

Reviewing the Literature on Total Quality Management and Organizational Performance

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Abstract:

This paper aims to review the literature of Total Quality Management (TQM) and organizational performance. Indeed, in any organization, the concept of development is considered to be the most important element that every part of the organization is seeking to speed up and elevate its quality. It is usually that organizations seek to reach the optimum level of performance and support employees with all the tools and ideas to generate a better performance and a more suitable environment for them to work better and harder. This arises from the fact that organizations are aware of the fact that a better performance can lead to a better customer satisfaction and to a lower cost. With the emergence of total quality management techniques and in accordance with the idea of a better performance leads to a better customer satisfaction, organizations have started to combine the Total Quality Management standards and the performance development ideas knowing that fathering between the two may reach to a place of enhanced performance.

Keywords:

Total Quality Management, Organizational Performance

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Introduction

Every day, the expectations of the customers are developing and elevating, and it has been an organization's dream to meet its customers' expectation in terms of the quality of the product/service that it presents. Not to mention the density of competitiveness that is taking place between producers and service providers which has helped in intensifying the concept of higher quality and better performance. From that point, organizations have begun looking for more efficient and sustainable systems to reach the level of higher quality in accordance with the better performance that appeared to be attached to the high quality in many ways.

Along with the competitive and the ongoing trials to reach the level of good quality, and within the deep understanding that the good quality is somehow attached to the good performance of both the employees and the organization; the concept of quality has taken a spread reputation of being the healing tool to many of the organizational flaws. Loffler (2013) defined the concept of quality in his study as the level of satisfaction that customers hold on a certain product/service, in another meaning, the author has taken the concept of quality from the customers' perception which is basically every organization's aim. Another study by Pryor and others (2010) defined quality as the ability of a certain product/service to achieve the implied or stated requirements and be able to satisfy customers and the quality in that case has to be tested and judged before it reaches the customer from the first place. Another definition for quality was brought by Goetschand Davis (2014) which stated that quality is the state of conformity of the previously set requirements within the product/service. What this definition presented is the idea of conformity, which is somewhat related to process of testing, trying and focusing the results of the product/service before it reaches the end user.

This paper reviews literature on Total Quality Management and organisational performance. First, concepts of quality, and total quality management are explored alongside the history and evolution of Total Quality Management with a view to provide the context of the study. Next, the TQM practices/principles are explored as revealed in the academic literature with references the impact of these practices are suggested in previous studies. This is in recognition that TQM principles and practices form an integral part of TQM and implementation of these principles and practices may impact the project/organization performance. Worth noting is that TQM practices are also important to firms that aim at achieving organizational performance. As will be demonstrated in the literature review, the successful implementation of TQM practices or principles may facilitate the airline's quest to achieve improved performance. Next the paper explores the implementation of TQM practices in various airlines and the link between TQM practices and project performance as revealed from the literature. In particular, it discusses the possible link between TQM practices and organizational performance as revealed in the previous literature.

What is Quality

A definition for quality was brought by Goetschand Davis (2014) which stated that quality is the state of conformity of the previously set requirements within the product/service. What this definition presented is the idea of conformity, which is somewhat related to process of testing, trying and focusing the results of the product/service before it reaches the end user.

Total quality management as a managerial term is considered to be the natural extension of the implemented effort in developing the service/product and enhancing it which started with Frederick Taylor and the way he management to form performance improvement principles, and

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followed by Max Webber and his hierarchal formation of the bureaucratic theory within the field of task distribution and the idea ended with Mayo and his friends in the humanitarian relations which have founded the connection between the performance and the satisfaction of the workers within the work environment not to mention the nature of the relations between the workers and their managers. This idea have helped from the first place in articulating the relation between the performance from one side and the leadership style from the other and reached to the Japanese intellectuals who found the basics of the total quality management and the best ways to improve it.

