

# THE EFFECTIVENESS OF TOTAL QUALITY MANAGEMENT ON THE DEVELOPMENT OF STRATEGIC MANAGEMENT THROUGH HUMANE RECOURSES AS MEDIATORS

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**ABSTRACT:** This study seeks to conduct a comprehensive field study on the effectiveness of Total Quality Management (TQM) and its dimensions of Leadership (LE), Resources (RE), and Process (PR) on Strategic Management (SM) and its dimensions of Strategic Formulation (SF) and Strategic Evolution (SE). Additionally, it aims to explore the role of Human Resources (HR) as a mediator in southern Iraq. The bibliographic review revealed encouraging findings regarding the environmental and social responsibility of strategic management, particularly in terms of comparative bias. It also suggests that management in southern Iraq is focused on implementing sustainable building methods and enhancing efficiency through effective total quality management and human resources. In this study of strategic management, a documentary research methodology was employed to gather information and data from a group of strategic management professionals in southern Iraq. Among the various management practices examined, there were notable international certification standards, including ISO and LEED. This study provides valuable insights into the importance of incorporating sustainable business practices into management strategies. This study's findings are groundbreaking and unparalleled in the field of sustainable strategic management in building construction.

**Keywords:** Total Quality Management, Strategic Management, Humane Recourses, Performance, Goal Setting.

## 1. Introduction

Strategic management is often influenced by the implementation of total quality management and the changes in the surrounding environment and society. As a result, management needs to adopt a responsible approach to address the potential negative effects on strategic management (Roscoe et al., 2019). The environmental impact on the productive activities of management resulted in significant changes, resulting in far-reaching consequences for performance (Kadhim & Ahmad., 2021). Chienwattanasook and Jermisittiparsert (2019) propose the concept of "anticipatory bias" to help management gain a comprehensive understanding of the current problem and facilitate problem-solving discussions. The importance of studying the adoption of human resources in relation to customer satisfaction cannot be denied, as daily problems can impact the quality of strategic management.

The impact of total quality management relies on the ongoing development of a management strategy that incorporates continuous product improvements (Nguyen & Vo, 2023). Several researchers argue that organisational development is crucial for achieving desired goals within an organization's strategic framework (Pospisil & Zavadna, 2022). This development should prioritise meeting customer needs (Halkin, 2020) and enhancing market growth to gain a competitive edge and improve production (Seretny et al., 2021).

This study examines the predictive power of various dimensions of total quality management (TQM) on management (leadership, resources, and process), as well as the dimensions of strategic management (strategic formulation and strategic evaluation). Additionally, it explores the role of human resources as a mediator factor. The study references the works of Imran et al. (2018), Nkuda (2021), and Ababneh (2021). Therefore, there is a need to apply total quality management to strategic management in order to enhance effectiveness (Shrouf et al., 2020).

What factors mitigate the challenges that can impact strategic management? In addition, it is important to consider sustainable management projects that can identify the dimensions that have been rejected and accepted, thereby enhancing the efficiency of strategic management performance (Kharub & Sharma, 2020). The development of management with a sustainability perspective has emphasised quality (Basheer et al., 2019). The relationship between the dimensions of total quality management and strategic management is of considerable importance (Alsafadi & Altahat, 2021). Human resources have been recognised as playing a mediating role between quality and various influences (Kadhim & Ahmad, 2022). Management efficiency is enhanced by considering the dimensions of total quality management and the utilisation of human resources in management development (Tsou et al., 2021).

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Therefore, management sought alternative solutions to address the challenges they encountered. They explored different approaches, such as increasing the implementation of total quality management in organisational development (Chams, García-Blandón, & Hassan, 2021). Standards of quality dimensions in performance and measurement of their impact on the dimensions of strategic management are necessary within this framework ((Al Dulaimi & Al-Hindawy, 2023; Samawi et al., 2018).

The success of a product depends on understanding and meeting customer needs and requirements (Grudowski & Szczepańska, 2021). Product development can fail. The lack of GPA information to monitor competitor actions has been identified as a significant factor contributing to product failure (Milhem, Muda, & Ahmed, 2019). Hence, competitive investigation is a crucial factor for the success of enhanced products.

