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TOTAL QUALITY MANAGEMENT REQUIREMENTS IN ENHANCING STRATEGIC EXCELLENCE

Dheyaa Talib Mohammed
University of Baghdad, Iraq

Abstract :
The aim of this study was to identify the levels of the dimensions of the application of total quality management, as well as the extent of the relationship of total quality management and dimensions of (continuous improvement, work teams) with Excellent performance objective variables (the top leadership, focus on the customer .
It was also applied to a sample of 116 managers and department heads in ten commercial banks operating in Iraq., the study found that commercial banks Iraqi apply TQM in promoting Excellent performance and the top leadership. The study results indicated the presence of significant effect of total quality management and continuous improvement in the performance of Excellent performance, while the teams failed to affect the Excellent performance. It was shown that managers in the banks surveyed have done total quality management in strengthening the relationship with Excellent performance, The study recommended greater use of Total Quality Management, which appeared positively enhance performance through the adoption of banks operating strategy is suitable and appropriate that increase and the evolution of Total Quality Management .

Keywords: Total quality management, continuous improvement, work teams, Excellent performance, the top leadership, strategic planning, customer focus.

Introduction

Research Problem

Business activities are increasing day by day, and domestic and international trade has expanded. This requires banking services capable of accommodating these rapidly growing activities and this expansion in the Iraqi environment. Due to the intense competition among banks in the Iraqi environment, this competition requires performance that distinguishes one bank from another in order to attract the largest market share of customers, thereby increasing return

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on investment and maximizing profits. Hence, the idea of this research emerged by identifying the distinguished performance of operating commercial banks and by managing multiple variables while focusing on total quality management. Accordingly, a number of questions were raised, as follows:

- What is the performance level of total quality management and its variables (continuous improvement, work teams) in the surveyed banks?
- What is the performance level of the surveyed banks in its dimensions (top management, strategic planning, customer focus) in the surveyed banks?
- What is the nature of the relationship between total quality management performance and excellent performance?
- Does total quality management performance affect excellent performance?

Research Methodology

The research relied on the survey method, which is a methodology characterized by the combination of describing a phenomenon and analyzing it in order to derive specific results. Since it focuses on surveying opinions, it depends on diagnosing the situation and analyzing it to reach conclusions and monitor key indicators. Descriptive methods were used to collect the data and information required for the research.

Research Objectives

The research aims to evaluate the performance of private banks through total quality management, as well as to achieve the following objectives:

A – The research aims to identify the feasibility of applying total quality management (continuous improvement, work teams) in the surveyed banks and the nature of the relationship between the research variables within them.

B – To evaluate each of the research variables represented by total quality management (continuous improvement, work teams) and distinguished performance (top management, strategic planning, customer focus) in light of the responses of the surveyed sample to the questionnaire items, which reflects.

Importance of the research

The importance stems from identifying which variables have the most impact and contribute to outstanding performance. Consequently, these results can be

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generalized for the benefit of other banks operating in the Iraqi environment, thereby improving their performance to satisfy their customers.

Proposed Research Framework

Achieving the research objectives requires developing a framework based on structuring its main variables around Total Quality Management (continuous improvement, work teams) and distinguished performance (top management, strategic planning, customer focus). The hypothetical research framework is illustrated in Figure (1).

1- The explanatory variable includes Total Quality Management with its sub-variables (continuous improvement, work teams).

2- The response variable is distinguished performance, represented by several dimensions: (top management, strategic planning, customer focus).

The arrows that connect the research variables clarify the nature of the correlation and influence relationships between them. Connected arrows (1) represent correlation relationships, while arrow (2) represents an influence relationship between the variables.

