

# The effect of strategic change on Total Quality Management Case Study: Emirates Post Group (AU)

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**Abstract:** The aim of the study is to conduct an empirical analysis of the relationship between total quality management (TQM) practices, with the strategic change (SCH). The data for the study came from a survey of 341 members of the Emirates Post Group (EPG), which is considered one of the government-owned entities responsible for the transportation industry in the United Arab Emirates, Dubai. The results of the study revealed that strategic change has a direct impact on TQM practices. This study makes a novel contribution by offering a detailed and deeper understanding of the relationship between strategic change, and total quality management. According to the results, the study recommended that future studies might investigate if possible mediating variables may mediate whatever totally or partially the effect of the relationship between TQM and strategic change.

**Keywords:** Total Quality Management, strategic change, Emirates Post Group.

## 1 Introduction

Over the last several years, Total Quality Management (TQM) has directly contributed to the increasing competitive capabilities of the majority of institutions over the past few years, and it remains at the center of the development of economic, political, and administrative systems [1-3]. Numerous changes in systems and regulations occur at both the local and global levels. Such changes need a flexible, quick response from all elements, including those at the strategic level, which includes all of the organization's administrative processes, that have altered on several levels [4]. The current global pandemic is the most visible example of a catastrophe that has hit the world unexpectedly and wreaked havoc on economic, political, and social systems [5]. With most firms updating their whole quality management systems for the organization and production structure, the firm's emphasis is on continual quality improvement and customer happiness. Total quality management is important for the company's culture and affects all elements of employee performance. To achieve the aim of having employees that are capable of surpassing customer expectations, every facet of their performance must be monitored [6]. As a result, the study examines the relationship between the two components of TQM and strategic change (SCH), both of which are crucial for a company's competitiveness. The research also looks at the relationship between the Emirates Post Group and the implementation of total quality management (TQM) processes, as well as the role of strategic change (SCH) in TQM (TQM). A total of 341 members of the Emirates Post Group (EPG), which is recognized as one of the government-owned firms responsible for the transportation sector in the United Arab Emirates, Dubai, took part in a questionnaire to obtain data for the study.

### 1.1 Importance of the research

When it comes to total quality management (TQM), the study looked at the relationship between three elements of strategic change (culture, hierarchy, and human resources) and four factors of total quality management (TQM): customer focus, strategic planning, and workforce focus, all of which were examined in relation to leadership support. To summarize, the links between these two categories of variables must be studied since there are disparities in the way they are recognized by different people. While the literature has shown a connection between total quality management and strategic change, only a few pieces of research have examined the relationship between TQM and strategic transformation [7, 8]. So, it is important to look at how strategic change (SCH) affects the whole quality management system (TQM).

### 1.2. Problem Statement

As employee awareness of change increases, so does the importance of operations strategy in institutions [9]. To this end, the study first investigated the theoretical framework for the two components, which was based on prior research in the field, before concentrating on a field framework to analyze the impact of strategy change and overall quality management

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[9, 10]. Certain assumptions were statistically validated by the Emirates Post Group (EPG), which is a government-owned logistics organization that has been in business for more than 45 years and has a strong track record of doing so. The Emirate's position was safe for a period, during which they enjoyed tranquility. In the fiscal year 2019–2021, the company lost 41 percent of its earnings compared to the previous year. So, in order to recover and preserve their market position, companies must take a step back and make the required adjustments. It is necessary to resolve several issues, including a considerable number of misallocated resources and a major drain on the company's resources. Because there are so many logistical competitors, it will be tough to re-enter the market. Only the strongest will survive in this environment. A lot of attention was paid to strategy change and its effects on total quality management, so that was what was most important.

