

Effectiveness of total quality management in marketing performance and the role of continuous improvement as a mediator for Iraqi institutions

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Abstract

Current study aims to investigate Total Quality Management (TQM) and its potential outcomes in the Iraqi governmental institutions sector. The study focused on a major problem to understand the possible variables for achieving successful Total Quality Management that leads to positive outcomes on the behaviors of Iraqi institutions. The research also focused on previous studies of scientific research in clarifying the impact of Total Quality Management determinants as an independent factor (improving training, work team, cultural change, full employee participation) on marketing performance as a dependent factor (focus on opportunity, calculated risk, value creation) and the importance of continuous improvement (organizational performance, individual performance, procedure performance) as an independent variable in this research. A sample of employees in Iraqi governmental institutions, which numbered (98), and (4) questionnaire forms were incorrect, and the net valid forms obtained by the researcher were (94). The study problem focused on the possibility enhancing impact of (TQM) as an independent factor on marketing performance as a dependent factor and the role of continuous improvement as an intermediary factor. The statistical methods (SPSS) were used and this study presented many recommendations to strengthen the relationship between employees in Iraqi governmental institutions. This study gives employees the impression that the relationship between the two parties depends on cooperation and consideration between governmental institutions.

Keywords: Total Quality Management, Marketing Performance, Continuous Improvement.

Introduction

The suitability and development of government institutions are essential criteria for the well-being of human societies, and employees may take a special approach to evaluating basic services and are willing to take responsibility for their performance (Kustono, 2019). Accordingly, employees' expectations of the services provided to them are high efficiency. In other words, they need services that help them perform the required tasks (Othman, 2020). According to Alshourah, (2021) for the paradigm shift in Iraqi institutions, providers of the required basic services need to take into account the increasing expectations of employees and focus on improving total quality management and applying it to marketing performance. The role of continuous improvement as an intervening

variable. Moreover, obtaining the required services with high quality is a right for all employees (Msallam et al., 2020). Employees expect government organizations to provide high value and fulfill real or essential service promises to employees. Thus, helping them identify services that they can benefit from again (Sin et al., 2021). The effectiveness of TQM appears in this study due to its major role in developing market performance through continuous education as an intermediary between the independent worker and the dependent worker, which we will address in this study in terms of values related to the research topic and through the results and recommendations (Firman & Thabrani, 2018).

Study problem

The government sector has witnessed many failures that have led to the loss and distortion of its image in front of the general public, as it is noted much lower than standard quality level, which has prompted a huge number of employees to search for high-quality services in productive markets (Texeira-Quiros et al., 2022). Accordingly, the study dilemma can be formulated according to as a dependent factor, and continuous improvement as an intermediary factor in Iraqi government institutions? The following sub-questions arise from the above question: (Al Shraah et al., 2021). Determining the level of TQM application in the study community through its dimensions (improving training, work team, cultural change and full employee participation) on the rest of the variables (Khanam et al., 2016: P:13). Diagnosing the positive effects resulting from the application of TQM in Iraqi institutions and the study community, especially by verifying whether TQM factors affect marketing performance responses related to focusing on the opportunity, calculated risks and creating value. Also, identifying the positive effects of continuous improvement as an intermediary factor between TQM and marketing performance. And providing recommendations that would help decision makers in the government institutional sector to improve the quality of government organizations and meet market needs and employee desires. The results of this study are valuable to academic circles on the one hand, and the governmental institutional sector and the study community on the other hand. Thus, it can be said that the importance of the study is represented by the following points (Jamal & Anwar, 2021). This study is an academic contribution at the theoretical level by presenting and proposing intellectual models in the field of total quality management, which are scarce at the local and Arab levels. It also contributes to studying and analyzing the intellectual debate about total quality management and its effects at the level of foreign studies. Therefore, the study contributes to supporting the literature of employee behavior, and cognitive addition field of (TQM), especially in marketing thought at the araba and local levels. This study is appropriate because to properly adapt the (TQM) approach in developing countries, especially Iraq, for more efficient performance.