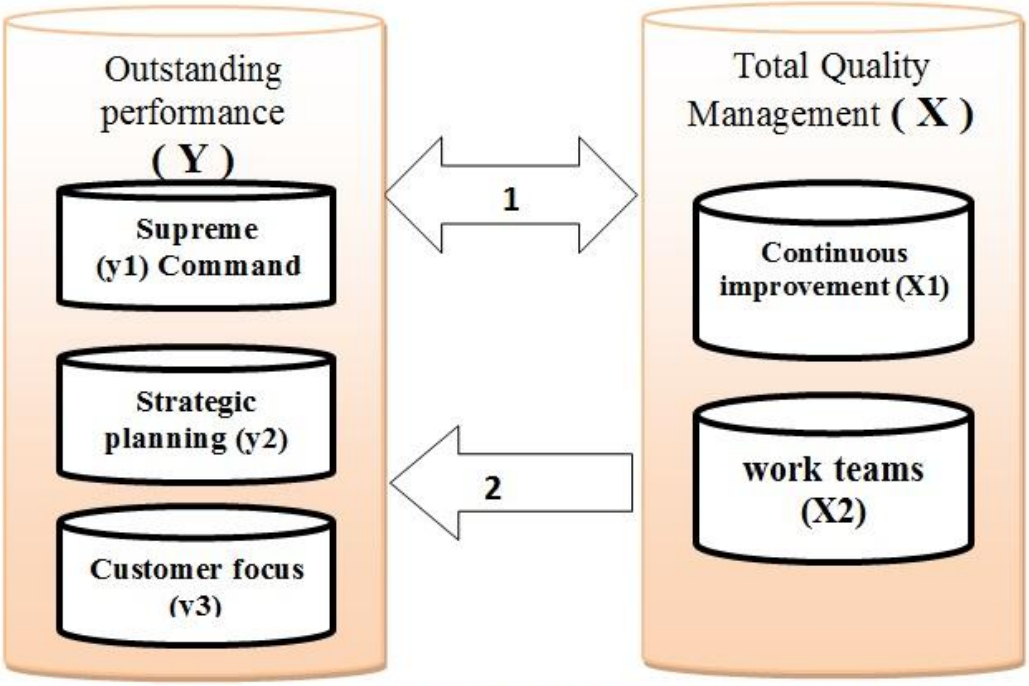

Figure (1) Hypothetical research plan

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Research Hypotheses

1- Total quality management and its dimensions (continuous improvement, work teams) are significantly and positively related to excellent performance and its dimensions (top management, strategic planning, customer focus) in private banks operating in Iraq.

2- Excellent performance is significantly and positively affected by total quality management and its dimensions (continuous improvement, work teams).

Research Boundaries:

1- Spatial Boundaries: Private banks operating in Baghdad (general administrations), totaling eleven banks out of forty-one.

2- Temporal Boundaries: The period was limited between the distribution of questionnaires (12/09/2014) until the completion of statistical analysis on (25/12/2014).

3- Human Boundaries: Executive managers, assistant managers, consultants, and department heads.

The Intellectual Framework of the Research

First: Total Quality Management

The term 'quality' is derived from the Latin word 'Qualities' and refers to the nature of a thing or person and the degree of its suitability. It does not always mean the best or the finest; rather, it is a relative concept that varies depending on the perspective of the beneficiary, whether it is the customer, the designer, or society. The term 'Total Quality Management' (TQM) encompasses philosophical, human, and scientific dimensions. Cohen and Brand clarified the meaning of this term by defining its main components, as follows: (Li, 2000:30) Total Quality Management is considered one of the most pioneering intellectual and philosophical concepts that has attracted wide attention from specialists, researchers, administrators, and academics, particularly in the development and improvement of productive and service performance in various human organizations. Japanese management played a decisive role in this context, especially in the early 1980s and late 1990s, by successfully providing high-quality goods that could be achieved at low costs. This success resulted from relying on quality control cycles and using the Total Quality Management

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approach, which has been increasingly applied across various production and service fields (Hamoud, 2000: 71).

Total Quality Management (TQM) is considered an approach to accomplishing work, as the organization seeks to maximize its ability to compete through the continuous improvement of the quality of its products, services, personnel, processes, and the environment in which it operates (Harvey & Millett, 1999:32). It is a management philosophy that seeks the integration of all organizational functions, such as marketing, finance, design, engineering, production, and customer service, focusing on meeting customer needs and organizational goals (Hammett, 2000:3). This philosophy classifies concepts, methods, tools, and techniques to formulate a language that is understandable and applicable as a business strategy at higher levels and an operational strategy at lower levels, helping to integrate activities in leadership, personnel, customer focus, planning, process quality assurance, and information and analysis (Terziovski & Samson, 1999:229).

Oakland (1995:22) defines total quality management as an approach to improving competitiveness and efficiency, fundamentally as a way of planning and organizing, and as a means of involving employees in all activities regardless of their administrative levels. We note that Oakland's philosophy to achieve administrative competitiveness and effectiveness considers it a way for planning and organizing. Both Daft & Noe (2001) defined total quality management as the organization's overall effort directed at the continuous improvement of the performance of processes, which represent the methods of individuals, machines, and systems for accomplishing tasks assigned to them or to the organization (Al-Barwari, 2000:88).

The Importance of Total Quality Management

The importance of implementing Total Quality Management at the level of business organizations can be summarized as follows (Malhi, 2000:2):

1. Increase market share and achieve higher profitability.
2. Maximize customer satisfaction and loyalty.
3. Improve employee morale and increase their job satisfaction.
4. Increase organizational productivity.
5. Help establish an appropriate work culture.
6. Build and leverage teamwork.

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7. Assist in using systematic problem-solving and decision-making through work teams.
8. Reduce the need for service.

Dimensions of Total Quality Management

1- Continuous Improvement: Quality is considered a moving target, as there is no consistently perfect level. Therefore, organizations must continuously improve the quality of their products or services to stay ahead. Rapid technological changes often render current quality levels outdated, and customer expectations change over time. Hence, continuous improvement has become a necessity and requires an appropriate organizational climate (Malhi, 2000:4).

It refers to the role of top management in leading comprehensive efforts toward ensuring the required quality, and that all employees are responsible for the continuous improvement of quality, considering it the fundamental cornerstone of all functions and units within the organization (Russel & Taylor, 1995:93). It is a comprehensive management philosophy that involves gathering the necessary tools and methods for its implementation, and it serves as a framework for companies aspiring to reach a global level (Evans, 1997:45). The process of quality improvement must be accompanied by quality planning, organization, and monitoring. In the planning phase, the focus is on what is being done and why it is being done, with the aim of meeting true expectations and specifications. In the organization phase, the focus is on determining how outputs can be produced, choosing success metrics, and assessing whether the work process can achieve the desired results. If the work process fails this test, then a problem-solving process must be applied, which includes steps such as analysis, generating potential solutions, selecting solutions, planning and implementing them, and evaluating how effectively the problem was solved (Al-Sarn:2001: 322-326).