The use of the concept of quality is traced back to World War II. It was first used in Japanese Industry following the breakdown of their Telecom network. The Japanese industry and the American Allied forces held that the key reason for the breakdown of the telecom communication was because of low quality of Japanese telephone network (Benavides-Velasco et al., 2014). In response, the two made efforts to apply rectify the problem by applying modern methods of managing quality i.e., quality inspection. For this reason, monitoring activities were made to be exclusive tasks of functional and additional hierarchical units with quality inspection becoming a purely technical function (Yağar, 2007). This way, quality inspection was meant to help detect high quality and acceptable products and allow them to pass while stopping unacceptable low quality products. The quality of production was determined by the percentage of products that were acceptable (Kahreh et al., 2014). Quality products were those considered to conform to requirement. These were specified technical characteristics that were used to define the requirements of a quality product. Quality inspection did not have implication for productivity since it solely focused on the final outcome or product. Technical specified standards and norms were the key management instruments used as the basis for conducting quality inspection (Green, 2012). In post-war Japan, Western Europe and the U.S., quality inspection played an important role of creating common industrial standards and norms. However, the shortcoming of the process of quality inspection was that it was impossible to conduct total quality inspection of all products. Conclusions made from small samples were also not seen as truly representative of all the products (Al-Zoubi, 2012). Consequently, quality was inaccurate because the percentage of detecting defective products using the quality inspection method was low. To overcome this shortcoming, quality inspection was advanced into statistical quality control. Deming (a U.S., quality expert) strongly influenced this transitioning from quality inspection to statistical quality control. Deming believed that variation problems and the causes of variation needed to be considered. In particular, Deming distinguished between random mistakes such as bad quality input factors and systematic mistakes committed by machines and people (Harrington et al., 2012). The statistical methods (i.e., sampling methods) were suggested as the key management instruments. Armaments were produced in large numbers in Great Britain and the U.S., during the World War II and this encourage the use of statistical quality control. However, statistical quality control required specialized inspection departments and focused on final products. The early statistical quality control systems were characterized by an environment of “basic needs era”. As such, the priority in this era was fulfilling the basic needs and individuals goals (Ashley, 2008). This was made possible with the production of goods on large scale. The price of products on markets was a decisively a competitive parameter. The key function of producers in terms of quality was producing a quality product at a minimum cost. The concept of quality control and quality was

only adequate for search goods or goods for which the consumer could investigate their characteristics before purchasing them. An example of goods that could fall into the search goods was the Ford Tin Lizz (Bhatand Rajashekhar, 2009). Quality from this producer-oriented perspective was defined as features of a service or good corresponding to certain predetermined description of service or good to be produced. In this sense, quality was considered an objective concept as the quality was judged based on quantifiable figures. Product quality was assessed based on specialized functional divisions, which from the worker's perspective is the third-party assessment. It was also a static view in which technical conformance was emphasized (Ashley, 2008).

The meaning of quality changed to quality as "fitness for use" in 1950s following the change in the environmental conditions. During this period, organizations were required to manage external systems not internal systems. The new definition of quality meant the organization meeting various customers' objectives (Vassilakis and Besseris, 2009). To achieve this, the quality management started focusing on quality assurance, which involves focusing on preventing quality problems via systematic and planned activities (Madar, 2015). The focus was now on the production process rather than the end product. Quality improvement occurs by conducting a root cause analysis, which is aimed at continuously raising the quality of the product and to adapting to customers' changing needs. Customers' behaviours are determined by creating a critical attitude toward the technical progress and increasing material well-being in the "growth era" (Lazur et al., 2013). Markets are characterized by shorter product cycles and globalization. Low prices are not considered sufficient to help attract customers. Quality has become the strategic goal and competitive parameter for companies. The types of products produced also changed. The service sector became larger but at the expense of experience goods becoming more important. Experience goods are goods that are too expensive, impracticable, and too impossible to investigate before purchasing. This has implication for judging quality which is a function of individual expectations and perceptions (Al-qahtani, and Al-methheb, 2013). This vision of consumer-oriented and subjective quality measures quality as fitness for use at the effect-level. For the system-oriented quality assurance, it was assumed that it was everybody's job to maintain quality. In practice, the practice and responsibility of quality assurance shifted to top management from the inspection departments. Thus, from the operational level perspective, the assessment concept may be referred to as the third-party assessment (Vassilakis and Besseris, 2009).

Market research uses methods like quality function deployment and plays an important role in companywide-quality-control (Koh and Low 2008). Companywide-quality-control suggests that all functional employees and divisions are responsible for meeting requirements for customers in a production process. In this management system, quality is a key success factors and a strategic business issue for long-term competitiveness. The change in the external environment may explain the evolution of the concept of quality as a technical term serving the technical function to the strategic business function (Madar, 2015). The "quality era" is characterized by competition through quality and the general awareness and consciousness of quality among customers. Today, the service economy is a subjective concept because it is not based on standardized production processes rather on personal company-customer relationships. Comprehensive quality management concepts such as company-wide-quality-control combine the customer-oriented quality assurance and the producer-oriented quality control concepts and introduce the ideas of

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customer-orientation into the production process. Quality assessment process is based on self-assessment since it requires customer requirements to be met at all production process phases with every employee ensuring products have all the quality specifications required. In the literature, the TQM and company-wide-quality-control are described as being synonymous. There are important differences even though the emphasis and approach is similar (Kohand Low, 2008). Company-wide-quality control concept was introduced in 1968 by Ishikawa. Ike Juran's quality, the quality requirements of quality in Ishikawa are translated into technical specifications and derived from individual needs. However, customer-orientation refers to both the internal and external customer with the whole company being interpreted as consisting of a network of customer-relationships (Al-qahtani and Al-methheb, 2013).

