

## **Effectiveness of Total Quality Management on Strategic Planning and the Importance of Stakeholders as a Mediator**

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**Abstract:** This study found the impact of the dimensions of total quality management (Reliability- RE, Assurance – AS, and Empathy – EM) on Strategic Planning (SP) and Stakeholders (ST) as a mediator. This study sought to identify the various and multiple dimensions of variables through use of modern technology that helps to compete with other organizations. A targeted sample of employees in the General Iron and Steel Company / Iraq. A questionnaire form was used to distribute it to the targeted sample to collect information that researcher needs when distributing it to company's employees. (160) were distributed and (8) were incorrect. The net target sample was (152) that he obtained. To obtain results, the researcher relied on the statistical analysis of the results on SPSS and SmartPLS 4. The results were supportive and necessary, as well as the conclusions urged by researcher, confirming the importance of total quality management for strategic planning and the importance of stakeholders in transferring modern information to organizations. The researcher emphasized the role of the dimensions of total quality management in achieving positive and supportive results. From the beginning, the researcher expected employee satisfaction in this study, which he paid close attention to through his communication with employees in the company, and was hypothesis (6) positive and (1) negative.

**Keywords:** Total quality management, strategic planning, stakeholders, reliability, organization.

### **1. Introduction**

The study aimed to determine the impact of the dimensions of total quality management (Reliability- RE, Assurance – AS, and Empathy – EM) and impact on Strategic Planning (SP) and importance of Stakeholders (ST) as a mediator (Kwarteng, 2020). To achieve this goal, the researcher in this study used the quantitative approach to information and data for a sample of employees in the Iraqi seed production company, and the sample was (152) (Imochtar, 2022). The measurement of the dimensions of the independent variable total quality management (Reliability- RE, Assurance – AS, and Empathy – EM), was determined by specifying the number of the target sample, and the as a mediator Stakeholders (ST), while the dependent variable Strategic Planning (SP), was determined statistical analysis was conducted using SPSS & SmartPLS 4 and a Likert scale of (7) was used in the form (Khalaf & Ridha, 2022). This study concluded that there is a positive relationship between the dimensions of total, quality

management strategic planning, and the role of stakeholders as a mediator (Haqberdievich, 2022). When the use of the level of total quality management dimensions increases in seed production company/Iraq, which is the target sample, this is accompanied by an increase in the level of strategic planning in the organizations (Abdusaitovich, 2022). It is also noted that there is a positive correlation between the dimensions of total quality management and strategic planning (Kadhim & Ahmad, 2019). That is, an increase in the level of total quality management dimensions will be accompanied by an increase in the level of strategic planning in the seed production company/Iraq (Kadhim & Ahmad, 2021). The presence and use of modern technology in companies would develop and increase their production, thus reducing the negatives that organizations are exposed to, reducing related problems, and then increasing the organization profits (Kadhim & Ahmad, 2022). Organizations have both positives and negatives, which can affect the level and types of decisions an organization makes (Shavkiyevich, 2022).

## 2. Problem statement

Institutions suffer from weak performance, lack of modern technology, and poor-quality production (Ortikniyozovich, 2022). The impact of the dimensions of total quality management on the strategic planning of a seed production company/Iraq, working on continuous improvement and encouraging organizations to compete to gain employee satisfaction. Solutions must be found to companies' problems and focus on the impact of the dimensions of total quality management on strategic planning. The researcher in this study also expressed interest in applying the latest methods for developing institutions (Shodievich, 2022).

## 3. Literature review

Researchers focused on preparing the necessary information and data for organizations. According to Lambanaung et al (2023), in order for the performance of instructions to continue to improve for the better, emphasis must be placed on developing strategic planning through stakeholders as a mediator. According to Xojaniyazovna, (2022), total quality management has an essential role in the development aspects of companies, and researchers must confirmation the basic aspects of organizations (Journal & Economics, 2023). Literature review demonstrate the importance of information about the target sample for study (Mamadiyeva, 2023). According to Kadhim & Ahmad (2021). that the primary goal of total quality management is to develop strategic planning and its role leads to employee satisfaction. Previous studies also focused on the importance of strategic planning for institutions, as well as attention to stakeholders. According to Hussein, (2023), total quality management has an impact on strategic planning. According to Kadhim and Hani (2024), an emphasis on the role of total quality management on strategic planning. Continuously improving companies' performance and collecting the necessary information and data. The researcher Demkina et al., (2019), used SPSS and SmartPLS 4 to analyze the results, and Khalil et al., (2022), also used a 7-point Likert scale in the questionnaire form (Mejdhab, 2022).