### 1.3 The aim of the study

One of the objectives of the research is to assess the impact of strategy change on the total quality of management practice. Utilizing empirical data collected from the Emirates Post Group as a starting point The research is divided into four components. The first examined the general framework and theoretical aspects, as well as previous studies that addressed all study variables and generated research questions, with some assuming a relationship between SCH and TQM [11]. The second examined the general framework and theoretical aspects, as well as previous studies that addressed all study variables and generated research questions, with some assuming a relationship between SCH and TQM [11]. The second component addressed data collection techniques, data processing procedures, and research population selection, while the fourth component covered a broad variety of topics. People can now look into how Total Quality Management and strategy change are linked after the results of this study are known.

### 1.4 Research Question

There are valuable explanations to investigate the relationship between (TQM) and strategic change of the organization. the study tries to answer to the following research questions:

What is the impact of strategic change on total quality management for the employees at the emirates post group?

RQ1: What is the level of effect of Organizational Culture on total quality management for the employees at the emirates post group?

RQ2: What is the level of effect of Organizational Hierarchy on total quality management for the employees at the emirates post group?

RQ3: What is the level of effect of Human Resource on total quality management for the employees at the emirates post group?

### 1.5 Hypotheses of Research

- H1a: There is effect of Organizational Culture on total quality management for the employees at the emirates post group.
- H1b: There is effect of Organizational Hierarchy on total quality management for the employees at the emirates post group.
- H1c: There is effect of Human Resource on total quality management for the employees at the emirates post group.

## 2 Literature Review

### 2.1 Strategic Change (SCH)

Strategic change has a plethora of meanings in the academic literature. In order to understand strategic change, one must first understand what "change" means. It's important to think of change as a process that evolves through time. An easy way to explain change is to say that it involves moving forward, one step at a time, from an existing known condition to a hypothetical future one [12]. To put it another way, the goal of the procedure is to go from where you are now to somewhere new or different.

There are numerous points of view on the strategic change process. The scholarly literature has a variety of perspectives on the process of change, and there is a dearth of agreement on the subject [12]. [13], for example, underlines the fact that change may be planned or unforeseen. Changes in organizations may be evaluated in terms of their context or substance [13]. Additionally, other components of strategic change ideas have been offered by researchers and are employed in a variety of ways. As a result, neither one of them has a specific or distinct definition. In terms of adapting to change, the social and economic circumstances are unprecedented. Since the industrial revolution, organizations have operated on the

idea that they must adapt in order to survive [14]. Accordingly, [15] are of the viewpoint that even strategic arrangement among organizations also requires changes, despite experiencing stability over specific time periods. Another interesting perspective on strategic change is in line with the use of previous evidence to implement future changes [16]. Such strategic changes have been considered useful among organizations being run in the form of family businesses. [17] further highlight the importance of strategic change by categorizing it as one of the main sources of “competitive advantage and firm survival” (p. 1). For this reason, it is also revealed that the board of directors play a vital role in the implementation of strategic change [17, 18]. On the other hand, Kieran, [19] emphasized on the role of HR in implementing strategic changes. Such importance of strategic changes for different stakeholders of the firm assures its broader implications for the organizations in the modern business environment.

Therefore, the study examined the conceptual framework of change and discovered how organizational philosophy applies change methods in a variety of circumstances, including organizational culture, human resource management, organizational structure, and its effect on total quality management. [11] Furthermore, people can't make changes work unless they have a wide range of interests and values [20]. Organizations must alter their approach to human interaction in order to attain the aim of boosting effectiveness via intellectual capacity rather than physical attributes [21]. Accordingly, the strategy specifies specific goals, organizes operations to fulfill them, and allocates resources to do so. Additionally, when a business adapts to or competes in its environment, a strategy is established as an operational pattern [22]. Whereas the strategy's activities comprise strategic thought and planning [23], Additionally, from the standpoint of [24], the plan is to envision the organizations' future and secure their long-term success. [25], strategic transformation is seen as critical for sustaining an organization's competitive edge and long-term viability.