Understanding Total Quality Management

The basic characteristics of TQM are shown to include customer focus, people-come-first approach, leadership of the management, permanent improvement, use of information and analysis, strategic and quality planning, employee training, supplier integration, full participation, and team work (Sureshchandar et al., 2001).

Total quality management is one of the most popular and durable management concepts (Benavides-Velasco et al., 2014). QM is a collection of principles, techniques. In today's businesses there is a growing recognition with in the manufacturing sector that isolated improvements in particular aspects of business are no longer adequate and that a holistic strategy is needed to bring competitive advantage in the market place and this can only be achieved by adaptation of total quality management which is not just concerned with services and process development and customer delivery but also with the relationship with suppliers, customers, commercial and managerial processes and the contribution of all employees no matter where ever they work in the organization processes, and best practices that over time have been proven effective (Shan et al., 2013).

Total Quality Management (TQM) has evolved in four stages: Quality Inspection, Quality Control, Quality Assurance and Total Quality Management. Quality management has been part of human activities as long as one can recall. However, the first evident quality management to be applied in the practice occurred in 1910s in Ford Motor Company in its production of the "T" model car. Ford Company employed teams of inspectors to test or compare product in accordance with the project standards (Ali, 2008). Inspectors compared the product to the set project standards in all stages covering production delivery and process (Ali, 2008). The aim of conducting the inspection was to separate poor quality products detected by inspectors from acceptable quality products and either scrapping, reworking or selling them off as lower quality at lower prices. The second stage of quality and TQM development came as a result of industrial advancements. This stage was controlled through written specification, supervised skills, and standardization and measurement. As manufacturing systems increasing became complex during the World War II, inspectors started verifying quality. Inspection by statistical quality control was developed as efforts aimed at separating the acceptable quality products from low quality unacceptable products (Mandaliya, 2013). The acceptance of sampling techniques and development of control charts by Shewhart and Dodge-Roming in 1924-1931 helped further advance TQM. Shewhart and Dodge-Roming demonstrated that quality control could be used to separate and distinguish two types of variations in processes: variations due to random causes and variations due to special or

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assignable causes. Shewhart indicated that it was possible to make the process to function predictably through separating variation occurring due to special causes. Shewhart further designed a control chart aimed at lowering evidence of non-conformance and monitoring process control. The third level (i.e., quality assurance) of development was the stage at which quality assurance consisted of all previous stages. This provided sufficient evidence that either a service or product could satisfy the needs of customers. Other activities including the using of cost of quality, auditing of quality systems, the development of process control, and comprehensive quality manuals were developed in order to help progress further to quality assurance era from quality control era of TQM. The emphasis of change at this stage was on detecting activities and preventing poor quality. The last and final stage was TQM. This stage involved understanding quality management concepts and principles and implementing them in all aspects of the business. Table (1) highlights the evolution of total quality management as a concept.

Table 1. Practices/principles/Dimensions of Total Quality Management (Cangemi, 1993; Casas, 2011; Ho, 2011).

Before 1940s
Quality was basically ran based on trial and errors from the end user, there were no specific approach to judging a certain quality of a product/service.
In 1940s
The testing of the quality became more accurate, statistical approaches began to appear and quality control proved its existence.
In 1960s
The concept of Quality Gurus appeared, quality began to appear as a tool that influences the whole organization which managed to involve all the related processes in the organization to be part in the production process and all departments are responsible for the quality of the product.
In 1970s – 1980s
The idea of quality was manifested in the industrial sector, many of the US industries have lost their market share to foreign competitors, Toyota and Honda became major parts of the quality market in addition to Toshiba and Sony which eventually led the market due to its high attachment to better quality. The shock was that these brands were producing low priced goods with high quality.
Late 1990s – current
There has been an understanding of the concept of quality and its total perception, many of the companies hired consultants and attended total quality management workshops and seminars. Till now, the idea of TQM is basically customer focused and driven.

There are ten major dimensions of quality management; employees training, higher management commitment and assistance, quality of organization, participation of employees, supplier quality management, continuous support, leadership, enhancement in quality procedures, focus on customers, analysis and information, satisfaction of employees, use of statistical techniques (Laohavichien et al., 2011). According to Zhang, et al. (2012), there are eight dimensions of quality management practices. All the dimensions elaborated were almost the same as identified by

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Lakhal and others (2006), except cross functional quality teams. The role of cross functional quality teams is to create bonding between employees working at different departments in the organization. We have used higher management commitment, leadership, training and development, employees' satisfaction and enhancement in quality procedures in this study.

Higher Management Commitment

Top management support or higher management commitment exemplifies circumstances involving the top management playing an active role in the functioning of the organization. Teams' formulation and dynamic leadership are the key attributes of top management support or higher management commitment. The commitment level of the top management shows how the top management officials participate in the function of the firm at various levels. Moreover, by job description, the top level officials are required to support employees in achieving the organizational objectives.