Based on the Japanese concept of (Kaizen), continuous improvement is the philosophy of continuously studying ways to improve the process, which requires instilling individual ownership of it. The foundation of this philosophy is the belief that any aspect of the process can be improved, and the individuals most closely associated with it are the best at determining the changes that should be made (Krajewski & Ritzman, 1999:215).

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2-Work Team

Global competition has become so intense that organizations require top-level human resources management experts to utilize the skills, talents, and creativity of employees. These strategic challenges, along with a number of others mentioned here, will help determine the approach for the remainder of this topic. In every matter, the organization asks human resources management professionals to use the workforce effectively, as failure means the organization will be unable to compete in this interconnected world (Ivancevich & Konopaske, 2013:48). Teamwork has become one of the essential elements for the success of quality improvement efforts, as it enhances the decision-making process, helps overcome obstacles between departments, and leads to increased commitment and a sense of ownership among employees (Malhi, 2000:3).

The workforce is considered the fundamental base from which any political, economic, social, or other decisions should be made, because the workforce has an impact on determining decisions or actions in all areas of human life. Viewing the role of human resources as merely an advisory function has left a negative impression. Some see it as simply placing the right person in the right position, while another, more complex and perhaps less precise, view sees the workforce as ensuring alignment with the organization's strategy, so that human resources activities and practices—such as selection, appointment, rewards, and performance evaluation—are adjusted in accordance with the company's strategy and competitive position. According to this view, senior management develops a workforce program to ensure the effective implementation of that strategy. Therefore, one expert emphasizes the necessity for the human resources strategy to align with the organization's overall strategy. The third perspective views human resource management as an equal partner that should be taken into account when preparing the strategic plan. Therefore, it should not be seen merely as having its activities aligned with the organization's strategic requirements, but rather as a strategic partner in the processes of preparing and implementing various competitive strategies at the organizational level (Dessler, 2009: 58). Along the same line, (Ivancevich & Konopaske, 2013:10) discussed that it is the individuals who perform the work and generate ideas that lead to the sustainability of the organization.A large and well-structured workforce is considered valuable, as it requires individuals to manage it. Individuals identify or improve the organization's strengths and weaknesses. The role of human

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resource management, in response to these changes, includes changes experienced by organizations around the world such as the growth of global competition: outsourcing, organizational structures, rapidly expanding technologies, increasing demand for individuals and teams, organizational competition, rapid cyclical timelines, increased accuracy of legal compliance, high customer expectations. These changes are interconnected with the reality that the organization's human assets' performance must be managed, directed, and expressed, which will lead to the need for more strategic plans and modern leadership practices.

Second: Outstanding Performance

(Privett :1983: 45) defines outstanding performance as the behavior (performance) that surpasses the average usual performance, and it also represents a link in the chain of superior performance. (Al-Qurayuti :2000: 303) defines outstanding performance from the perspective of focusing on creative output as the second approach in the study of creativity, and it is reflected in the amount of productivity and skillfulness in performance.(Youssef, 2005: 49) described it as a set of behaviors, abilities, and high cognitive and intellectual skills possessed by individuals working in organizations, enabling them to utilize these skills, knowledge, and behaviors in their field of work and specialization, allowing them to accomplish tasks that exceed standard norms and surpass what others deliver in both quantity and quality, and to present ideas and products characterized by modernity, originality, creativity, and excellence, thereby enhancing the achievement of high-level goals and progressively improving performance. Meanwhile, (Abu Idris, 2005: 16) describes excellence as the process of positively distinguishing oneself from others in a way that fulfills the organization's mission and objectives and secures it an advanced position among competitors. (Al-Qaryouti, 2000: 303) regards distinguished performance from the perspective of focusing on creative output as the second approach to studying creativity, and it is reflected in the level of productivity and skillfulness in performance. The concept of excellence refers to two fundamental dimensions in modern management (Al-Salmi, 2002:7):

1. The ultimate goal of successful management is to strive for excellence, meaning achieving unprecedented results that surpass not only its competitors but also itself through a process of learning.

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2. Everything that comes from management in terms of actions and decisions, as well as the systems and activities it adopts, must embody excellence—that is, complete superior quality that leaves no room for error and provides the right opportunities to execute tasks correctly and fully from the first attempt.Many organizations suffer from internal problems and obstacles that reduce their ability to face competition and rise to meet customers' expectations and demands, thereby limiting their ability to excel. Despite their variety and differing causes, Al-Ruwaishidi (2009: 63) classified them into two groups:

1. Personal factors: These are factors related to the individual employee, which individuals can control. Many studies have focused on the personal characteristics of exceptional innovative performance, often represented by intuition, self-reliance, a tendency for risk-taking, a need for change, and an attraction to complexity. The absence of these factors constitutes an obstacle for individuals seeking to achieve outstanding performance.