The determinants typically include organisational growth, utilisation of publishing resources, and performance improvement (Kharub & Sharma, 2020). Quality performance measurement units are used to describe the standards that impact the dimensions of strategic management, with human resources serving as a mediator factor (Abbas, 2020a). The study by Faraj et al. (2021) examines the concept of quality effectiveness and its measurement in relation to development, improvement, and sustainability in management work. A high-level study was conducted to investigate the accreditation of management in southern Iraq (Bajaj, Garg, & Sethi, 2018).

This study focused on the ready-made clothing sector in the cities of the Middle Euphrates region in Iraq. This sector accounted for 16.8% of the total general production in Iraq. The sector generates annual revenues of \$3 billion for the state's imports, with a significant influx of these products into the Iraqi market. The rationale for selecting this sector is its strong dependence on the development of local products to enhance production (Chin, Yean, & Leow, 2023). The investment infrastructure in Iraq is characterised by its primitive yet diversified nature. Nevertheless, Iraqi companies in both the public and private sectors encounter significant obstacles that impede their ability to capitalise on actual opportunities. The proliferation of administrative and financial corruption in Iraq has hindered the potential for initiating both domestic and international investment endeavours.

Therefore, the core focus of Iraqi researchers is to identify the causal factors and implement effective solutions

(Fadhil, AL-Sammari, et al., 2021; Fadhil, Hasan, et al., 2021). Given the global impact of the COVID-19 pandemic, prior studies have examined the obligations of modern organisations in addressing these novel and intricate challenges. Consequently, it has become crucial to possess strategic instruments for assessing the anticipated consequences of environmental shifts, formulating plans, and enhancing the adaptability of employees and management through the reinforcement of strengths and mitigation of weaknesses (Amanah, Hussein, & Fadhil, 2022).

### 2. Overview Impact of Total Quality Management on Strategic Management

The study conducted by Oliveira et al. (2023) examines the relationship between the dimensions of total quality management and strategic management in southern Iraq. It also explores the role of human resources as a mediator factor in this relationship. This section provides a brief explanation of the practices of total quality management and strategic management in southern Iraq (Sawaeen & Ali, 2020). The principles of total quality management should be utilised to influence strategic management principles by conducting ongoing studies to enhance management efficiency (Abbas, 2020b).

As per the research conducted by Shoaib et al. (2021), the focus lies on enhancing management efficiency to foster improved permissiveness. Emphasising the significance of quality dimensions in upholding management performance to deliver exceptional services. Management has gained significant importance in the stock markets of southern Iraq following the implementation of total quality management principles in their operations (Úbeda-García et al., 2021; Zhou et al., 2023). Currently, management has demonstrated a strong drive for success in attaining profits through the implementation of total quality management. They have played a significant role in enhancing management performance and meeting desired requirements (Yanamandra & Alzoubi, 2022). Management greatly benefits from implementing the principles of total quality management, as it allows them to access advanced knowledge services. However, if management fails to prioritise quality, they may encounter various challenges and difficulties (Kadhim & Ahmad, 2019). While there may be occasional instances of subpar performance in management, incorporating the principles of total quality management into strategic management can enable them to effectively compete with other management teams in terms of financial success (Taamneh, Alsaad, & Elrehail, 2018).

### 3. Literature Review

This study utilises SPSS & Smart-PLS statistical analysis to gather and analyse data in order to achieve the desired outcomes for the organization's success in enhancing its production through competition (Kolwas & Domański, 2023). Multiple sources and studies indicate that there are numerous interpretations of total quality management, which encompasses a strategic approach to consistently enhance all aspects and operations of an organisation. Past research has indicated that a key driver of heightened competition in the market is an organization's capacity to enhance its production capabilities (Fatoki, 2021). In addition, it is important to note that organisations are unable to react to the actions of their competitors, such as introducing new innovations or making changes to their pricing strategies, until these actions have been clearly established in the market (Qubbaj & Signes, 2022). Thus, total quality management has emerged as a crucial component in the evolution and enhancement of organisations. Nevertheless, past research has demonstrated numerous advantages of implementing quality measures to foster competition among organisations. These include the ability to identify new market players, acquire valuable knowledge and processes that impact organisational performance, and predict forthcoming changes (Alayoubi et al., 2022).

