402	.703	.755
	N	152	152	152
	Pearson Correlation	.562	1	.704
	Sig. (1-tailed)	.000		.000
EM	Sum of Squares and Cross-products	106.111	168.602	121.853
	Covariance	.703	1.117	.807
	N	152	152	152
	Pearson Correlation	.588	.704	1
	Sig. (1-tailed)	.000	.000	
	Sum of Squares and Cross-products	114.013	121.853	177.776

Table 4: Results mediator	Covariance	.755	.807	1.177	dependent and
	N	152	152	152	
	ITEMS	EM	PL		
	EM	1.000	0.000		
	PL	0.000	1.000		

Discriminant validity was higher than the results for the rest of the variables that came directly below it, shown in Figure 2, that the results obtained for hypotheses (3)

are positive (Kadhim and Ahmed, 2019). Table 5, shows discriminant validity.

Table 5: Discriminant validity

ITEMS	EM	PI	TQM
EM			
PL	0.849		
TQM	0.131	0.858	

Results of hypotheses in p-value (3) are positive (Ahmad et al., 2020), shows in Figure 2, that (TQM) has a positive effect on (EM), at 0.265, the

relationship between (TQM) and (PL) was positive at -0.590, and the relationship between (PL) and (EM) (SP) is positive and significant at 0.582.

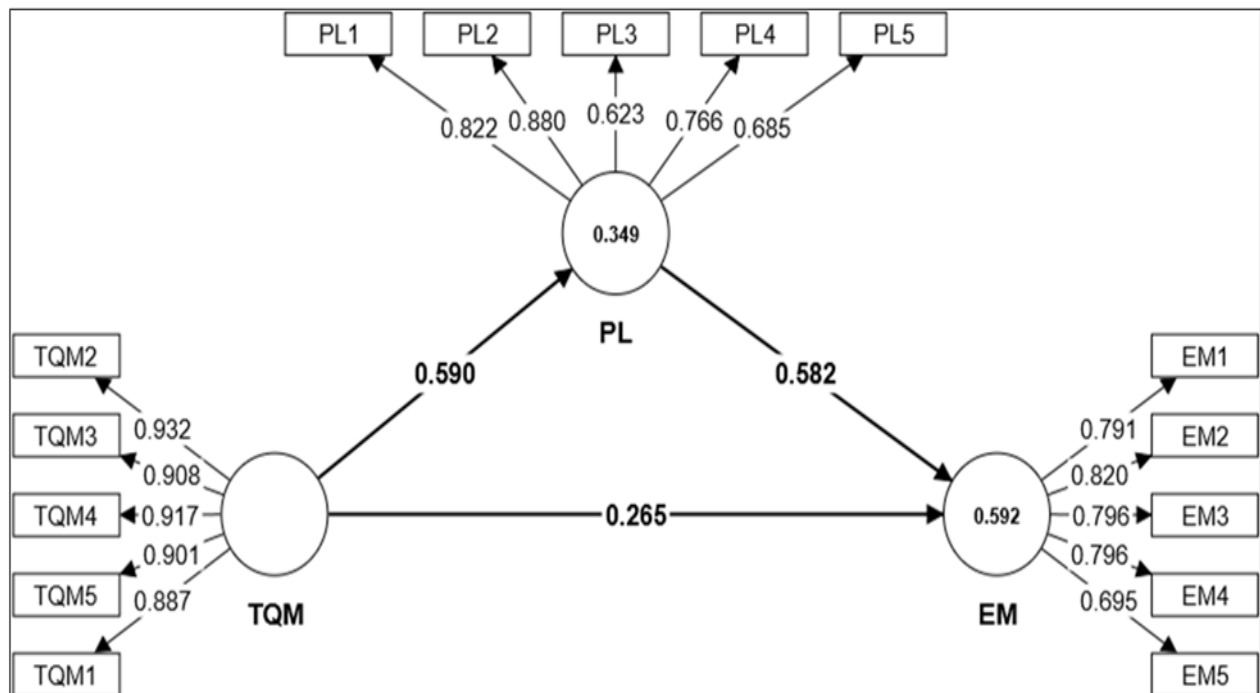


Figure 2: p-value (Measurement model)

Shows in Figure 3, that (TQM) has relationship between (TQM) on (EM), at 0.265, the relationship

between (TQM) and (PL) at -0.590, and relationship between (PL) and (EM) at 0.582. Shown in Table 6,

results between the p-value - (measurement model)
and t-value - (structural model).