TQM is the West's answer to Japan's company-wide quality control (CWQC). TQM's forerunner, TQC, had never been seen as anything other than the special responsibility of the quality department. Management at all levels and in all departments just could not see that 'total quality' can only be achieved with the active participation of management. A vital task for any management is to outline quality goals, quality policies and quality plans in accordance with the four sides of the TQM pyramid. This is extremely important –so important in fact that, in many firms, top management (the board of directors) ought to review the firm's quality goals and policies and if necessary reformulate them so that they conform to the four sides of the TQM pyramid. Just as important, these goals and policies should be clear and meaningful to all employees in the firm. It is extremely important, for example, that the firm's quality goals signal to employees that the firm's principal task is to satisfy its external customers and that this can only be achieved if the firm is able to exceed customers' expectations. This is discussed in greater depth below.

The firm's quality goals give all employees a clear indication of what is going to be achieved concerning quality. The firm's quality policies, on the other hand, describe in more detail how employees are to achieve the goal. Quality goals and quality policies must be followed by meaningful action plans. Experience from firms which have understood and realized the TQM vision shows that firms ought to concentrate on short-term plans (one-year plans) and long-term plans, the latter often being three-year plans which are revised annually in connection with an annual quality audit.

Enhancement of the Quality Procedures

Quality procedural enhancement is a phenomena the altering of the functioning of the organization's conventional practices. Quality procedures can be upheld by following the international quality standards. International quality standards such as ISO enable organizations to systematically civilize their functioning (Flanigan, 2012). Improvement in quality procedures lead to increased profitability and increased sales (Flanigan, 2012).

Leadership

Leadership is cited as the most dominant and acknowledged dimensions of TQM strategy (Hitt and Ireland, 2002; Aldmour et al., 2017). According to Hitt and Ireland (2002), the success of an organization is largely determined by the ability of leaders to utilize both human and social capital to create a competitive advantage. In view of Serin (2004), the top management commitment and

the organization's leadership contribute towards the successful implementation of the organizational program. Management leadership is largely based on teamwork spirit, effective communication, participative decision making process, effective training of employees and employee empowerment. The literature on TQM recognizes the relationship between the firm performance and management leadership (Fuentes-Fuentes, and Lloréns-Montes, 2004).

Yağar (2007) holds that leadership plays an important role in quality improvement activities. Senior executives are required to create clear and visible expectations and values. They are required to "walk the talk" and demonstrate personal involvement in management and in quality improvement activities. Leaders play a role during the implementation of QM (quality management) systems in a firm. They provide vision, purpose and direction to employee and foster business performance. Sureshchandar and others (2001) suggest that top management commitment and leadership is the most crucial and critical prerequisites for organizational success when implementing TQM. According to them top management commitment and leadership offer the focal points for the hopes, energies, and people's aspirations in organization that implement TQM. Özgör (2008) stated that leadership is singled out at the key driver and building block in various models including EFQM, Australian Quality Criteria Framework, and the Malcolm Baldrige National Quality Award.

According to İnce (2007), in modern times top management commitment and leadership is a condition for the successful implementation of TQM in an organization. According to Aydın (2007), leadership helps managers to establish a long-term partnership and relationship with stakeholders, customers and employees. Zehir and Sadıkoğlu (2012) believe that the TQM implementation starts and ends with the top management. Sadıkoğlu and Zehir (2010) support this view claiming that a good leader to lead the organization to the successful implementation of TQM should be one who can facilitate problem solving, foster teamwork, focus employees' enthusiasm and attention on continuous improvement, become an orchestrator and facilitator of group activities, gain follower acceptance and recognition and be a facilitator and enabler of teams. Supporting Aydın, Üçüncü, and Taşdemir (2010), Rahman and Bullock (2005) assert that outstanding leaders may contribute towards total quality management by functioning as cheerleaders, visible advocates, risk taker, facilitators, and consensus builders, high energy visionaries, as key factors to stimulate an innovative environment, and find other choices by logically analyzing alternatives. Rahman, and Bullock (2005) emphasize that effective leadership is required to help an organization establish a high performance delivery process and high performing culture that is necessary to create and meet customer satisfaction requirements.

In view of Kannan and Tan (2005) the management arranges, controls, and does things right. On the other hand, leadership sets the vision, unleashes energy, and does the right thing. This view is also shared by Vanichchinchai and Igel (2011) who assert that the management has the overriding role of providing consistency and order to institutions; while the leadership produces change. Shahin (2011) sees leadership as the social influence process that involve an individual influencing team members to voluntarily participate in a process with a view to meeting the organizational objectives. Zhang, Linderman and Schroeder (2012) believes that successful leaders vigorously exploit opportunities, anticipate change, correct poor performance, motivate followers to achieve high level of productivity, and lead the organization towards achieving its objectives. Leaders should strive to improve performance, bring and inculcate the idea of workmanship in worker, increase output and improve performance. This suggests that leaders play an important role in

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ensuring that values and shared beliefs permeate throughout the organization by demonstrating commitment to execution of task. They should show concern and interact with other employees and promote core values of the organization. It is the responsibility of leaders to effect changes needed to re-align an institution. This suggests that top management commitment and leadership is driving force toward successful implementation of TQM.