2. 2. Organizational Factors Group: These are factors related to the organization itself, and individuals have no role in creating them. Among the most prominent are:

A. Bureaucratic Environment: The bureaucratic environment is characterized by complexity, routine, and numerous administrative levels. It is slow-moving and tends to expel outstanding individuals from the organization faster than it attracts them. Innovators cannot succeed in it because it is highly centralized.

B. Complexity of Rules and Regulations: Rules and regulations are considered means, not ends in themselves. Therefore, in some organizations, administrative control is limited to monitoring the extent to which individuals comply with formalities without caring about their contribution to achieving the underlying purpose.There are other factors that hinder the organization from reaching the desired level of performance to achieve excellence (Hassan, 2009: 308):

1. Weak alignment between the goals and values of organizations and the performance levels and behavior of employees.

2. The clear contradiction between management expectations and employee goals.

3. Weak ability to observe market changes and slow response to these changes, as well as leveraging arising opportunities or avoiding threats they may cause.

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4. Weak marketing orientation and lack of systems and mechanisms aimed at serving and satisfying customers, thus diminishing organizations' competitive capabilities.
5. Weak awareness of core competencies and sources of competitive advantage for organizations, resulting in the absence of a clear management vision on how to invest and activate these capabilities to achieve superiority over competitors and manage excellence in customer service.
6. Unclear management foundations and standards in performance planning and directing employee behavior, with managers' personal views mixing with actual facts and information.
7. Overlapping and scattered authority and responsibilities among management levels and individuals.
8. Weak systems and mechanisms for accountability and responsibility for performance results.
9. Reliance on traditional patterns and standards in organization and organizational structure building based on separate functional groups rather than on interconnected processes that generate value within organizations.

Dimensions of Outstanding Performance

Malcolm Baldrige became famous for his global model in the late 1980s, and when the standard emerged, it became a representative of the realistic definition of the wide global spread of performance excellence. The standard was extensively reviewed and modified to suit educational organizations and healthcare organizations in the mid-1990s. Similarly, the core values and concepts of the education standard were embodied in six categories, as shown in Figure (2), which are: leadership, strategic planning, customer focus, workforce focus, process focus, and organizational performance results (Julie & Roy, 2007:6).

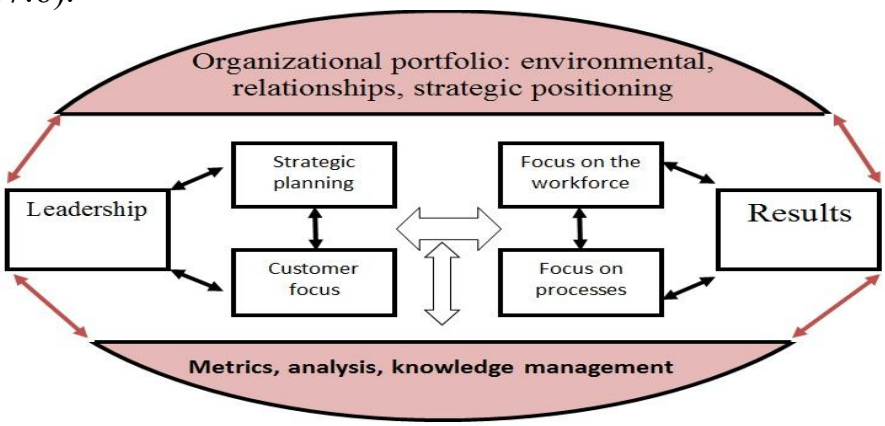

Figure (2) Bilderje Standards Framework for Outstanding Performance

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1- Leadership.

In recent decades of the twentieth century, there has been increasing interest in the impact of leaders on the success of organizations. This is due to the dramatic changes faced by various organizations, especially during the 1990s, across the world, which made workplaces unprecedented in human history in terms of the diversity of climates and organizational cultures. Therefore, scientists and researchers have worked to define the role and function of leadership in paving the way for more effective, accountable, and transformative educational institutions for the twenty-first century (Al-Hilali, 2001: 2).

The diversity of leadership concepts keeps the discrepancy among researchers and writers regarding agreement on a specific definition ongoing. This is due to the variety of leadership styles or approaches they adopt, which has played an important role in the multiplicity of concepts. They define 'leadership' in a way that corresponds to the style or approach they embrace, and this is emphasized by one researcher, who believes that the number of leadership definitions may be equal to the number of researchers and writers who have tried to define it (Al-Shammari and Al-Barak, 2003: 479). Leadership is the ability of a person to influence others so that they willingly accept their leadership without legal compulsion, recognizing their role in achieving their goals, and viewing them as an expression of their hopes and ambitions, which allows them to lead the group members in the manner they deem appropriate (Al-Qaryouti, 2000: 181).

2- Strategic Planning

Strategic Planning is considered the first step and task of strategic management. It involves determining the organization's future direction, which in turn entails defining both the organization's mission and objectives, based on an analysis of the current and future situation of both the surrounding environment and internal capabilities. These objectives are then translated into programs and plans at strategic levels. Strategic planning emerged before the concept of strategic management and prevailed until the early 1970s under the assumption that long-term future prediction was easy. The sole responsibility for strategic planning rested with top management, who would then assign the rest of the organization's members to implement the strategic plans that had been developed (Tawfiq, 2004: 34).