Building the study model and its hypotheses

By dealing with government organizations, employees direct the explicit and implicit perceptual clues they encounter during performance for organizations and shape them into a series of impressions. These dimensions may allow TQM to form opinions and impressions in light of the specialized practical implementation of the service. All of these dimensions determine the

employees' computational and emotional perceptions, to reach the real service experience (Jong et al., 2019). Moreover, they accumulate and intensify when the experience becomes complex, subjective and uncertain. In particular, if employees have high levels of attention and focus on the aspects of TQM, to convey the message of employees and indicate the nature of the overall experience and its results (Anwar & Abdullah, 2021). Marketing performance, enhancing employee through the continuous improvement of government institutions and achieving their situational loyalty and trust in the market, with TQM playing a full role in the research (Jabbarzare & Shafighi, 2019). It is expected that the dimensions (TQM) marketing. Many previous studies have also attempted to verify the role of TQM in employee satisfaction at the level of impact on marketing performance and through continuous improvement as an intermediary factor (Khalil & Muneenam, 2021). Previous studies also indicate that government organizations that provide TQM at a positive level gain situational loyalty from their employees. If the employees of government organizations are not loyal to them, they will be at a disadvantage and will have to invest in different marketing strategies in order to gain their loyalty. Previous research has shown individually that TQM is an important factor affecting marketing performance and the role of continuous improvement as an effective mediating factor (Engel, 2014).

Total Quality Management and its Dimensions

1. Improve training

Any strategy based on a new approach to TQM in organizations and change program requires appropriate training and IT education to improve learning performance. Research studies have shown that training contributes to the implementation and success of TQM in marketing performance. Hence, self-improvement and education promotion are important. Improving training contributes to the development of individual personality, income, productivity, group participation, knowledge, skills and investment in training (Alonazi, 2017).

2. Work team

Teamwork where the attitude, management of these factors will help encourage the employee to work together. It is "the cooperative effort of a group to achieve a common goal or to complete a task in the most effective and efficient manner. Government organizations work as a team to raise the level of marketing performance. Studies indicate that teamwork by employees helps in expanding ideas and increasing creativity in government organizations. (Marklinder & Eriksson, 2015).

3. Cultural change

Culture change refers to the behavioral change of government organizations that emphasizes the behavioral change of employees and society. There should be a focus on adopting a strategy to enhance social welfare. The text focuses on directing and modeling policy goals as well as the general management of the organization. It works to enhance and develop human rationality. Culture change refers to behavioral alternatives that help all members of the organization to reach the stated

goals or destiny that requires efficiency. Researchers adopt the rational aspect of all organizations and focus on the social structure as part of society. (Sandrk et al., 2016).

4. Full employee participation

According to Rangus & Slavec (2017 P:43), total employee involvement is required at all levels in TQM to improve marketing performance. Total employee involvement gives employees the freedom to do the work themselves, instills compliance and trust among employees in government organizations. Total employee involvement “means the interaction between individuals and groups. It also believes in training employees to detect defects and improve quality and providing them with rewards and calls for “creating high trust relationships.

Continuous improvement and its dimensions

By encouraging government organizations to use incentive and reward systems, considering continuous improvement as a mediator in this study and through its dimensions (organizational performance, individual performance and procedure performance) in working to implement total quality management in marketing performance to raise its efficiency. The organization allows its employees to participate in continuous improvement processes. Total quality management makes employees' skills a strategic resource capable of creating value and achieving competitive advantage. Effort, capabilities and skills help develop markets (Rohoma et al., 2015).

1. Organizational performance

The performance of the organization of the organization's ability to achieve its goals through marketing performance, government organizations to reach long-term goals. Organization's ability to optimally exploit the resources available to it and direct them towards achieving the planned goals. It and the extent of the organization's ability to achieve its goals (Lin & Williams, 2016).

2. Individual performance

Government organizations have become under great pressure from the environment, which pushes government organizations to search for how to adapt and adjust to those developments and changes. Therefore, the idea of individual performance has developed with those changes that have occurred on the global level. Individual performance: is the goals and outcomes that the government organization system seeks to achieve. According to the available resources, it is noted that there is a set of patterns of human behavior that express the employee's performance of his duties and bearing his responsibilities, and include comprehensive quality management, implementation efficiency, and the technical and scientific expertise required in his job (Wisecup et al., 2017).

3. Performing procedures

According to (Rogo et al., 2017) it is a plan that shows a desired way of actually dealing with a certain future, and procedures exist in every part of government organizations. Performing procedures is defined as a series of actions, steps and stages that must be followed to implement a certain work", it is the path that must be followed within the facility to complete a work. Performing procedures: It is "a series of written activities, in which a number of individuals participate in a certain department, or several departments, and is designed to ensure that repetitive operations are processed in a uniform manner. Performing procedures is defined as: "A group of tasks that are interconnected.

Marketing performance and its dimensions

1. Focus on the opportunity

The performance of government organizations looks beyond achieving the organization's goals in the markets to provide more opportunities to raise the efficiency of employees. Marketing performance through continuous improvement helps to increase production in the market. Government organizations are always looking for new opportunities to develop their performance (Ahmad, 2017).

3. Calculated risk

Accepting calculated risk is an opportunity that should not be missed completely. Government organizations should be prepared to face it to bear risks when it is positive for government organizations. Therefore, implementing total quality management in marketing performance through continuous improvement is necessary to raise the level of the organization towards the best (Plesinger et al., 2015).