## 2.2 Total Quality Management Concepts

Because of its varied definitions, total quality management (TQM) has been interpreted in several ways. [26], total quality management is an organizational culture approach that combines individuals from several business sectors and enables continuous output improvement via collaboration to achieve the organization's objectives. Total quality management has been ascribed to professionals in the United States, such as Edward Goran and Philip Crosby, since 1950. According to Juran and Deming, statistical methodologies are the best way to quantify total quality management. Even though [27] did not acknowledge statistical quality, 14 actions were taken to improve it [28]. TQM may also be described as a company's long-term effort to establish an atmosphere in which workers consistently enhance their capacity to provide customer satisfaction [29]. Furthermore, guaranteeing the ordered flow of scheduled tasks is an excellent method for avoiding challenges, developing good behavior, and effectively executing management initiatives. According to Ciampa, maintaining the flow of an organization's planned operations is an effective method for avoiding challenges, enhancing good behavior, and making the greatest use of managerial strategies. TQM is also an organizational strategy for establishing and expanding a productive environment in which workers are continually improving their ability to offer demand-driven, value-added goods and services. It is a promise to surpass customer expectations at the lowest feasible cost through improved performance.

In recent years, TQM has also been a significant factor in small and large enterprises achieving profitability and long-term viability. [30, 31] also confirmed the efficacy of TQM for improving organizational performance through application of Deming's 14 points. Consequently, Deming's 14 points of TQM are considered as the laying foundation for testing the application and implementation of TQM in business environment. Based on the research conducted by Abbas (2020), TQM is equally relevant for elevating the corporate green performance of organizations. Accordingly, findings from extant literature confirm the efficacy of TQM for elevating organizational performance from various perspectives.

## 2.3 The strategic change with total quality management

Total Quality Management aims to improve quality throughout time. When deciding whether or not a change is required, a company must examine three elements or questions: Will the change result in a greater level of overall customer satisfaction? Is the change helping the company and the customer to get results more quickly? Is the concept also helping the company make better use of its resources? If you answered "yes" to any of these questions, you should consider implementing the concept to raise the level and quality of your organization's products. Several studies have highlighted the importance of TQM in the context of strategic change, such as [32, 33]. While the study of [34] revealed that investigating total quality management (TQM) failure is an important tool for expanding our understanding of strategic change management, the essay explores the TQM literature and, after providing the results of an in-depth case study, examines the definition of "failure" and the lessons for managing strategic change that can be learned from the study of TQM failure. Furthermore, when a business considers change, it should think about both continuous and discontinuous change. Organizations employ total quality management and innovation to accomplish strategic change because continuous and discontinuous change are components of total quality management and innovation. In TQM, the main themes of customer focus, employee involvement, and continuous improvement are very important [35].