Researchers utilise various definitions of structure. Researchers have emphasised the importance of developing the organisation through concept development, selection, and product launch, viewing these as sequential steps in the organisation development process. Some individuals prioritise the growth of the organisation through a strategic management lens. Consequently, they have recognised that the foundation of the organization's development lies in its core products (Balammal, Madhumathi, & Ganesh, 2019).

#### 3.1. Total Quality Management

Total quality management has become a widely adopted administrative practice in the industrial and commercial sectors. It covers a wide range of sectors and activities in developed countries. The main focus is to ensure that the quality of goods and services meets the desired standards set by institutions and companies. This entails the creation of products and goods that align with customer preferences and the reduction of errors, resulting in flawless products and services that instill trust in all customers. In addition, the goal is to improve employee morale, inspire them to improve their performance, and increase productivity. It also highlights the institution's

ability to mentor, prepare, and cultivate its workforce. Lastly, it emphasises the importance of competitiveness, including the desire for growth and the need to adapt to evolving customer preferences. The application of the scientific method in making technical and administrative decisions is a crucial principle of total quality, particularly in relation to organisational development. It is crucial to establish a strong connection between product design and verified performance. As a result, there exists a wide range of standards and scientific specifications that must be adhered to throughout the production process. Statistical methods play a crucial role in ensuring quality control, improvement, and development in various fields (Pospisil & Zavodna, 2022).

#### 3.2. Strategic Management

Strategic management involves the intentional and focused utilisation of a company's resources to accomplish its goals and objectives. Strategic management involves considering the internal processes and procedures of the business, as well as the external factors that could affect the company's operations. The strategic management process is intended to offer guidance for higher-level activities and choices. Strategic management offers numerous benefits to companies, regardless of their size or industry. The field of strategic management involves the crucial steps of setting firm goals, analysing competitors, evaluating internal structures, assessing current strategies, and ensuring effective implementation of strategies at the organisational level. Strategic management involves the integration of strategic planning and strategic thinking. Strategic planning requires setting realistic goals. Strategic thinking involves understanding the needs of an organisation to achieve the goals set through strategic planning. There are two main categories of strategic management: prescriptive and descriptive. Descriptive strategic management involves the proactive development of organisational strategies in advance. Implementing strategies is a crucial aspect of strategic management. Both strategic management models employ management theory and practices (Abuzaid, 2022). While senior management is tasked with implementing plans and addressing organisational matters, ideas and objectives can come from any member of the firm. Many companies employ strategists who are tasked with engaging in strategic thinking and planning to improve the company's operations.

#### 3.3. Human Resources

Human resource management involves efficiently overseeing the employees or staff within a company. The

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main emphasis is on personnel attraction, recruitment, training, performance evaluation, and rewards. In addition, it also ensures effective leadership and a positive corporate culture, ensuring compliance with labour regulations. When workers are interested in engaging in collective bargaining, it is the responsibility of the human resources department to initiate communication with employee representatives, typically labour unions. The workforce of a company, business sector, or economy is made up of the collective humans known as human resources (Nguyen & Vo, 2023). The term human capital is sometimes used synonymously with human resources, although human capital typically carries a more precise connotation. Other terms that are occasionally used include "workforce," talent, "labour," or simply "people." The concept of human resources emerged during the early 1900s as a result of the human relations movement. During that period, scholars began exploring strategies for efficiently overseeing the workforce to create economic value. In the past, human resources focused mainly on handling day-to-day responsibilities such as payroll management and employee benefits administration.