4. Value creation

Government organizations, through their application of TQM, create positive value for marketing performance through continuous improvement. Ensuring that TQM achieves its desired objectives, and providing good value creation by TQM to marketing performance through continuous training is the best way to support markets with the best advanced technology industries (Baptista & Oliveira, 2015).

Hypotheses

1. Impact improving training (Continuous Training (CT)) on marketing performance (Marketing Performance (MP)).

2. Impact teamwork (TE)) on marketing performance (Marketing Performance (MP)).
3. Impact cultural change (Culture Change (CC)) on marketing performance (Marketing Performance (MP)).
4. Impact total employee involvement (Total Employee Involvement (TEI)) on marketing performance (Marketing Performance (MP)).
5. Impact Continuous Training (CT) on Continuous Improvement (CI)..
6. Impact Teamwork (TE) on Continuous Improvement (CI) from the study sample's point of view.
7. There is a significant effect of Culture Change (CC) on Continuous Improvement (CI).
8. Impact Total Employee Involvement (TEI) on Continuous Improvement (CI).
9. Impact Continuous Improvement (CI) on marketing performance.

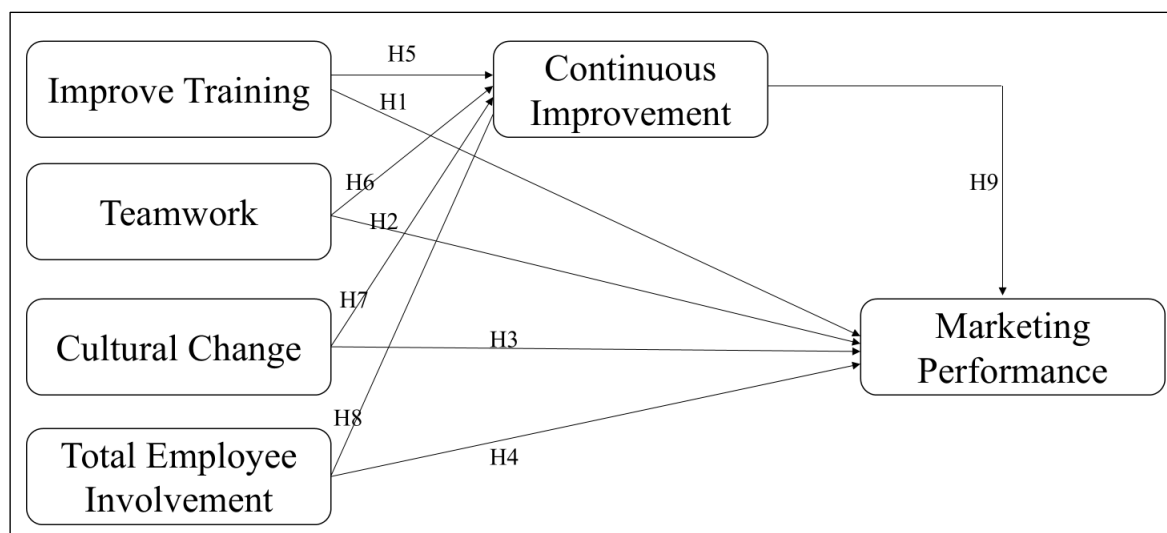


Figure: 1. Hypotheses

The previous model can be developed and justified in light of a set of theories, including, for example, the Expectancy Disconfirmation Theory of (Oliver, 1980), which confirms that employees have expectations regarding the application of total quality management in marketing performance. It represents the situation in which the result is consistent with expectations. As for non-conformity, it represents the situation in which the result is different from expectations (Mendoza & Villanueva, 2021). Therefore, employee satisfaction occurs in situations in which expectations are met or exceeded, and employee dissatisfaction occurs (Mahmood & Ahmed, 2022). Total quality management is the result of comparing expected and perceived performance. Grönroos's (1982) adaptation of the nonconformity model has reduced quality to two dimensions: the first dimension is the technical dimension of total quality management, which describes the final result of organizations, and the second dimension is the functional dimension of total quality management, which includes the actual process of providing the best technology during the interaction of the market with employees. Situational factors and social norms can mediate this relationship, i.e. total

quality management has an impact on marketing performance and the role of continuous improvement (Albadry et al., 2020).

Standard Model Results

This study analyzes the standard model to verify the reliability and validity of the results obtained from the data analysis. Table No. (1) shows the statistical analysis of the data using the SPSS method (Statistical Package for Social Sciences) and the highest percentage reached for all variables in this research according to the SPSS statistical analysis is 0.975 and the lowest percentage is 0.775 as in Table, 1 (Hair et al., 2014). We determined the reliability assessment for all variables and thus the positive results for all six hypotheses (0.05) have been achieved on at least extreme results. The results of the analysis of the statistical data are higher than (0.05). The correlation relationship as in Table No. (1) Cronbach's Alpha is a positive correlation relationship.