### 3 Methodology

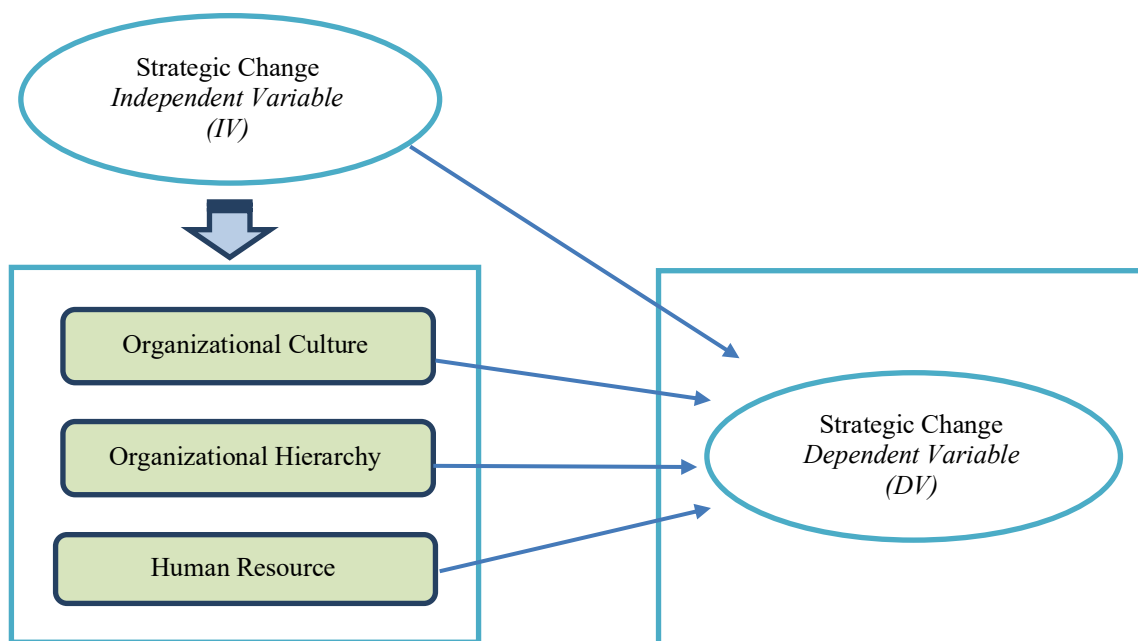
When analyzing the link between three variables, total quality management (TQM), and strategic change (SCH), the analysis is descriptive; strategic change is referred to as the independent variable in the empirical analytics model, while TQM is referred to as the dependent variable. To gather data for this research, a questionnaire was employed in conjunction with an online Google Microsoft form. On a 5-point Likert scale, 18 questions for assessing TQM and 16 questions for strategic change were explored. From which [10] developed the criteria for assessing TQM based on his model, which was separated into four dimensions: supportive leadership, customer focus, strategic planning, and workforce focus. For the purpose of evaluating strategic change (SCH), we used the questionnaire included in Fares' research thesis [11], which covered three dimensions: organizational culture, hierarchy, and human resource management. The first table displayed the study's variables.

**Table 1:** The variables of the study

Variables	Items	No. Item
<b>Strategic Change (SCH) IV</b>	Organizational Culture	5
	Organizational Hierarchy	4
	Human Resource	7
<b>Total</b>		<b>16</b>
<b>Total Quality Management (TQM) DV</b>		<b>Total 18</b>

#### 3.1 Model of research

The study used the model of conceptual framework as showed in the in Figure.1



**Fig. 1.** Conceptual Framework

#### 3.2 The scope of the research

In order to prepare for the long-term, Emirates Post Group–Dubai is preparing its two divisions of E documents services, as well as its branches and the Wall Street exchange centers. Today, they provide a wide range of high-quality services in the postal division, ranging from domestic mailing to international shipping, as well as routes for expedited mail delivery. They are always improving their services and looking for new delivery options, which is driven by the increasing number of consumers and the public's expectations of the corporation's performance. One of the concepts they came up with was the concept of a one-stop shop for postal services. Aside from that, the firm offers financial solutions for both the public and private sectors, including services such as bill payment, banking, and travel.

### 3.3 Measurement and Tools

- *Validity and Reliability*

The study used three reliable and valid tools from previous research to develop the questionnaire and methods to achieve the main goals and objectives of this article. The valid and reliable tools developed by [10], were constructed to determine the level of TQM in the Emirates Group Post (EPG). While measuring the valid and reliable of strategic change in the EPG via the tools developed by the study of [11]. The study has used Cronbach alpha to measure and estimate the degree of the internal consistency of each construct. Table 2 shows that all scales have high reliability and values of Cronbach's alpha derived for the constructs ranging from 64.0 to 92.4. We assessed the construct validity of each construct by using SPSS factor analyses [36]. The study result shows in table 2 that the Cronbach alpha for 16 items of strategic change (SCH) ( $\alpha = 89.6$ ) highly reliable, while the Cronbach alpha for 18 Total Quality Management (TQM) ( $\alpha = 90.1$ ) highly reliable. Moreover, the study used Pearson correlation, see table 3. In addition to that, the experts assessed the construct validity. The population includes all the staff in the Emirates post in Dubai-2021, the total number of employees in person is 2000. The questionnaire was circulated online by using 1000 people in stratified random participants. 341(198 male, 143 female) Questionnaires were returned. Were chosen and statistically analyzed. Different statistical methods were used for testing the conceptual model such as the Pearson correlation for testing the relations between variables and structural equation modelling for testing the fitness of the model.