Nevertheless, the field has undergone significant changes due to factors such as globalisation, organisational mergers, technological advancements, and advanced research. Due to this shift, human resources now place greater emphasis on strategic initiatives such as succession planning, talent management, overseeing acquisitions and mergers, industrial or labour relations, and promoting diversity and inclusion. It is essential for HR activities in growing firms to be handled by trained professionals (Pospisil & Zavodna, 2022). In larger firms, there is typically a specialised department that focuses on this particular topic. The department comprises specialised staff members in various areas of human resources who collaborate to make strategic decisions. Various higher education institutions, specialised agencies, and organisations have developed specialised study programmes to facilitate the transition from practitioner to professional in different areas of expertise. There is a growing interest among researchers and professionals in companies to collaborate in the field of human resources, as evidenced by recent publications (Abuzaid, 2022). Over time, I have found evidence that supports the practicality of strategic workforce management. Changes in business and public policy have affected the dynamics of the employer-employee relationship. The field of study underwent formalisation and became known as 'industrial labour relations'. The advancements

in communication and transportation in the twenty-first century have greatly facilitated worker mobility and cooperation (Halkin, 2020).

Organisations are recognising the value of workers as assets, rather than mere components of a system. In 1998, the American Association for Personnel Management changed its name to the Human Resource Management Organisation in response to the growing use of the term "Human Resource Management" in the field. The term "Human Capital Management" is often used interchangeably with "human resources," but it specifically refers to the narrower concept of human resources, which includes the knowledge possessed by each individual that can be shared with the business. Various terms have been used to describe this field, including "organisation management", "manpower management", "talent management", "personnel management", or simply "people management". Human resources are responsible for overseeing the company's leadership and culture. Human resources departments are responsible for ensuring employee compliance with labour rules, which vary depending on geographical location (Seretny et al., 2021). Furthermore, they regularly oversee the well-being, welfare, and protection of staff. When workers have the legal authority to engage in a collective bargaining agreement, human resources act as the intermediary between the company and the employee representative.

This area has potential applications in mobility management, specifically for expatriates, and is also used by human resources in the context of acquisitions and mergers (Seo, Itoh, & Li, 2021). The human resources department is commonly perceived as a function that supports the organisation by helping to reduce costs and mitigate risks. Enterprises often divide HR functions into two categories: general HR staff and specialised HR professionals. Generalists offer assistance to workers by addressing their inquiries, grievances, and assignments. HR professionals often have the responsibility for all aspects of human resources and therefore need a thorough understanding of the field. The responsibilities of general human resources officers are primarily dictated by the needs of the organisations (Grudowski & Szczepańska, 2021). Specialists are employed in specific departments within the field of human resources. Some professionals choose to specialise in either a broad or specialised field, while others gain expertise in both before making a final decision. The role of a human resource manager is highly regarded as a top occupation, ranking fourth by CNN and 20th by the same organisation in 2009. The recognition of

this phenomenon can be attributed to various factors, including competitive compensation, personal fulfilment, employment stability, potential for future advancement, and positive societal impact (Milhem et al., 2019).

### 3.4. Hypotheses Development

The current investigation includes (11) hypotheses, they are clarifying as below:

H1: Concerning the improvement of the safety research, Leadership (LE) should be eliminated for the progress of Human Resources (RE) as well as it has to be regarded as a crucial element for the organizations' performance (Tumasjan et al., 2020).

H2: To enhance the continuous safety research, Resources (RE) for developing Human Resources (HR) should be deleted and they must be regarded fundamental for the organizations' achievements (Khanam et al., 2013).

H3: To improve the continuous safety research, Resources (RE) for the progress of Human Resources (HR) should be eliminated and considered as a vital element for the organizations' performance.

H4: Regarding the improvement of safety research continuity, Leadership (LE) that is related to the progress of the Strategic Formulation (SF) should be eliminated. Moreover, it must be essential for the organizations' achievements.

H5: To progress Strategic Formulation (SF), it is necessary to remove the Resources (RE) and it should be considered crucial for the organizations' performance for enhancing the continuous safety research.

H6: For improving the continuous safety research, Process (PR) for the progress of the Strategic Formulation (SF) should be eliminated. Besides, it must be regarded crucial for the organizations' achievements.