Table. 1: Standard relationship

Variables	Number of targeted samples	Standard Relationship
Improve Training	94	0.813
Teamwork	94	0.992
Cultural Change	94	0.775
Total Employee Involvement	94	0.859
Continuous Improvement	94	0.975
Marketing Pperformance	94	0.975

Correlation variables

Spearman correlation is used in analyzing determine the relationship between TQM factors and their effect on the dependent and mediating variables. 0.05. Table No. (2) shows the TQM factors with the factors of all variables (Hiar et al., 2017).

Table. 2: Correlation between variables

Items	CT	TE	CC	TEI	CI	MP
CT						
Spearman Correlation	1	.932	.011	.223	-.139	.929
Sig. (2-tailed)		.000	.000	.000	.000	.000
N	94	94	94	94	94	94
TE						
Spearman Correlation	.932	1	.035	.030	-.081	.995
Sig. (2-tailed)	.000		.000	.000	.000	.000
N	94	94	94	94	94	94
CC						
Spearman Correlation	.011	.035	1	-.061	.073	.047
Sig. (2-tailed)	.000	.000		.000	.000	.000
N	94	94	94	94	94	94
TEI						
Spearman Correlation	.223	.030	-.061	1	-.273	.019
Sig. (2-tailed)	.000	.000	.000		.000	.000
N	94	94	94	94	94	94
CI						
Spearman Correlation	-.139	-.081	.073	-.273	1	-.061
Sig. (2-tailed)	.000	.000	.000	.000		.000
N	94	94	94	94	94	94
MP						
Spearman Correlation	.929	.995	.047	.019	-.061	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	94	94	94	94	94	94

Descriptive analysis is a technique that uses the calculation of data. The lower the standard deviation value, the closer the data is to the average value. Table (3) shows the level of the average statistical measurement that was classified according to the level of central tendency (Hiar et al., 2017).

Table. 3: Average level of statistical measurement

Central tilt level	Medium term
5.00-7.00	High
3.00-4.99	Medium
1.00-3.00	Low

Descriptive analysis

Table No. (4) shows descriptive analysis of six variables. The results revealed that highest average is 0.581 (Hiar et al., 2017).

Table 4: Descriptive analysis as a mediator

Results	Standard Deviation	Mediator	Items
High	0.949	5.35	CT
High	1.052	5.41	TE
High	0.995	5.28	CC
High	1.052	5.41	TEI
High	0.090	5.54	CI
Results	1.017	5.81	MP

Conclusions

1. Sample agreed on existence of good precedents and preliminaries for building a successful TQM experience to develop marketing performance through continuous improvement as a mediator.
2. The sample also expressed its agreement on the safe or appropriate environment in TQM that affects the marketing mood through continuous education for organizations.
3. The response of government organizations towards the application of TQM in marketing, and its role in convincing employees to gain their satisfaction in light of comparing the actual performance of organizations with their previous expectations. They also expressed their readiness, i.e. organizations, to publish their successful experience in applying TQM with the rest of the organizations to raise the level of marketing through continuous improvement as a mediating factor in this study.
4. The awareness of government organizations of their successful experiences in implementing TQM in raising marketing performance clearly contributes to enhancing employees' motivation to be reassured about the performance of organizations. It generates future intentions to provide modern and advanced ideas and information to organizations.

Recommendations

1. Increasing interest in Total Quality Management to provide the latest modern methods to support government organizations, by providing material facilities and amenities that suit the nature of marketing performance through advanced ventilation, cooling and lighting systems.
2. Providing all organizations performance with cases in the best way to ensure an advanced industrial environment.
3. Directing organizations to increase their efforts towards providing the best production by providing all modern means that meet the needs and desires of employees. Providing services times that government organizations require and using advanced and diverse methods and techniques in performance.
4. The necessity for government organizations to pay attention to developing marketing by implementing Total Quality Management through continuous training. And ensuring the construction of a positive emotional experience that government organizations feel towards organizations by providing means with a high reputation that contributes to the success of implementing Total Quality Management.
5. Maintaining relationships by Total Quality Management on a permanent basis between organizations and repeating dealings with them by using the latest modern technical methods,

including the distinguished services it provides with high quality to gain employee satisfaction and raise their efficiency.

6. The necessity for satisfaction government organizations to employees in general. This requires conducting continuous surveys to identify the organization's needs and encourage employees to provide the best performance through their efforts to achieve continuous improvement of the organization.

Resources

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