Training and Development

The training and development sessions are of great meaning for the organizations. Employees are major stake holders in the organization and their role in business functioning cannot be neglected. Providing them with adequate training and development measures cannot be sidelined. Firms throughout the world focus on the training and development paradigm as several success stories have been recorded after invading training and development session in the organizations. Quality management implication cannot be initiated successfully if there are no prior training and development sessions held by the company. Training sessions also help employees to look upon the bigger picture and help in bringing change into the organization (Phillips, 2012).

Employee Satisfaction

Employee satisfaction occurs whenever the workforce is convinced and gratified with the procedures, practices and the everyday activities of a firm. Employees' satisfaction may also occur when employees become pleased and glad with the organization's enabling working environment. The employees' level of satisfaction with the organization can be measured based on their turnover rate. An organization may introduce several measures and programs with a view to retain and contain employees. Employees are concerned with the execution of jobs, organizational culture and the working environment, employees' level satisfaction factors vary depending on various factors including the workload, reward, salary, work environment and the position they hold at the workplace. Some employees are satisfied with incentives and salary they receive in return for the service they provide (Cheung and To, 2010).

Customer Focus and the Business Performance

The key objective of using TQM strategy is to meet customers' latent and current needs by offering quality services and products. Osman, and Ali (2009) suggest that there should be effective and continuous communication between the firm and its customers. Shan et al. (2013) further suggests that an organization should also establish strong relationships with customers, directly interact with the customers, continuously monitor their satisfactory levels; and always try to meet their future expectations and changing needs. Others (e.g., Hooley et al., 2005) believe that a firm may have a competitive edge over others in the same industry by providing innovative and high quality services and products that meet customer needs. Other researchers (e.g., Lee and Lee, 2013) demonstrated that customer satisfaction and firm performance are positively related in that high customer satisfactory may translate to higher profits, Matzler et al.(2005); enhanced organizational performance and reduced operating cost (Lee and Lee, 2013). Matzler et al. (2005) assert that total quality management is the customer-oriented strategy that emphasizes on customer loyalty and customer satisfaction as it the core of the firm's success, generating high competitiveness and profits. Elsewhere (Fuentes-Fuentes and Lloréns-Montes, 2004) demonstrated that customer focus and business performance are positively and significantly related.

Communication for Empowerment

A firm can only succeed to implement all the elements of TMQ by communicating them clearly. Communication is effective when the information communicated is had and understood by all members within a firm. Effective communication occurs when issues being communicated by the firm are understood and decision made according for effective change to be initiated (Benavides-Velasco et al., 2014).

Employees can only be effective and productive by having relevant and accurate information at their disposal. According to Vanichchinchai and Igel (2011) communication influences the performance and productivity of employees. Effective communication improves problem solving and increases the level of trust in employees. Communication helps ensure employees are empowered. Taking into consideration employees needs in decision making, creating opportunities and allowing them to participate in the decision-making process promote effective communication. According to Fuentes-Fuentes and Lloréns-Montes (2004), allowing employees to communicate work-related anxieties is an efficient way to achieve the organization objectives. Organization demonstrates that it recognizes employees as an important source of knowledge by providing them with the opportunity to contribute towards the management. As revealed in the academic literature, employee empowerment may be intertwined with the two dimensions of strategic planning and leadership. According to Shahin (2011) three dimensions including top management commitment, leadership, employee empowerment, and strategic planning should to be integrated and supported by continuous improvement to facilitate TMQ within an organization (Kahreh et al., 2014).

Employee Involvement

Employee involvement is viewed as a way to allow employee participation, the commitment on the part of the management to allow employees participate in decision-making and reflect a change in culture. Employee involvement is seen as a way to empower employees to take part in solving problems and making decisions in an organization (Eng and Yusof, 2003). According to Kahreh et al. (2014) employee involvement motivates employees to work towards achieving the organizational objectives. It makes employees to feel that they form an important part of the organization. Harrington et al. (2012) claim that empowered and trained employees are likely to recognize the achievement of that organization. They are view their organization and jobs from a different perspective. Some management leaders and theorists posit that employees need to exercise imagination and that this can only be achieved by involving them in the organization. According to Green (2012), the object of employee empowerment is to encourage constructive thoughts and creative thinking among employees. Creativity enables employees to have the ability to apply administrative and technical innovative ideas to explore opportunities to meet customer needs and to meet total quality standards (Al-Zoubi, 2012). Employees can become creative at work when the organization gives them freedom to participate in its activities and decision-making. The premise is that all members of the organization should be conscious of quality since quality can only be made by people. An organization needs to achieve involvement, participation of its employee, and top management commitment by embracing values that translate into good and concrete practices (Al-Zoubi, 2012).

