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The Challenges and Obstacles of Implementing Quality and Development Programs At Jordanian Business Companies: A Field Study

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Abstract

The study is aimed to clarify the challenges and obstacles (C&O) of implementing Quality and Development (Q&D) programs at Jordanian business institutions. Quality programs are the major driver of today's business environment to accomplish business goals. The Q&D programs affected customers, organizations, and society at large. The researchers used a descriptive statistical analysis to analyze the randomly collected data from a sample of various businesses in Amman Governance area. A survey was prepared, tested and distributed to collect needed data. A total of 1275 surveys were used to solve the study problem of the expected influence of C&O on implementing Q&D at Jordanian business companies. The analysis of the study found that the success of implementing quality programs depends heavily on showing interest in the C&O that will hinder the implantation in order to overcome such difficulties. The study showed that the lacks of motivation, commitment, concentration, communication, resources, information, and executive support are the major C&O hindering the success of implementing quality programs. Meanwhile, the study showed that companies who attained or seeking quality certification are in a better position to overcome the difficulties of implementing quality programs. Employees also play a major role in overcoming such difficulties depending on the training and development provided by their institutions. Finally, quality programs are essential to the success of businesses in satisfying their customers, improving labor abilities and skills, increase their market share, and eventually increase profits..

Keywords: Total Quality, Quality Programs, Organization Development, Challenges and Obstacles, Abilities Development, Business Companies, Performance Improvement.

Introduction

In the 21st century, change is the constant characteristic of business functions and activities. Organizations must keep innovating and improving to cope with changes and take advantage of opportunities. Satisfaction with the current position can be considered a competitive loss for businesses facing globalization (Mishra, 2017, and Fan, 2023). Facing global challenges through individual accomplishments is minimized unless it is within an overall frame of institutional innovation, continuous learning, and continuous improvements. Leaders are considered a major change driver. Leaders cannot influence change unless accompanied by the whole organization in

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order to transform businesses and achieve sustainable development.(Shammas-toma , Symore and Clarck, 1998), (Mahadevan, 2022) and (Souza et. al, 2022).

Improving competition ability locally and globally business improvement at all levels and at all times is required. Institutions are also must keep innovating, learning, checking processes, and accomplishing goals with efficient use of resources. Such businesses are in a good position and able to face current C&Os (Ghafar, 2023), and (Feili, & Dashtipour,2022).

The success and effectiveness of the organization's development process depend on concepts such as quality working environment and strategic human resources management (Feili, & Dashtipour, 2022). Such concepts indicate that the development of institution programs (service, commercial, and industrial) depends on the fit between business strategies and human resource strategies (Alariqi, 2022). For example, any institution cannot adopt a creativity strategy without developing the abilities and skills of its human resources. Further, designing incentive systems for skills improvement, and flexible organization structure will result in creating an organizational environment that supports the development process (Hussain, Alsmairat, Al-maitah, and Almrayat, 2023) and (Jasti, Venkateswaran, Kota, & Sanqwan, 2022).

Currently, quality represents an essential competitive weapon for businesses to face challenges in today's business environment locally and globally. All businesses are equal in prioritizing quality in order to withstand increasing global competition (Jbeily, 2022). The search for work quality never was a product of a specific time or era, but a continuous activity for individuals, groups, and institutions. Nowadays the search for quality continues to cope with the ever-changing environments, society, and individuals (Jbeily, 2022).

Statement of the Problem

Currently, the world is witnessing a major movement of changes at all levels and all sectors. Such movement is the result of new concepts like globalization, the World Trade Organization (WTO), economic transformation, and cyber media. The development in technology, information, and communications increased market competition, and competitive advantage is considered as a standard for success in today's markets (Jbeily, 2022). At the same time, quality and development are globalized which forces institutions to adopt quality management and programs in order to withstand global competition (Alariqi, 2022),(Alawag et al, 2023)

Jordan as part of the global market was also forced to adopt quality principles in order to diagnose and evaluate the strengths and weaknesses areas in all government sectors. The development of institution management and automation must include performance improvement and cost minimization. Such development requires institutions to have a clear mission, vision, values, and efficient use of resources in order to achieve goals and translate vision into reality (Aladwan, & Forrester, 2016).