## 4. Hypotheses development

The hypotheses of this study (7), which explain the impact dimensions of total quality management on strategic planning and the role of stakeholders as a mediator). Modern methods have been used to determine the effect of the variables used in this study (Kadhim & Ahmad, 2019). These (7) hypotheses are below, as shown in Figure 1.

H1: Relationship between Reliability (RE) and Strategic Planning (AS).

H2: Relationship between Assurance (AS) and Strategic Planning (AS).

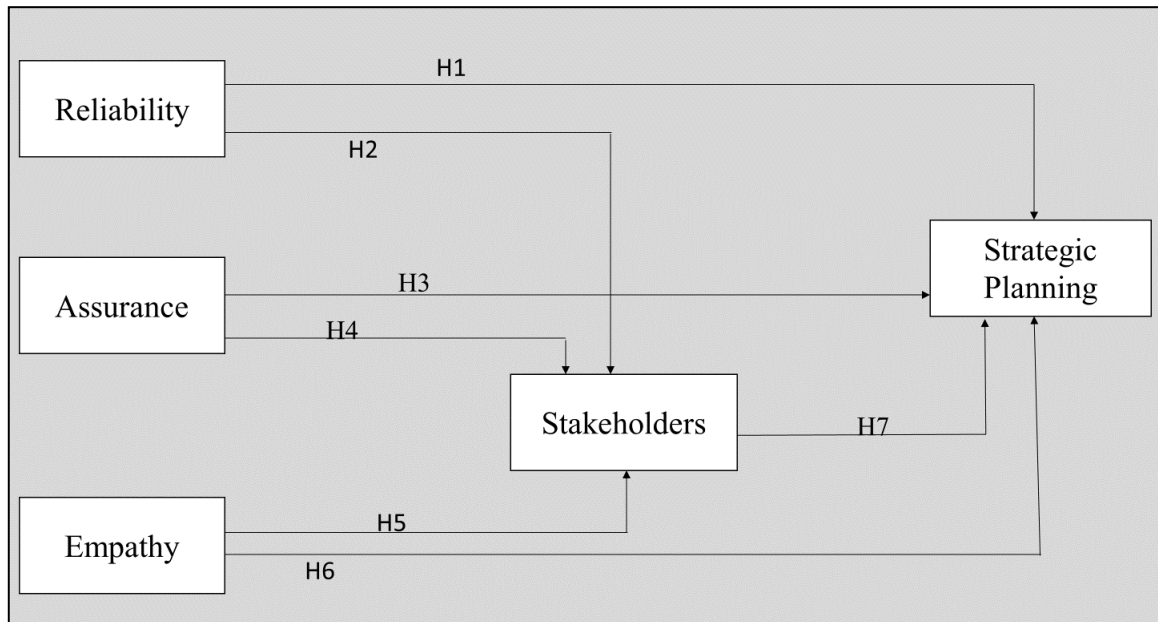
H3: Relationship between Empathy (EM) and Strategic Planning (AS).

H4: Relationship between Reliability (RE) and Stakeholders (ST).

H5: Relationship between Assurance (AS) and Stakeholders (ST).

H6: Relationship between Empathy (EM) and Stakeholders (ST).

H7: Relationship between Stakeholders (ST) and Strategic Planning (AS).



**Figure 1: Framework**

## 5. Research Methodology

Data is collected on employees in the seed production company / Iraq, and the focus is on determining the importance implementing of total quality management on strategic planning and the effectiveness of stakeholders as a mediator. The researcher uses SPSS & SmartPLS 4 and Likert (7) in statistical analysis. Taking into account everything related to the organization in order to improve its performance for the better (Jassim, 2022).

## 6. Analysis results

The results were obtained using SPSS & SmartPLS 4 statistical analysis. Reliability and validity are verified (Journal, 2022). Table 1, shows that all factors exceed 0.803, and the sample values obtained are (6) positive and (1) negative. Thus, the validity and stability of the desired results are verified (Al-Badry et al., 2020).