TQM Dimensions and Practices

Studies have identified that some of the TQM dimensions are regarded as the soft variables, behavioural, intangible and consisting of human resource focus, customer focus, and leadership.

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According to Lazur et al. (2013), these dimensions are invisible and directly impact on the firm's performance. According to Shanmuganathan et al. (2013), there are six dimensions used by most researchers to evaluate TQM: information and analysis, customer focus, strategic planning, leadership, people management, and process management (Prajogo and Sohal, 2003). Curkovic et al. (2000) identified top management support, employee empowerment, and customer focus as the most successful TQM dimensions. For Shenawy et al. (2007) (see also Hoang et al., 2006) there is no single study that has explicated the main dimension of TQM and that this inconsistency makes it difficult to identify the actual dimensions of TQM. However, for majority of researchers, the most significant TQM dimensions include continuous improvement, customer focus, top management support, and employee involvement (Prajogo and Sohal, 2003; McAdam and Armstrong, 2001). Also, Information Systems (IS) and information processing are crucial of applying electronic services (Altamony et al., 2012; Karajeh and Maqableh, 2014; Alenezi et al., 2015, 2017; Tarhini et al., 2015; Khwaldeh et al., 2017; Tarhini et al., 2017a, b; Yassien and Muffleh, 2017; Kanaan and Masa'deh, 2018), which in turn enhance organizational performance.

Organizational Performance

As noted by Vassilakis and Besseris (2009) organizational performance indicates the attainment of the firm's organizational objectives. Ramamoorthy (2007) defines organizational performance as the output of the organizations' achievement or operations in three dimensions: organizational and financial effectiveness, and operational effectiveness. Non-financial and operational performance includes market share, the introduction of the new product, market effectiveness, and financial quality. Organizational performance is a multinational variable or construct that can be measured using various indicators including product quality effectiveness, customer satisfaction, and financial performance.

Customers' expectations influence the quality of a service or product produced. Companies often judge the quality of their service or product based on their target customers. According to Parast and Fini (2010) (see also Demirbag, et al., 2006) companies can measure the quality of their services or products basing on the cost of reworking, scrap costs and the rate of defects. Prajogo and others (2008) believes that the best way to determine the effectiveness and the quality of a product is by looking at its level or reliability, whether or not it conforms to the customer expectations and its fitness for use.

Many organizations today determine whether a product or service is of high quality by looking at the customer satisfaction. In view of Haarand Spell (2008) the successful implementation of TQM leads to increase in the market share and customer retention. In turn, customer focus may increase customer loyalty achieved by offering customers durable and reliable services and products. This suggests that customer focus leads to customer confidence, reduced complaints, customer loyalty and increased customer satisfaction.

Financial performance of a firm can be measured based on the amount of revenue collected, return on investment, level of cost of performance, return on assets, increase in the market share, and increase in sales. Studies (e.g., Demirbag et al., 2006; Fotopoulus and Posmas, 2009) have demonstrated that financial performance and quality improvements are strongly positively related. According to Fotopoulus and Posmas (2009), improving quality of products is the surest way to reduce the costs of production and increase revenue.

Financial performance includes sales growth and profitability. Organizational effectiveness is the degree to which a firm becomes effective. Organizational performance comprises two dimensions: objective performance and judgmental performance (Guo, 2002; Agarwal et al., 2003). The later covers customers and employees perceptions including customer retention, customer satisfaction, and service quality. On the contrary, the objective performance includes market and financial based assessment such as profit, growth, efficiency, and market share.

Organizational Performance and Customer Focus

Customer focus is the degree to which a firm is able to continuously satisfy customer expectations and needs (Zhang et al., 2012). It occurs when an organization achieve its long-term objectives. Bank (2000) considers customer focus as one of the key dimensions of TQM. Brah et al. (2002) indicates that obtaining customers information is one of the most common and frequently used TQM process.

Sila (2007) believes that what determines whether an organization will succeed in future of not is the satisfaction of its customers and its ability to meet it customer needs continuously effectively and efficiently. In fact, customer focus is the key and basic principle of TQM. It emphasizes the importance of creating customer value and organizational development. According to Mele and Colurcio (2006), proper and effective implementation of TQM dimensions may help an organization to attain higher performance; a customer focus is a key indicator of enhanced organizational performance. Some studies (e.g., Lee and Lee, 2013) have suggested that TQM implementation may result in improved customer performance and increased customer satisfaction. Others (e.g., Bullington et al., 2002) suggest that in quality management, changing customer needs may translate to increased and better organizational performance. Asikhia (2010) demonstrated that customer orientation and focus and the organizational performance are positively related. Results of these studies suggest that customer focus, one of the key dimensions of TQM, may be a key predictor of the firm's performance.