H7: As with the Leadership (LE) in relation with the progress of the Evolution (SE), it should be removed and regarded as a crucial element for the organizations' achievement in order to improve the continuous safety research.

H8: The Process (PR) that is related to the development of the Strategic Evolution (SE) should be removed. Additionally, it should be a vital element for the organizations' performance to improve the continuous safety research

H9: The Resources (RE) that are related to the progress of Human Resources (HR) should be deleted. Besides, they should be essential for the organizations' performance to enhance the continuity of the safety research.

H10: To improve the continuous safety research, Human Resources (HR) the development of the Strategic Evolution (SE) should be eliminated and considered as a vital element for the organizations' performance.

H11: Human Resources (HR) the development of the Strategic Formulation (SF) must be removed and must be critical to the performance of organizations to improve the continuity of safety research.

To achieve the goal of the current investigation and approve the validity of the forementioned hypotheses, there was concentration on the effects of the entire quality management aspects, including (LE), (RE) and (PR) on the strategic management managements, including (SF) and (SE). The researchers employed a Likert 7 scale for the study survey and the SPSS and SmartPLS softwares for the data analysis.

## 4. Methodology

### 4.1. Research Design

This study used a quantitative research method with cross-sectional survey design.

### 4.2. Data Collection and Procedures

Data was collected using a structured questionnaire. The participants for the ready-made clothing factory in the Middle Euphrates / Najaf, Iraq, were chosen from the general managers and employees. A total of 234 respondents were randomly selected from a specified list of the factory involved in the production of ready-made garments in Iraq (Chin et al., 2023).

In order to conduct this study, several research studies were carried out to gather information and data from a group of management professionals in southern Iraq (Albadry et al., 2020). This study aimed to analyse the outcomes related to the environmental and social responsibility of management. The term "corporate" refers to activities or characteristics associated with corporations. The social and environmental aspects.

The optimal approach for conducting this study is a comprehensive case study, as indicated by the findings presented (Mas' udin & Kamara, 2018).

According to Thai and Jie (2018), various entities such as personalities, individuals, organisations, small groups, nations, and communities can all be considered as 'states'. Albadry et al., (2020) may choose to examine either multiple cases or a single case for their case study. This study examines multiple cases that investigate sustainable management practices in southern Iraq.

### 4.3. Participants

The study focused on the community in the Middle Euphrates region of Iraq, specifically those involved in the manufacturing of ready-made clothes in London. The sample consisted of 232 managers and employees

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from the target population. The study by Kolwas and Domański (2023) proposes a simple random sampling strategy for participant selection. The sample comprised 120 males (64%) and 84 females (36%).

Around 37.6% of the sample had worked in their current work group for a duration of 10 to less than 15 years (28). The participants achieved a master's degree, with a majority of 78.1% (see Table 1).

Table 1: Demographic Characteristics of the Study Sample.

Variables	Category	Frequency	Percentage
Gender	Male	120	64%
	Female	123	36%
Length in current job	Less than 5 years	114	84%
	From 5 years to less than 10 years	118	23%
	From 5 years to less than 15 years	120	37%
	15 years and above	112	31%
Education	Diploma	2	28%
	Bachelors	15	13%
	Master	6	78%
	PhD	2	56%
Total		232	100%

5. Results Studay

The literature pertaining to this study was reviewed in order to establish the main pilot study. The study examines the relationship between the dimensions of total quality management and strategic management, with human resources serving as a mediator factor. Wherever possible, this study utilises a new conceptual framework. Research indicates that the application of total quality management dimensions can enhance strategic management. A total of 242 questionnaires were distributed to employees in southern Iraq for management purposes, resulting in a response rate of approximately 97%. Out of these, the correct answer was 234, with 6 missing responses and 2 outliers. The Likert 7 questionnaire was administered to employees. This study will utilise the SPSS and SmartPLS system for statistical data analysis in order to assess the outcomes of the new hypotheses and framework. The figure shown in Figure 1.