**Table 1: Reliability validity**

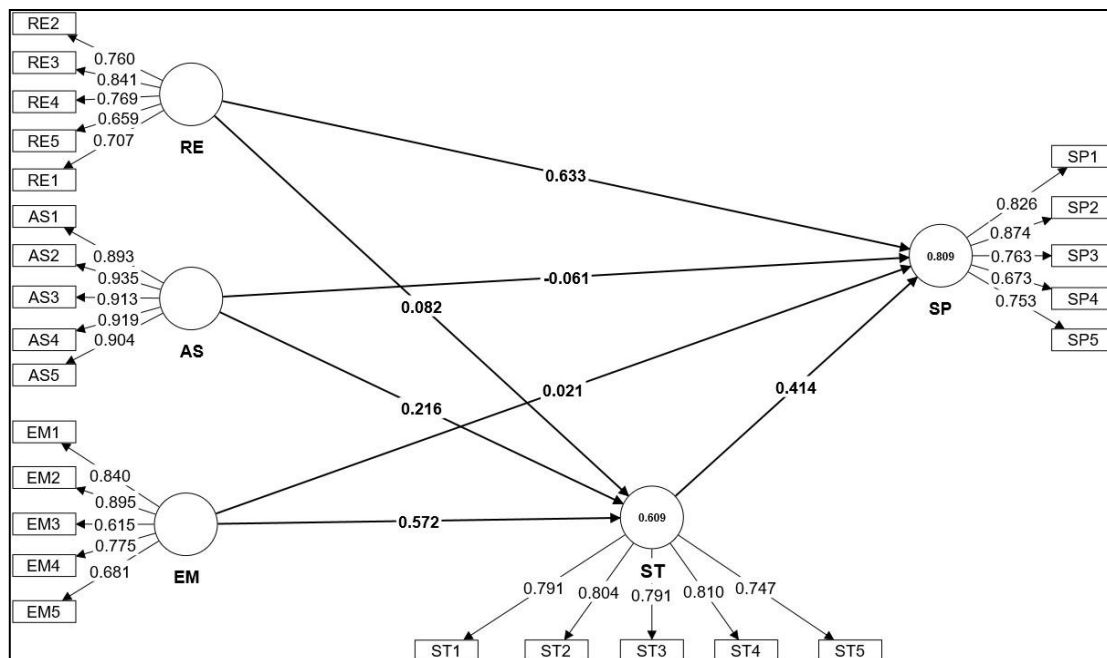
Items	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
AS	0.950	0.952	0.834
EM	0.823	0.842	0.590
RE	0.803	0.807	0.562
SP	0.837	0.839	0.609
ST	0.848	0.850	0.622

Discriminant Validity Table 2, shows the variance between samples (Ahmed et al., 2020). Figure 2, shows that the results obtained for the hypotheses (6) positive and (1) negative (Kadhim and Ahmed, 2019).

**Table 2: Discriminant validity**

ITEMS	AS	EM	RE	SP	ST
AS					
EM	0.892				
RE	0.130	0.897			
SP	0.202	0.312	0.898		
ST	0.220	0.231	0.210	0.875	

The results related to the relationship between the variables depended on the results of the hypotheses (6) positive, (1) negative, and they were all hypothesis positive (Juanna et al., 2022). Figure 2 shows that (RE) has a positive effect on (SP), and this relationship is significant at 0.633, while the relationship between (AS) and (SP) is negative and significant at -0.061, the relationship between (EM) and (SP) is positive and significant at 0.021, and the relationship between (RE) and (ST) is positive and significant at 0.082. The relationship between (AS) and (ST) is positive and significant at 0.216. The (EM) on (ST) is positive and significant at 0.572, the (SP) on (ST) is positive and significant at 0.414, Figure 2, shows that the relationship of hypotheses (6) is positive and (1) negative (Albadry et al., 2020).



**Figure 2: Measurement model SmartPLS 4**

Results between the variables and the structural model through the results of the (7) hypotheses (Kwarteng, 2020). Figure 3 shows that (RE) on (SP) is significant at 8.755, while the relationship between (AS) and (SP) is at 0.957, the relationship between (EM) and (SP) at 0.276, and the relationship between (RE) and (ST) at 1.107. The relationship between (AS) and (SP) at 2.480. The (EM) on (SP) at 8.794, the (SP) on (ST) at 4.433, shown Figure 3, and Table 3. Relationship for measurement model and structural model.