- *Testing the study Hypotheses*

A series of regression analyses were performed to investigate the proposed relationships among TQM and strategic change (SCH).

**Table 2:** Test of reliability- results of factor and reliability analysis.

Variables	Items	No. Item	Cronbach's Alpha
<b>Strategic change</b>	Organizational Culture	5	80.2
	Organizational Hierarchy	4	79.4
	Human Resource	7	90.2
<b>Total Quality Management</b>	Leadership Supportive	5	85.5
	Customer Focus	4	86
	Strategic Planning	4	92
	Workforce Focus	5	83.9

**Table 3:** Internal context validity by using person correlation.

	SCH3	SCH1	SCH2	SCH	
SCH3	1				
SCH1	.81.6**	1			
SCH2	.732**	.795**	1		
SCH	.94**	.94**	.89**	1	
	TQM1	TQM2	TQM3	TQM4	TQM
TQM1	1				
TQM2	.863**	1			
TQM3	.868**	.865**	1		
TQM4	.484**	.456**	.479**	1	
TQM	.855**	.834**	.852**	.840**	1

From the correlation between the factor's scores, there is evidence to support convergent validity. Convergent validity was demonstrated by the positive significant correlation between the factors (p-value=0.01). In addition, inspection of the table (3) reveals the significant correlation between the two factors which r ranging between (.940\*\*-. 732\*\*) hence no item was deleted. As well as the table (3) reveals the significant correlation between the factors which r ranging between (.868\*\* - .456\*\*). In addition to that, the validity indicators of the tools were extracted by checking the correlation of each item with the dimension, to which it belongs, as well as the correlation of each dimension with the total degree of the scale and the correlation of dimensions with each other.

**Table 4:** The mean score of SCH and TQM

Variables		Mean	SD Standard Deviation
<b>SCH Strategic Change</b>	Organizational Culture	19.5	2.14
	Organizational Hierarchy	15.7	2.5
	Human Resource	26.8	4.7

	Total	62.1	9.3
<b>TQM Total Quality Management</b>	Leadership Supportive	18.9	4.3
	Customer Focus	15.1	3.6
	Strategic Planning	15	4.4
	Workforce Focus	18.9	5.2
	Total	68.1	15.96

**Table 5:** Summary of Bivariate Relationship

ID variable Predictor Variable	B	Beta (B*)	sig	R square
Strategic change	.438	.784	.000	.614
Organizational Culture	3.467	.663	.000	.465
Organizational Hierarchy	3.408	.525	.000	.276
Human Resource	2.796	.822	.000	.676

## 4 The results

Table 4. Shows the mean score of TQM, and strategic change. According to the value of mean and standard deviation SD, it is clear in a natural value. Multiple regression analysis was conducted to evaluate the influence of strategic change on TQM. The result in table 5. (Model) show that strategic change ( $\beta=.784$ ,  $P<.001$ ,  $R^2 = .614$ ), organizational culture ( $\beta=.663$ ,  $P<.001$ ,  $R^2 = .465$ ), and human resource ( $\beta=.822$ ,  $P<.001$ ,  $R^2 = .676$ ) have a positive and significant effect on total quality management TQM, whereas the effect of hierarchy ( $\beta=.525$ ,  $P<.001$ ,  $R^2 = .276$ ) affect less than other factors on TQM. The following analysis gives some details:

**In general**, the results show that there is strategic change positively effect on total quality management which indicate the strategic management explains 61% of the variance in total quality management. The unstandardized regression coefficient B indicates that for each 1-year increase in strategic change, the total quality increase by .438 unit. ( $p=.000$ ) indicate that strategic change has a statistically significant effect on total quality management.