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Strategic planning usually begins with a detailed analysis of the organization's strengths and weaknesses and an assessment of opportunities and threats within the marketing environment. When the organization relies on this analysis, it can evaluate its mission and objectives and then develop strategies to achieve these objectives. After that, each functional area of the organization (marketing, production, finance, human resources, etc.) evaluates its own goals and develops strategies to achieve them. The objectives and strategies in each functional area should support the organization's overall objectives and mission, and there should be coordination among the strategies of each functional area, with a focus on marketing directions (Figure 3) (Pride, 2003:29).

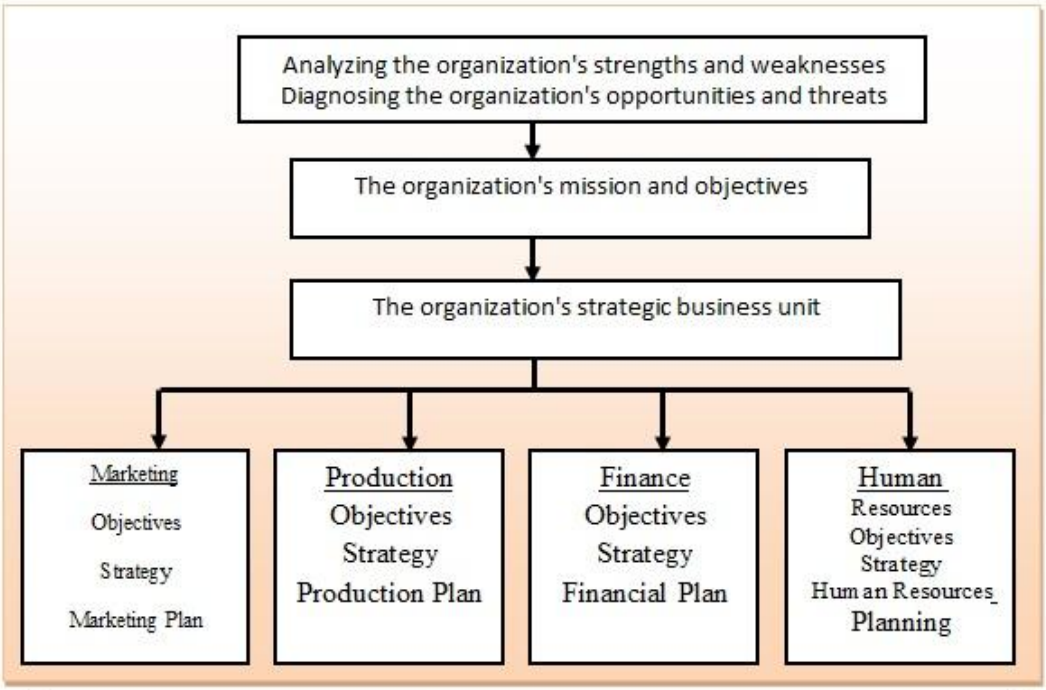

Figure (3) Components of strategic planning
Source: Pride, William M&Ferrello.C.,2003, Marketing Concepts and Strategies .USA. P.24.

3- Focus on the customer

The customer is considered the most important element in any organization and represents both the starting and ending point of various activities. In other words, the activity begins with the customer in meeting their needs, desires, and aspirations, and ends with them because they are the ones who will purchase and evaluate the product. Therefore, satisfying the customer means their acceptance of the product, which reflects in increased sales and profits. Conversely, if the

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customer is not satisfied with the product, the organization will face losses and cannot continue production (Al-Taie and Al-Abadi, 2010:153).

Customer satisfaction is meeting or exceeding customer expectations, and according to this approach, quality is associated with a set of dimensions from the customer's perspective, such as conformance to specifications, value, suitability for use, support, and psychological impressions (Krajewski & Ritzman, 1999:215-216).

Total Quality Management is a method for managing the entire business organization to ensure complete customer satisfaction at every stage, both externally and internally. It is then a way to change the shared culture to manage change in a manner that is responsive to the customer. Since large companies suffer from strict, connected hierarchies that isolate upper management and confine middle management to administrative roles, and constrain supervisory and operational management in their decision-making, Total Quality Management alone may not be able to overcome these problems. Quality management is often introduced into organizations to operate within existing structures and cultures rather than as a means to change them; that is, it is used to make current processes work better instead of replacing those processes (Dale et al., 1997:183).

Customer satisfaction must be identified as a primary objective in any organization, and this goal should be applied equally and fairly alongside other environmental issues. Internally, it is essential for the diverse operational and environmental engineering teams to work together as one team in understanding and complying with legal requirements, selecting environmentally friendly materials, reducing waste, recycling, production, and resource conservation. Long-term objectives and product specifications reflect good environmental principles in terms of material expression, design, waste reduction, resource recovery, and reproducibility. Therefore, organizations must study the acceptability of their products and services to customers. In addition to traditional customers of the organization's products, the environmental quality program must also meet other important customer requirements (Saran: 2001: 322-326).