Organizational Performance and Continuous Improvement

Continuous improvement involves attempts to avoid and reduce defects and to make improvement in a process when converting inputs into output. In view of Gnanaguru, et al. (2011) continuous improvement involves the improvement in the service quality and product features and the removal of defects. Continuous improvement is one of the key TQM dimensions that are aimed at ensuring the firm is managed well (Madar, 2015). It is suggested that individuals in an organization should continuously work towards the attainment of the organization's objectives and goals and ensure the performance of the firm will be enhance, quality is improved and customer needs are provided (Madar, 2015).

The objective of any organization whether large or small, is to perform better and exceed customer expectations and achieve customer satisfaction. Baker (2003) suggests that organization should always assess and evaluate their different technical and managerial capabilities that may contribute towards achieving customer satisfaction. The TQM is a management strategy aimed at ensuring an organization achieves customer satisfaction by involving all stakeholders and embracing continuous improvements efforts all various levels of the organization, organizations should also focus on adopting continuous improvement strategies, involve all members of an organization, and cover all processes (Benavent et al., 2005). According to Escrig-Tena(2004), efficient information systems, proper human resource management, and top management

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support continuous improvement. Researchers have also hinted that continuous improvement practices may help an organization to achieve higher performance.

Work processes in quality management settings are often frequently reviewed. This helps reduce the waste of materials and mistakes and improve organizational effectiveness. Continuous improvement on the implementation of TQM may significantly and positively impact on the organizational performance (Prajogo and Sohal, 2003). According to Prajogo and Sohal (2003) continuous improvement endorsed and supported by a firm may influence employees of an organization to work towards achieving organizational objectives. Continuous improvement serves as quality management initiatives that can help the organization to improve its performance. Clearly, there is evidence to suggest that there may be a relationship between organizational performance and continuous improvement. In the current study, it is hypothesized that organization and organizational performance are positively related.

Organizational Performance and Employee Involvement

Employees play an important part in any organization. They help the organization achieve its objectives. They support productivity and facilitate organizational performance. Firms striving to remain competitive should ensure employees are trained and their skills and abilities improved as doing so help increase their performance. According to Prajogo and Sohal (2003), organizations should implement TQM to help foster organizational effectiveness and employee involvement. They believe that employee involvement, employee participation in the decision making process, and employee training and the sharing of information with employees can be used as strategies to use its resources effectively. In turn, the effective use of resources may foster organizational performance. It is also worth to mention that training empowers employees enabling them to participate actively in the change process and in the improvement of the organization, which ultimately fosters organization performance. The findings of these studies suggest that employee involvement and organizational performance may be positively related.

Organizational Performance and Top Management Support

Commitment from the top management in the organization plays a key role in determining the success and performance of an organization. According to Ashley (2008), for an organization to be successful and outperform its competitors, an organization requires a strong leadership and committed management. The support from the top management ensures the organization uses quality management programs and ensures quality products and services are produced. This results in impressive financial returns hence improved performance of the firm (Bhat and Rajashekhar, 2009). Top management is also responsible for setting the objectives and goals of the organization that determines the performance of the organization against others. According to Wang and Noe (2010) firm performance is positively influenced by the top management as top management is responsible for providing direction to the organization. Top management may support the development of quality management systems. They ensure an organization has an enabling atmosphere for employees to work towards achieving certain business objectives. Bhat and Rajashekhar (2009) believe that the support of the top management helps to improve the performance of the organization.

How TQM Influences Organizations' Performance

Studies seeking to determine the relationship between the organizational performance and TQM have found mixed results with some demonstrating that certain elements/principles of TQM may

positively impact on the organizational innovative and financial performance. TQM is an effective method of reaching what is ideal and for attaining perfection. It is a philosophy consisting of principles aimed at improving the organization's performance. It is the human resource operation and quantitative method aimed at improving all processes in a firm. It is aimed at helping the firm meet customers' current and future expectations. It is applied as a technical tool, and management technique to help improve the organization performance.

Fotopoulos and Psomas (2009) and Kumar et al., (2009) demonstrated the potential impact of soft TQM practices including strategic quality planning, leadership, employee involvement and management, customer focus, supplier management, process management, customer satisfaction, customer focus, and continuous improvement on quality management results expressed in terms of market benefits (i.e., improved competitive position, increased profits, increased sales and improved performance).

Sadikoglu and Zehir (2009) and Brun (2010) studied the relationship between organizational innovation and employees' performance with total quality management practices. The results show that different total quality management practices such as; training, employee management, process management, leadership, supplier management, continuous improvement, and customer focus have positive impact on employee performance, firm performance and firm innovative performance.