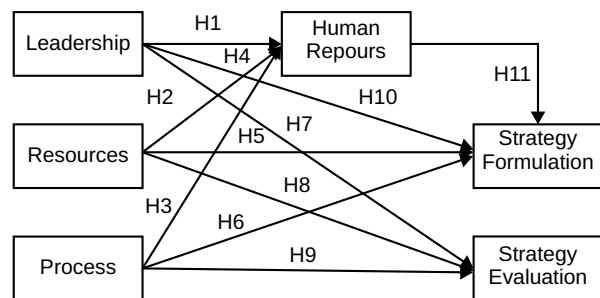


Figure 1: Research Framework.

This section will describe the findings, which are divided into two parts. The initial step in the study

is to present the assessment model, which includes an explanation of the reliability and validity of the respondents. The structural model elucidates the relationships between mediator, dependent, and independent variables.

5.1. Measurement Model

Evaluation of the data is necessary before conducting the final analysis. This research investigates a methodology for measuring and confirming the validity and reliability of the tool. Figure 2 displays all factors above 0.8. Dependability was evaluated as a consequence. Table 2 shows that all threshold values are required during congestion intervals. The current tool is reliable and certified.

Table 2: Reliability and Validity.

Items	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
HR	0.902	0.928	0.722
LE	0.842	0.889	0.620
PR	0.801	0.864	0.566
RE	0.822	0.877	0.591
SE	0.883	0.914	0.681
SF	0.805	0.866	0.568

The authority on discriminant validity examines the extent of variation among the components of the concept measurement model and emphasises the importance of studying the relationships among the overlapping structures standards. Table 3 presents Figure 2 and the values that satisfy the threshold criteria.

Table 3: Discriminant Validity.

Items	HR	LE	PR	RE	SE	SF
HR	0.850					
LE	0.137	0.787				
PR	0.065	0.031	0.752			
RE	0.055	0.285	0.010	0.769		
SE	0.229	0.178	0.143	0.174	0.825	
SF	0.260	0.191	0.182	0.026	0.079	0.753