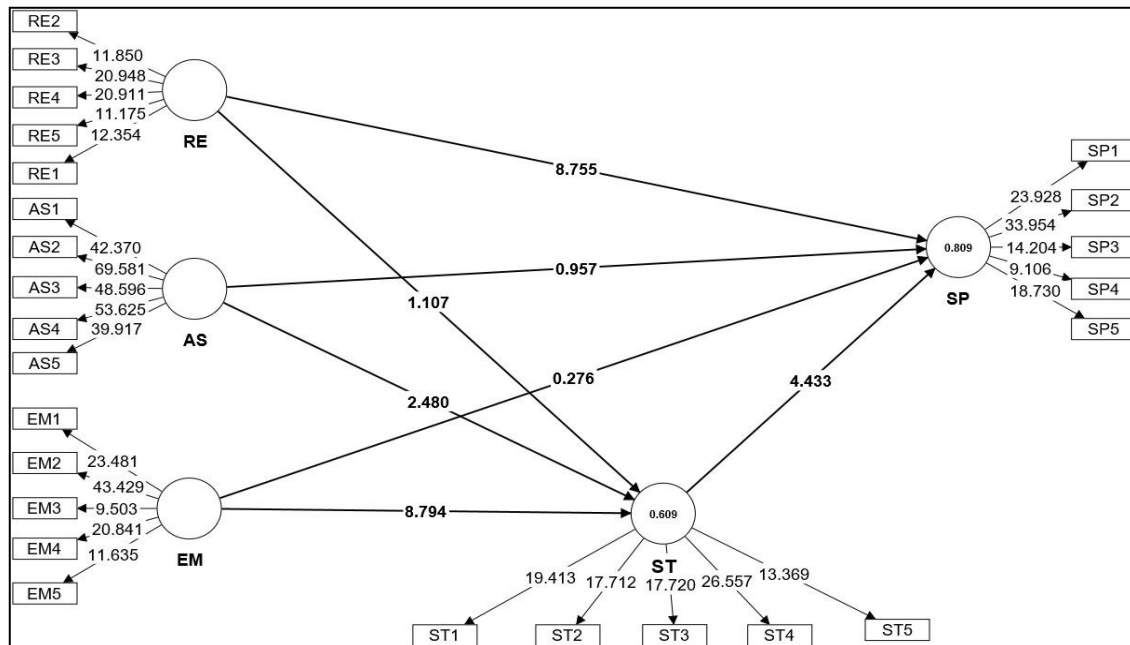


Figure 3 Structural model SmartPLS 4

Table 3: Relationship for measurement model and structural model

Hypothesis	Relationship	p-value	t-value	Results
H1	RE → SP	0.633	8.755	Accepted
H2	AS → SP	-0.061	0.957	Non-accepted
H3	EM → SP	0.021	0.276	Accepted
H4	RE → ST	0.082	1.107	Accepted
H5	AS → ST	0.216	2.480	Accepted
H6	EM → ST	0.572	8.749	Accepted
H7	ST → SP	0.414	4.433	Accepted

## 7. R-square (R<sup>2</sup>)

R<sup>2</sup> value in this study was obtained through statistical analysis of the results in the research. According to Ahmed et al. (2020), the R<sup>2</sup> value is between 0.19-0.33 is low, 0.33-0.67 is medium, and 0.67 and above is high. The R<sup>2</sup> value for (SP) and (ST) was found to be 0.809 and 0.609, respectively. The value of R<sup>2</sup> is shown in Table 4.

Table 4: R-squared (R<sup>2</sup>)

Items	R-square	R-square adjusted
SP	0.809	0.803
ST	0.609	0.601

### 8. F-square ( $F^2$ )

F-square ( $F^2$ ) determines the effect of the internal structure of organizations. According to Kadhim & Hani (2024), an  $F^2$  effect size of 0.02 can be considered small, 0.15 medium, and 0.35 strong, shown Table 5.

**Table 5: F-square ( $F^2$ )**

ITEMS	AS	EM	RE	SP	ST
AS	---	---	---	0.009	0.058
EM	---	---	---	0.001	0.474
RE	---	---	---	1.111	0.009
SP	---	---	---	---	---
ST	---	---	---	0.350	---

### 9. Conclusions

1. The statistical analysis in this study identified a relationship between the dimensions of total quality management and strategic planning.
2. The statistical analysis in this study determined the existence of a relationship between the dimensions of total quality management and stakeholders.
3. Targeted samples of the dimensions of total quality management obtained by the researcher and the impact of strategic planning on them to develop the organization's performance.
4. The variables in this research determine the importance and role of applying the dimensions of total quality management in institutions.
5. Applying comprehensive quality management standards with institutions on a permanent basis works to improve their performance and create continuous competition between institutions.
6. The use of modern comprehensive quality management in official departments helps to develop them and improve employee satisfaction.

### Recommendations

1. The impact of the dimensions of total quality management on strategic planning is essential for production and has positive support.
2. Constant focus on targeted samples for the continuous improvement of companies, such as advertisements about the positives obtained.
3. Emphasis on using modern methods to develop the company's employees, and constant support by providing them with incentives to raise the ability to improve their efforts.
4. Developing employee performance to provide good plans to raise the organization's efficiency, confront difficult circumstances, and provide solutions that contribute to solving problems.

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