In another study, Joiner (2007) examined the relationship between the implementation of TM and organizational performance with co-worker support as the mediating variable. The result supports the relationship between organizational performance and the implementation of TQM practices. It was concluded that organization support and co-worker support moderate the relationship between organizational performance and TQM implementation. Citing preliminary evidence, Joiner (2007) further indicated that firms that implement TQM may have a competitive advantage over those that do not implement TQM. He also observed that organizations that involve and motivates employees to work toward achieving quality output; focuses on continuous improvement; and on satisfying needs of customers are more likely to outperform those firms that do not focus on satisfying customer needs.

Raja, Bodla and Malik (2011) investigated the effect of TQM practices on an organizational performance in manufacturing firms in Pakistan. In particular, Raja, Bodla and Malik (2011) investigated the effect of TQM practices on customer satisfaction, product quality performance, and financial performance. Results suggested that one of the TQM practices (i.e., top management commitment) affect TQM implementation and that it affect the business performance of manufacturing firms.

Mehmood, Qadeer and Ahmad (2014) investigated the relationship between TQM practices and organizational performance. They also focused on investigating four TQM dimensions (employee involvement, customer focus, top management support, and continuous improvement) as predictors of organizational performance. Regression analysis revealed that employee involvement and continuous improvement are statistically significantly positively related to organizational performance. Results of relationship between top management support and customer focus were found to be not statistically significant.

Aliyu (2016) investigated the relationship between three of the TQM management practices (i.e., management leadership, continuous improvement and customer focus) in Small and medium Enterprises. The results of the study suggested that management leadership may significantly

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impact on business performance of small and medium enterprises. The relationship between continuous improvement and customer focus and business performance were not significant. Akgün, et al. (2013) investigated the relationship between TQM and financial performance in Turkish firms with business innovativeness and organizational learning capability mediating the relationship between the two constructs. Their results suggest that the relationship between TQM and financial performance is mediated by business innovativeness and organizational learning capability.

In another study, Kurt and Zehir (2015) investigated the relationship between TQM, cost leadership strategy, and financial performance. Their results suggest that there is a relationship between TQM practices and financial performance. Other studies (e.g., Soltani et al., 2010; Bayati, 2007; Salaheldin, 2009) investigated the effect of incompatibility of orientation of middle and senior managers on TQM practices. They sought to find out the perception of senior managers and middle level managers regarding the TQM practices and its impacts and effectiveness. They observed that TQM largely driven by quality control approach and the inspection approach. They also noted that TQM is still seen as based on cultural procedures and dominated with high bureaucratic procedures, and that managers tend to focus more on control rather than on long-term continuous improvement.

Total Quality Management in Airlines Enterprises

Many Airline enterprises across the world have implementing TQM practices in combination with other strategies in a bid to achieve organization's goal, and to improve the company's economic performance. TQM tool is believed to have the capability of bringing organizational processes under statistical analysis. It focuses on quality and can enable a firm to achieve significant gains in its business performance. Lazur et al. (2013) believe that TQM airline enterprise can use TQM as a business strategy and an effective methodology to foster improvements in the process and product variation. Lazur et al. (2013) believe that airlines may benefits greatly from TQM implementation because it has been suggested that the aviation industry needs control and cost reduction without losing focus on service and product safety. Lazur et al. (2013) argue that that TQM emphasizes reducing wastes from operations, eradicating defects, reducing service and product costs, reducing development cycle times, benchmarking and challenging quantified goals. Indeed, the implementation of TQM in several airline enterprises including British Airways, Nigerian Airline, Delta Airline, and Etihad Airlines has been documented.

Conclusion

The importance of the study can be summarized in the following point; TQM standards mean a better customer satisfaction, and better customer satisfaction leads to more customers purchase, this mean for the organization more income, which apparently every organization is looking for, and highlighting the relationship between TQM implementation and performance may clarify the nature of influence that TQM standards may have on organization, that way an organization may apply TQM with a prior knowledge of what is coming next.

Quality management involves augmenting eminence in services and products. Quality Management is the process of augmenting eminence in product and services; it also suggests the means of achieving it. It is well defined framework that advocates management processes in a flow. Quality assurance and control enable the management to enhance procedural structures and its stream. In today's business, the roots of quality management are well infiltrated in the

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organization endeavours (Flanigan, 2012). According to Gul et al. (2012), total quality management is a business approach aiming at providing quality products to achieve customer satisfaction.

TQM is widely regarded as the systematic quality improvement method for the firm-wide management that is aimed at improving organizational performance in terms of customer satisfaction, profitability, quality and productivity. According to Ali (2008), TQM is an integrated set of practices and management philosophy that emphasizes meeting customers' requirements, long-range thinking, continuous improvement, reducing work, improving employees' involvement, process design, teamwork, and competitive benchmarking (Osman, and Ali, 2009). TQM is a very complex management method that puts emphasis on the quality management in all dimensions of the organizational life. It goes beyond quality management and it is also a method of strategic management and it is a management philosophy for all of the organization activities. There are many different forms and interpretations of TQM.

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