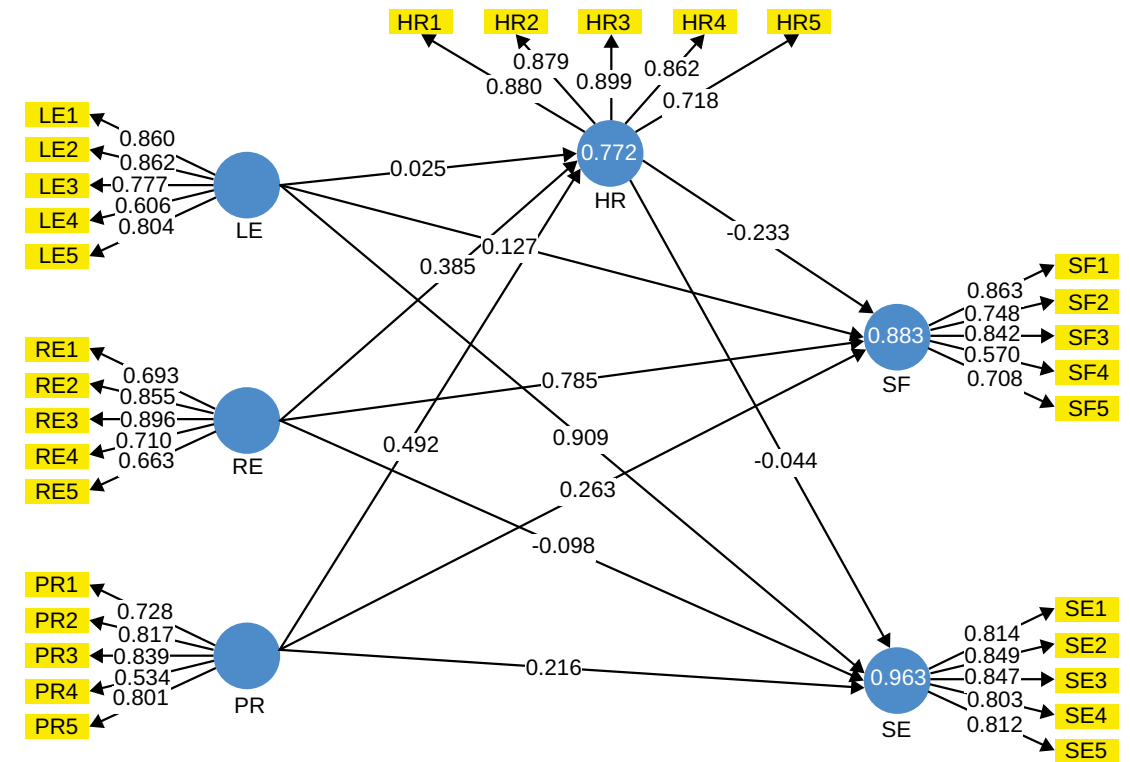


Figure 2: Measurement Model.

5.2. Structural Model

Table 4 shows that (RE) has a negative effect of -0.098 on (SE), while the relationship between (HR) and (SE) is also negative at -0.233. The research

findings indicate a positive outcome for hypothesis (8) and a negative outcome for hypothesis (3). Table 4 and Figure 3 are presented.

Table 4: Structural Relationship.

Hypothesis	Relationship	Beta-value	t-value	Results
H1	LE ⇒ HR	0.025	0.394	Accepted
H2	RE ⇒ HR	0.385	4.404	Accepted
H3	PR ⇒ HR	0.492	5.951	Accepted
H4	LE ⇒ SF	0.127	2.673	Accepted
H5	RE ⇒ SF	0.785	10.119	Accepted
H6	PR ⇒ SF	0.263	3.363	Accepted
H7	LE ⇒ SE	0.909	35.147	Accepted
H8	RE ⇒ SE	- 0.098	2.101	Non-Accepted
H9	PR ⇒ SE	0.216	5.481	Accepted
H10	HR ⇒ SE	- 0.233	1.219	Non-Accepted
H11	HR ⇒ SF	- 0.044	4.055	Non-Accepted

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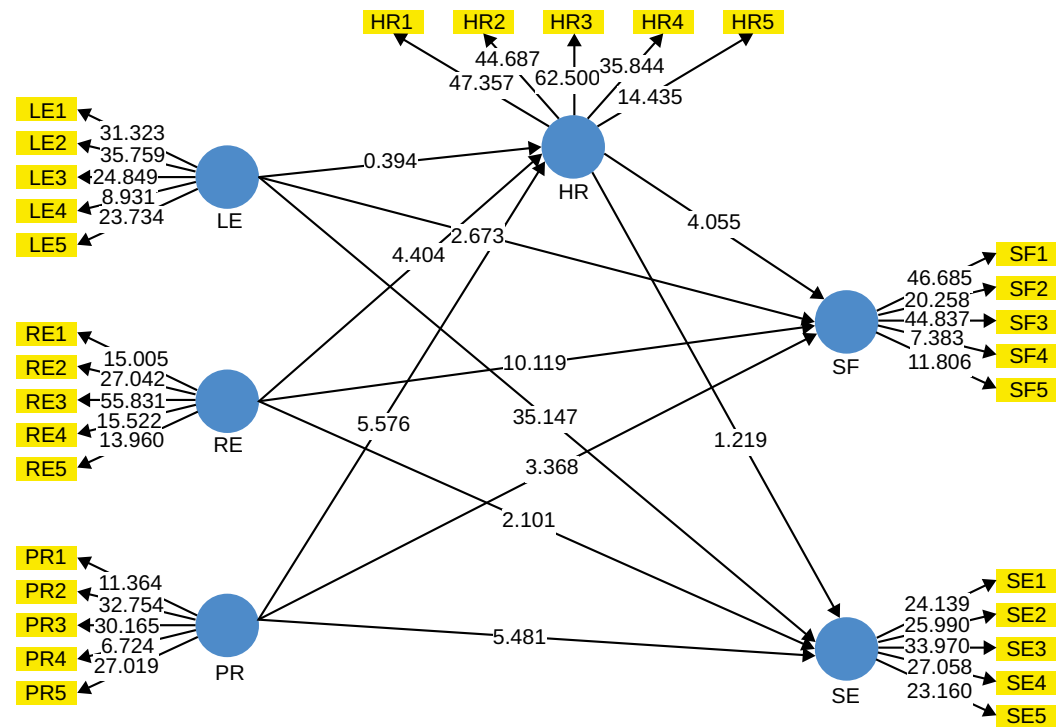


Figure 3: Structural Model.