**Organizational culture:** the table 5 above indicate that the Organizational Culture explains approximately 47% of the variance in total quality management. The unstandardized regression coefficient B indicates that for each 1-year increase in Organizational Culture, scores in total quality management increase by (3.467) unit. ( $p=0.000$ ) indicate that Organizational culture has a statistically significant effect on total quality management. However, the data are consistent with the research question, which states as e Organizational Culture increases, total quality management will increase, the observes relationship indicates that Organizational Culture has a direct Effect on total quality management. The standardized regression coefficient, .663, indicates that for 1 standard deviation increase in Organizational Culture, total quality management increased by .663 standard deviations, thus, Organizational Culture has a strong positive linear effect on total quality management

**Organizational Hierarchy:** the table 5 above indicate that the Organizational Hierarchy explains approximately 28% of the variance in total quality management. The unstandardized regression coefficient B indicates that for each 1-year increase in Organizational Hierarchy, scores in total quality management increase by (3.408) unit. coefficient ( $p=0.000$ ) indicate that Organizational Hierarchy has a statistically significant effect on total quality management. However, the data are consistent with the research question, which states as e Organizational Hierarchy increases, total quality management will increase. The observed relationship indicates that Organizational Hierarchy has a direct Effect on total quality management. The standardized regression coefficient, .525, indicates that for 1 standard deviation increase in Organizational Hierarchy, total quality management increased by .525 standard deviations, thus, Organizational Hierarchy has a strong positive linear effect on total quality management.

**Human Resource:** the table 5 above indicate that the Human Resource explain approximately 82% of the variance in total quality management. The unstandardized regression coefficient B indicates that for each 1-year increase in Human Resource, scores in total quality management increase by (2.796) unit. ( $p=0.000$ ) indicate that Human Resources has a statistically strong significant effect on total quality management. However, the data are consistent with the research question, which states as e Human Resource increases, total quality management will increase. The observes relationship indicates that Human Resource has direct Effect on total quality management. The standardized regression coefficient, .525, indicates that for 1 standard deviation increase in Human Resource, total quality management increased by .525 standard deviations, thus, Organizational Human Resource strong positive linear effect on total quality management.

**Table 6:** summary of the result of the multiple linear regression models.

		Unstandardized Coefficients		Standardized Coefficients	T	R <sup>2</sup>	Sig.
		B	Std. Error	Beta			
<b>Dependent Variable: TQM</b>	<b>Independent variable Strategic change</b>	.438	.119		3.667	0.614	.000
	ORGANIZATIONAL CULTURE	3.467	.201	.663	17.206	.465	.000
	ORGANIZATIONAL HIERARCHY	3.408	.300	.525	11.364	.276	.000
	HUMAN RESOURCE	2.796	.105	.822	26.579	.676	.000

## 5 Conclusion

The result of the study revealed that strategic change has a direct impact on the TQM practices. This confirms the results with several scholars such as [32, 33]. Considering the current state of global competition, it is imperative for UAE businesses to develop a total quality management. This would ensure that their resources are efficiently and effectively utilized to produce only those products and services not only meet the requirements of the customer but also take into their consideration the total quality management during turbulent environment to develop new strategic change in a short period of time. Accordingly, to achieve that, the managers and decision makers will have deeply understood and commitment to TQM practices. Looking at the experience of firms even local or international, during COVID-19 proof that a few of them doubt that the strategic change if applied correctly, yield significantly better results and gain TQM successfully which will lead to sustainable competitive advantage. The current study conducted within the COVID-19 pandemic. As most organizations are making a change in different fields of their organization to face the crisis and survive. It is hoped that the findings of the analysis will be useful to managers, even after the present crisis has ended. Having taken the study techniques and total quality management into consideration to apply strategic change.