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The practical aspect

First: Description of the responses of the surveyed sample according to the mean and standard deviation of the studied variables based on the sample's answers.

In this paragraph, the studied variables will be described according to the responses of the surveyed sample (represented by private banks) relying on the mean and standard deviation. The analysis of this paragraph will be conducted along two axes: (Total Quality Management, Outstanding Performance). The following provides a detailed explanation of this:

1- Total Quality Management

For the purpose of determining the preference of any of the researched associations (Olympic and non-Olympic) regarding the explanatory variable (Total Quality Management) and its dimensions (continuous improvement, work teams), the arithmetic mean, standard deviation, and coefficient of variation were used to determine the responses, motives, and tendencies of respondents in private banks, the research sample. Table (1) indicates that the responses of Olympic associations regarding (Total Quality Management) had an arithmetic mean of (3.51), a standard deviation of (0.16), and a coefficient of variation of (4.5%) for the Olympic associations, while the arithmetic mean in non-Olympic associations regarding Total Quality Management was (3.52) with a standard deviation of (0.23) and a coefficient of variation of (6%) for non-Olympic associations. It is noticeable that the arithmetic mean for both associations (Olympic and non-Olympic) is very close, but it can be observed that the coefficient of variation for Olympic associations is more significant than for non-Olympic associations, as can be seen in Table (1). As for the sub-variables, they are as follows:

1- Ranking of importance according to the coefficient of variation for the explanatory variable of Total Quality Management and its dimensions

In order to determine the significance of the Total Quality Management variables (X), the arithmetic mean and standard deviation were used to arrive at the coefficient of variation to identify the responses, motivations, and tendencies of the surveyed sample. Table (1) shows that (Continuous Improvement), coded as (X1), ranked first from the perspective of the surveyed sample. The arithmetic mean was (3.46), the standard deviation was (0.32), and the coefficient of variation reached (9.1%).

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Table (1) Determining the importance of the dimensions of the explanatory variable Total Quality Management based on the arithmetic mean and standard deviation

Determining the importance	c.v	Std. Deviation	Mean	Dimensions	
First	9.1%	0.32	3.46	Continuous Improvement	X1
Second	9.2%	0.33	3.53	Work Teams	X2
	5.3%	0.19	3.51	Total Quality Management	X

As for (teamwork), which was expressed by (X2), it ranked second with an arithmetic mean of (3.53) and a standard deviation of (0.33), and the coefficient of variation reached (9.2%), indicating that teamwork came in the second stage in terms of the respondents' interests.

2- Ranking of importance according to the coefficient of variation for the responsive variable of outstanding performance and its dimensions

To determine the importance of the outstanding performance variables (y), the mean and standard deviation were used to arrive at the coefficient of variation in order to identify the responses, motivations, and tendencies of the researched sample. Table (2) shows that (Strategic Planning), which was coded as (y2), occupied the first rank from the perspective of the researched sample compared to the other dimensions, as the mean appeared to be (3.48), the standard deviation (0.42), and the coefficient of variation reached (12.1%).

Table (2) Determining the importance of the dimensions of the responsive variable, outstanding performance, based on the arithmetic mean and standard deviation

Determining the importance	c.v	Std. Deviation	Mean	Dimensions	
Third	12.1%	0.42	3.48	Top leadership	y1
First	9.1%	0.32	3.48	Strategic planning	y2
Second	11.3%	0.40	3.53	Customer focus	y3
	7.0%	0.24	3.48	Outstanding performance	

As for (customer focus), expressed as (y3), it ranked second with a mean score of (3.53) and a standard deviation of (0.40), with a coefficient of variation of (11.3%). Meanwhile, the third and last variable in terms of importance is the sub-variable (top management), coded as (y1), with a mean score of (3.84), a standard deviation of (0.42), and a coefficient of variation of (12.1%).

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1- Correlation Hypothesis Analysis

The current study assumed the primary hypothesis, which states: ((Total Quality Management, with its dimensions (continuous improvement, work teams), is significantly and positively related to outstanding performance (top leadership, strategic planning, customer focus)). From this, the following sub-hypotheses are derived as follows:

- Sub-hypothesis 1: Total quality management is significantly and positively related to (top management, strategic planning, customer focus).
- Sub-hypothesis 2: Continuous improvement is significantly and positively related to the dependent variable, outstanding performance, and its sub-dimensions (top management, strategic planning, customer focus).
- Sub-hypothesis 3: Work teams are significantly and positively related to the dependent variable, outstanding performance, and its sub-dimensions (top management, strategic planning, customer focus).

Table (3) illustrates the correlation relationships assumed by the primary correlation hypothesis. The table confirms the existence of a positive and significant correlation between Total Quality Management (TQM) and outstanding performance, with a correlation coefficient of (0.16**). The calculated (t) value reached (2.93), which is higher than the tabulated value of (2.3) at a significance level of (0.01).