Upon reviewing the findings in Table 3, it becomes evident that the significance of total quality management in management development cannot be overstated. It can be argued that the development of management performance in southern Iraq is possible. There were evident disparities observed in the strategic management sectors. Exploring the role of human resources as a mediator in the implementation of total quality management. The government in Iraq prioritised supporting the management sector due to its significance in meeting the needs of the population.

It was discovered that Iraq has demonstrated exemplary implementation of total quality management in strategic management. This has allowed for continuous improvement in management, even in the face of challenges. It is worth mentioning that the management in southern Iraq has expressed concerns about aligning their business with international standards in order to achieve the highest global evaluation. They believe that this is attributed to the perception of their management practices and the role of their human resources. Such evaluations validate their efforts for improvement.

6. Discussions

The goal of implementing the dimensions of total quality management (leadership, resources, and process) is to achieve optimal results. The aim of this study is to investigate the potential role of human

resources in facilitating the implementation of total quality management within the context of strategic management in southern Iraq. There is ample evidence in numerous academic works that have demonstrated the various aspects of total quality management.

Exploring the dimensions of strategic management and the development of quality management. This finding aligns with other prior research, such as the study by Amanah, Hussein and Bannay (2022), which highlights the importance for organisations to explore strategic mediation factors that can aid in predicting future entrepreneurial opportunities and risks. Thus, it is crucial for companies to thoroughly analyse the factors that can facilitate prompt responses to shifts in the internal and external business landscape. By taking proactive measures, organisations can effectively capitalise on the opportunities that arise from these changes. This study aims to propose a new framework that implements the dimensions of total quality management to enhance the dimensions of strategic management. There was a total of 11 hypotheses, with three of them not being supported and the remaining eight being supported.

7. Conclusion

Based on the research conducted, it was discovered that the application of total quality management dimensions in management leads to significant variations in the strategic management practices

implemented in Iraq. The development projects involve a wide range of technologies primarily implemented with significant government involvement. The performance of management in Iraq is marked by the establishment of effective practices in carrying out its responsibilities.

It was discovered that the focus of Iraqi practices is primarily on high-level management. This approach is cost-effective and emphasises the importance of quality in the development of management, considering both technical and economic aspects. High-level management practices are often emphasised in academic discussions. This study explores the direct influence of total quality management on strategic management, with a focus on the role of human resources as a mediator. It also investigates the effects of total quality management on various dimensions of strategic management.

The results of the research suggest that the relationship between total quality management and strategic management has a positive impact on management performance in southern Iraq. Thus, it is recommended to conduct additional research in order to examine the following factors and enhance the depth of analysis. To improve the generalizability of the findings, future researchers may consider including multiple nations in the region. Considering other factors, such as corporate governance processes, could potentially improve the reliability of research findings.

7.1. Practical Implications

The current research holds practical significance for individuals aiming to enhance company performance. It is important for staff members to understand the value of implementing comprehensive quality management in management strategy and human resources. This approach not only enhances the company's capabilities but also fosters knowledge-sharing among employees. Additionally, it is important to note that the way companies use quality may not always contribute to their growth. Employees must encourage their colleagues to share their expertise in order to contribute to the organization's growth. Organisations must establish standards and policies for information sharing. It is important for employees to recognise that engaging in TQM activities is not only a legal requirement but also an ethical responsibility. As a result, companies need to enhance their employees' understanding of this approach. Future research can focus on exploring the role of human resources in bridging the gap between strategic management and overall quality management.

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