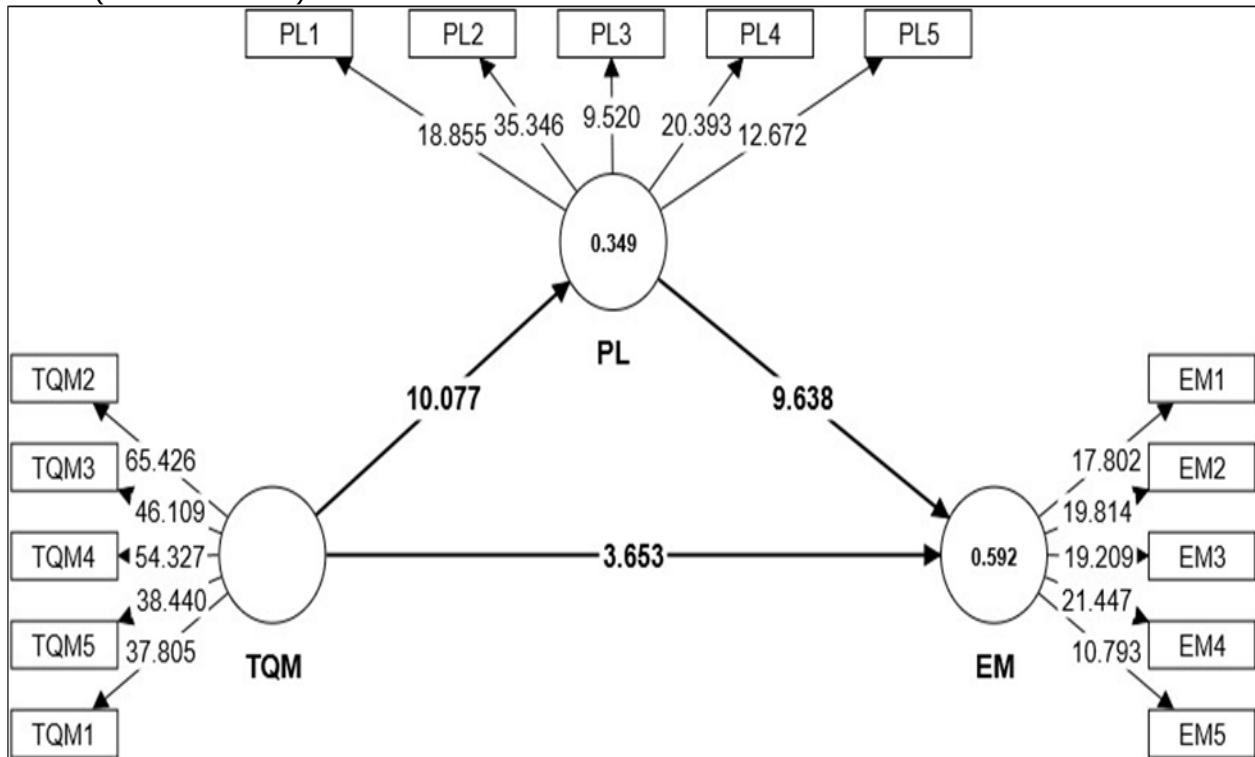


Figure 3: t-value (Structural model)

Table 6: Relationship between variables (TQM), (EM) and (PL) direct

Hypothesis	Relationship	p-value	t-value	Results
H1	TQM → EM	0.265	3.653	Accepted
H2	TQM → PL	0.590	10.077	Accepted
H3	PL → EM	0.582	9.638	Accepted

Hypothesis (1), was obtained after analyzing the data, which is indirect between Total Quality Management (TQM), Planning (PL), and Executive

Management (EM), as shown in Table 7, and shown summary hypothesis in Table 8.

Table 7: Relationship between variables (TQM), (PL) and (EM) indirect

Hypothesis	Relationship	p-value	t-value	Results
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H4	TQM → PL → EM	0.000	6.860	Accepted
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Table 8: Summary hypothesis (4) - (direct & indirect)

Hypothesis	Relationship	p-value	t-value	Results
H1	TQM → EM	0.265	3.653	Accepted
H2	TQM → PL	0.590	10.077	Accepted
H3	PL → EM	0.582	9.638	Accepted
H4	TQM → PL → EM	0.000	6.860	Accepted

10. R-square (R^2)

In this study, by using SPSS & SmartPLS 4 to analyze the results for R^2 value was obtained. According to Ahmed et al. (2020). Determine the results of the

dependent factor and as a mediator, shown in Table 9, quality criteria to R^2 for results.

Table 9: R-squared (R^2)

Items	R-square	R-square adjusted
EM	0.592	0.586
PL	0.349	0.344

Not: 0.19-0.33 is low, 0.33-0.67 is medium, and 0.67 and above is high (Ahmed et al., (2020))

11. F-square (F^2)

F-square (F^2) in this study by using SPSS & SmartPLS 4, is the effect of the corporate structure model and determine the results of impact independent on the

dependent and as a mediator by Ahmed et al., (2020), as shown in Table 10.

Table 10: F-square (F^2)

ITEMS	EM	PL	TQM
EM			
PL	0.540		
TQM	0.112	0.535	

Not: 0.19-0.33, slow, 0.33-0.67, is medium, and 0.67, and above is high (Ahmed et al., (2020))

12. PATH COEFFICIENTS

The path coefficients are presented to us in the matrix in which the results of the independent factor and the mediator appear, shown in Table 11.

Table 11: Matrix for variable

ITEMS	EM	PL	TQM
EM			
PL	0.582		
TQM	0.265	0.590	

13. CONCLUSIONS

1. In this study, the relationship between total quality management and executive management is determined.



2. There is a relationship between total quality management and planning as a mediator.
3. Focus on selecting appropriate target samples in the research to determine the impact of total quality management on executive management.
4. Focusing on the importance of the variables present in this study and the role of the effectiveness of implementing total quality management in companies to create competition between them.
5. Applying total quality management standards to executive management works to raise the efficiency and improve the performance of organizations on an ongoing basis.
6. Emphasizing the permanent use of total quality management standards in official departments and encouraging them to use advanced methods of modern technology.

14. RECOMMENDATIONS

1. The importance of implementing total quality management on strategic management is essential in organizations and has a positive role in creating competition.
2. Constant focus on targeted samples for the continuous improvement of companies, such as advertisements about the positives obtained.
3. Focus on training and teamwork to develop companies, continuous improvement, and provide constant encouragement to them to raise and improve their performance.
4. Continuous training to develop employees and formulate a successful planning policy to confront the problems they face.

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