Table (3) Correlation Relationships between the explanatory variable Total Quality Management and its dimensions and the respondent variable Outstanding performance and its dimensions

Outstanding performance		Customer focus		Strategic planning		Supreme Command		variables studied		
(Y)		y3		y2		y1				
r	t	r	t	r	t	r	t			
0.16**	2.93	.020	0.36	.014	0.25	.19**	3.44	Total Quality Management	(X)	
.097	1.65	-.14**	2.5	.10	1.65	.07	1.15	Continuous improvement	X1	
.038	0.68	.03	0.47	.07	1.28	.01	0.13	work teams	X2	

n =116

The tabulated t-value at a significance level of 0.01 = 2.3
The tabulated t-value at a significance level of 0.05 = 1.6

**Correlation at a significance level of 0.01

*Correlation at a significance level of 0.05

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Based on this result, the primary correlation hypothesis between the explanatory variable TQM and outstanding performance can be confirmed. At the level of sub-dimensions, the following appeared:

1. There is a significant positive correlation between the main variable (Total Quality Management) and (Top Management), with the correlation coefficient reaching (0.19**), as shown in Table (3). The calculated (t) value is (3.44), which is greater than the tabulated value of (1.68) at a significance level of (0.01). Table (3) indicates that there is no significant correlation between Total Quality Management and each of (Strategic Planning, Customer Focus), with correlation coefficients of (0.014, 0.020) respectively, as shown in Table (). The calculated (t) values are (0.25, 0.36) respectively, which are lower than the tabulated value of (1.68) at a significance level of (0.05).
2. There is a negative significant correlation between the first sub-variable (continuous improvement) and (customer focus), with a correlation coefficient value of (-0.14**), and the calculated (t) value is (2.5), which is greater than the tabulated value of (2.3) at a significance level of (0.01). Table (3) indicates that there is no significant correlation between continuous improvement and the main dependent variable (excellent performance) or any of its sub-variables (top management, strategic planning), with correlation coefficient values of (0.097, 0.07, 0.10) respectively, as shown in Table (3). The calculated (t) values are (1.65, 1.15, 1.65) respectively, which are less than the tabulated value of (1.68) at a significance level of (0.05).
3. Table (3) indicates the absence of a significant correlation between teamwork and the main dependent variable, distinguished performance, as well as each of its sub-variables (top management, strategic planning, customer focus). The correlation coefficient values were (.038, .01, .07, .03) respectively, as shown in the table. The calculated (t) values were (0.68, 0.13, 1.28, 0.47) respectively, which are smaller than their tabular value of (1.68) at a significance level of (0.05).

2-Analysis of Impact Hypotheses

The current study established the second main hypothesis, which is the hypothesis of simple regression analysis, stating that (the role of total quality management positively and significantly contributes to achieving outstanding performance). From this, the following sub-hypotheses are derived:

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First sub-hypothesis: Improvement positively and significantly contributes to achieving outstanding performance.

Second sub-hypothesis: Positive and meaningful work teams contribute to achieving outstanding performance.

The following is a detailed analysis of the main hypothesis and its related sub-hypotheses:

First: Main effect hypothesis (the role of total quality management positively and significantly contributes to achieving outstanding performance).

This hypothesis was tested through simple regression analysis. Based on this hypothesis, a functional relationship was formulated between the actual value of the response variable (outstanding performance), denoted by the symbol (Y), and the main explanatory variable (total quality management), denoted by the symbol (X), with the linear regression equation as follows:

$Y= \alpha+ \beta X$

The values for the regression equation are as follows: Outstanding performance = .19 + .24 (Total Quality Management).

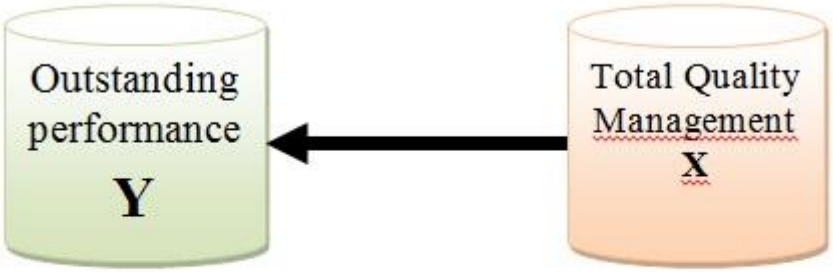

Figure (4) The essence of the main effect hypothesis

In light of Table (4) of the analysis of variance, which appeared from the outputs of the SPSS statistical software, the significance of the model according to the (F) test is evident, as its analysis will be shown later:

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Table (4) Analysis of the impact of Total Quality Management and sub-dimensions on the response variable Outstanding performance (Y(

Outstanding performance	Value (P) Significance level	Calculated value of (F(	(R^2) Coefficient of determination	Constants			
				α	β		
It indicates	.001	12.079	.22	.190	.246	Total Quality Management	X
It indicates	0.001	14.2	.31	.282	.307	Continuous Improvement	x1
Not it indicates	.221	1.5	.005	.046	.068	Work Teams	x2

n = 116

The tabulated (f) value at a significance level of 0.01 = 6.47
The tabulated (f) value at a significance level of 0.05 = 3.28

It is evident from Table (4) that the calculated value of (f) reached (12.1), and this value was greater than its tabular value (6.47) at a significance level of (0.01) and with a confidence limit of (99%). This indicates the presence of an effect of (Total Quality Management) on the response variable of distinguished performance. This suggests that the regression curve is good for describing the relationship between the two variables. Table (4) indicates that the constant (= .190), which means that there is a presence of Total Quality Management amounting to (.190) even if the distinguished performance equals zero. As for the value (= 0.24), it indicates that a change of (1) in Total Quality Management will lead to a change of (0.24) in distinguished performance.