In addition to that, creating a positive environment will also promote the willingness of employees for the change process and encourage their participation in the implementation of TQM. In turn, this increases the chance of a successful TQM implementation in organizations, especially in the current situation with the COVID 19 pandemic, which gives the managers new experience to come up with innovative ideas to keep up and maintain the TQM success.

## 6 Implications of Research

The implications of the underlying research are in line with the alteration in TQM practices due to implementation of strategic changes. The research findings are beneficial for implementing strategic changes in the modern business environment, especially within the global logistics and supply chain industry. Strategic changes are part of modern business environment, as they are essential for maintaining the competitive advantage as well as organizational survival [17, 37]. In order to achieve and maintain competitive advantage of the firm, top management must accurately define organizational strategy [38]. Accordingly, business managers can use the research findings of this study for efficiently implementing strategic changes. This way, business managers will be able to maintain the efficacy of TQM practices within the organization during implementation of strategic changes. On the contrary, [39] are of the viewpoint that TQM practices make it easier for business managers to implement strategic changes. Such findings assure the mutual inclusivity between strategic changes and TQM practices. Similarly, [40] concluded that it is essential for an organization to efficiently integrate TQM and changes in organizational culture, in order to avoid organizational failure. The evidence from this study becomes further important in the current era while keeping in view the difficulties induced in the modern business environment due to the ongoing global pandemic of covid-19. In order to ensure safe working environment, variety of organizational changes have already been implemented after the incidence of covid-19. In addition, more organizational changes will be required on a much frequent basis for the purpose of ensuring business continuity. Consequently, it is essential for business managers to consider the research findings of this study for better understanding their role in maintaining success of TQM practices during implementation of strategic changes, including changes to organizational culture and organizational hierarchy.

## 7 Recommendations

It is recommended to ensure the success of TQM practices through application of human resource strategies. This particular recommendation has been made while keeping in view the significant role of human resources in employee empowerment, reward management, and ensuring effective communication between different management levels. It is crucial to ensure success of TQM practices, as these practices assist company's success in the shorter as well as longer run [41]. On the other hand, other recommendations outlined in the conclusion section for Emirate Post Group also require the interference of human resources for successful outcomes. For example, development of learning manuals for new joiners or documentation of job descriptions required greater autonomy of the human resource departments. Similarly, frequent improvement in the HR process also requires greater resources with the human resource department. In addition, redesigning the performance evaluation process is also dependent on the efficiency of the human resource department. Accordingly, the main recommendation of this research study is to provide autonomy, increase resources, and ensure involvement of the human resource department for successful continuation of TQM practices during implementation of strategic changes.

### *What emirate post group must do to improve their business?*

- Promoting a high-performing company culture by defining the organization morally, allowing for two-way communication, rewarding employees, and empowering the team.
- In order to make sure that individual goals are in line with departmental goals, the performance review process should be changed.
- New hires will benefit from learning materials developed for them.
- Create a list of job descriptions.
- Revise the human resources procedure.
- Establish a culture of frequent assessment and improvement to ensure that it is always improving.

## 8 Limitations of Research

The limitations of this research are mainly aligned with the limitations of quantitative research approach. For instance, it was assumed that the participants filled the questionnaires without acquiring help from others, considering the fact that the questionnaires were circulated online. In addition, it was also assumed that the participants answered the questions to the best of their knowledge. The researcher did not have any face-to-face contact with the participants, which made it difficult to assess the quality of the responses. The skepticism regarding the quality of the responses is in line with the low response rate of the circulated questionnaires. Only 341 questionnaires were returned, out of the total 1000 circulated questionnaires. Based on the research conducted by [42], a response rate of 76.8% was achieved. The research under consideration only yielded a response rate of 34.1%.

## Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

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