Through Table (4), it is possible to observe the value of the coefficient of determination (R^2), which is a descriptive measure used to interpret the usefulness of the regression equation in estimating values. It represents the proportion of error reduction when using the regression equation, which was 0.22. This means that 0.22 of the variance in (outstanding performance) is explained by (total quality management) included in the model, while 0.78 is variance explained by factors not included in the regression model. Table (4) also indicated the significance, which was 0.001 in the statistical output, confirming a strong and significant effect of total quality management on outstanding performance.

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With this result, the first main hypothesis of the current study is confirmed, which states that (outstanding performance is positively and significantly affected by total quality management).

As for the sub-hypotheses, which state:

The first and second sub-hypotheses were tested based on the main effect hypothesis of the current study through Simple Regression Analysis. In light of these hypotheses, a functional relationship was formulated between the true value of the response variable (outstanding performance), denoted by the symbol (Y), and the explanatory sub-variables (continuous improvement, task force), which were respectively denoted by (X4, X3, X2, X1). The linear regression equations were as follows:

$Y = \alpha + \beta X1$

$Y = \alpha + \beta X2$

The values for the regression equation are as follows:

(Continuous Improvement) 0.307 + 0.282 = Outstanding Performance

(Teamwork) 0.068 + 0.046 = Outstanding Performance

Figure (5) shows the core of the sub-influence hypotheses of the first m ain influence hypothesis

It is evident from Table (4) that the calculated value of (f) for (Continuous Improvement), which was coded in the mentioned table as (X1), reached a value of (14.2). This value was higher than its tabular value (3.28) at a significance level of (0.01) and with a confidence limit of (0.99), which indicates the existence of an effect of (Continuous Improvement) on the response variable, Outstanding Performance.

It is evident from Table (4) that the calculated value of (f) for (work teams), which was coded in the mentioned table as (X2), reached (1.5). This value was less than its tabulated value (3.28) at a significance level of (0.05) and a

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confidence interval of (0.95), which means that there is no effect of (work teams) on the dependent variable, outstanding performance.

From Table (4), the coefficient of determination (R^2) can be observed, which was (.31) for continuous improvement (X1). This means that (.31) of the variance in exceptional performance (Y) is explained by the continuous improvement variable included in the model, which is very low, and that (.69) is the variance explained by factors not included in the regression model. There is also a coefficient of determination (R^2) value of (.005) for teamwork (X2), which means that (.005) of the variance in exceptional performance (Y) is explained by the teamwork variable included in the model, which is also very low, and that (.99) is the variance explained by factors not included in the regression model.

Table (4) confirms that the constant for ($\alpha X1 = .082$), ($\alpha X2 = .046$), which means there is the presence of (excellent performance) amounting to (.282) even if continuous improvement (X1) equals zero. There is also the presence of (excellent performance) amounting to (.046) even if the value of teamwork (X2) equals zero.

As for the value ($\beta X1=0.307$), it indicates that a change of (1) in continuous improvement will lead to a change in outstanding performance of (0.307), and the value ($\beta X2=0.068$) means that a change of (1) in teamwork will lead to a change in outstanding performance of (0.068).

Conclusions and Recommendations

First: Conclusions

In this section, the most important conclusions reached by the study will be discussed, based on the practical aspect of the study, as follows:

1. It appeared that the managers in the surveyed banks have implemented total quality management in enhancing the relationship with outstanding performance.
2. It appeared that the managements of Iraqi private banks have employed total quality management in strengthening top leadership.
3. It was found that total quality management was not implemented by the managers in the surveyed banks in enhancing strategic planning and customer focus.

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4. It appeared that continuous improvement in the surveyed banks has created an inverse correlation with customer concentration.
5. It appeared that managers in the surveyed banks did not activate continuous improvement in enhancing the relationship with excellent performance and its dimensions (top management, strategic planning).
6. It appeared that the management of private Iraqi banks did not employ work teams to enhance both excellent performance and its dimensions (top management, strategic planning).
7. It was found that the contribution of change in total quality management and continuous improvement produced more positive changes in excellent performance, whereas work teams did not contribute to producing more positive changes in excellent performance.

Second: Recommendations

1. Make greater use of total quality management, which has positively contributed to enhancing outstanding performance through the adoption by operating banks of an appropriate and suitable strategy that increases and develops total quality management.
2. Finding ways to continuously improve in enhancing excellent performance through its variables (top management, strategic planning, customer focus).
3. Finding ways for work teams to enhance excellent performance through its variables (top management, strategic planning, customer focus).
4. Benefiting from the private Iraqi banks from the changes occurring in total quality management in its aspect (continuous improvement), which has led to further positive changes in excellent performance. It is necessary for company managers to utilize work teams to bring about positive change in excellent performance in the researched banks.

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