Therefore, the research problem focused on challenges and obstacles that influence the effective implementation of institutional Q&D programs at Jordanian business companies.

Research Objectives

This research focused on investigating the following goals:

1. To verify C&Os of implementing Q&D programs at Jordanian business institutions.
2. To clarify the actual reality of implementing Q&D programs at Jordanian business institutions.
3. To provide recommendations to help Jordanian business institutions overcome the C&Os of implementing Q&D programs.

Research Hypothesis

The research's main hypothesis is: "lack of interest regarding expected C&Os during the implementation process of Q&D programs increased the chances for failure at Jordanian business institutions."

From the above main hypothesis, the following minor hypotheses were derived:

- A. the increase of C&Os during the implementation of Q&D programs increased the difficulty of implementation.
- B. the increase of interest in acquiring quality certificates increases the company's ability to overcome C&Os during the implementation of Q&D programs.
- C. there is a positive relation between motivating and training employees and the ability to overcome the expected C&Os during the implementation of Q&D programs.

Research Sample

The population of the study-descriptive field study- includes all productive sectors (goods and services) in Jordan. As the population is too large to investigate, the study selected a random stratified sample of large and medium-sized companies in the Amman governance area. The reason behind choosing such sample is due to the following reasons:

1. Amman is the capital of Jordan and is considered the center of business and offers a diversified productive, service, and trade activities.
2. diversity of the sample is essential to accomplish the study objective of verifying the C&Os of implementing Q&Ds programs at diverse business sectors.

The sample included 68 companies and 51 companies responded to the survey. The participants were 53% industrial, 19% commercial, 17% services, 7% educational and 5% financial. A total of 1275 surveys were useable for analysis.

Literature Review

In today's competitive markets, quality is a given for businesses to enter and compete in such markets. Total quality management (TQM) is considered a major tool in developing strategic methods for work improvement that will accomplish quality services, quality goods, and profitability (Jasti, et. al, 2022).

As a contemporary management concept, TQM is concerned with a group of ideas and principles adopted and implemented by institutions to improve performance, production, and profit. TQM take the responsibility of building the reputation of institutions locally and globally and increasing institutions' ability in competitive markets (Khan, Malik, & Janjua, 2019)

As a result, companies are forced to improve their quality standards to attract customers and compete in an intensely competitive market where only top-quality goods and services are accepted. For already established institutions, introducing new principles and standards requires the reshaping of their culture and traditions in order to for new changes to be accepted by employees (Abu Saa', Wahbi, & Kloub, , 2019).

It must be noted that quality cultures are very different than traditional management cultures and require major change in order to implement quality management principles. In general, organizations must create a preparation environment in order to successfully implement the newly adopted principles of quality management (Shuaib, & He,2023), and (Feili, & Dashtipour, 2022).

The transformation to quality management requires changes in organization strategies to fit with the needed development and implementation of TQM principles. For companies to be able to do so, the participation of employees at all levels is required. Institutions heading in that direction are concentrating on performance improvement, customer satisfaction, strategic goals, and building relations with customers, employees, and suppliers (Fan, 2023), (Alariqi, 2022), and (Mishra, 2017). Furthermore, institutions are also required to establish work quality standards, create proactive procedures, maintenance services, risk and crisis policies, and continuous training programs (Al-Ja'bari, 2021).

As noted by Jasti, et al. (2022), Edward Deming-father of TQM- said "if we need to implement quality management we must continuously train employees in order to effectively involve workers in implementing quality principles." At the same time, programs and activities for training and improvements must be established to provide complete knowledge of technology and equipment related to quality management. Deming also added the need for improving employee abilities and the skill of collaboration and teamwork is essential to understand the philosophy of contemporary management, in other words, the TQM culture (Atieno et al, 2014).

The Concept of Quality

Quality definitions vary among areas of interest locally, regionally, and globally. Some researchers

think of quality as a product design, customer satisfaction, or service and maintenance. Deming envisioned quality as a translation of the future needs of customers into measurable product characteristics that will achieve customer satisfaction (Gupta, & Mittal, 2023).

Juran's "Fitness for purpose" and Philip Crosby's "Conformance to requirements" suggested that quality concepts vary among variable areas of research but the end goal of quality is always similar. Gobalinsky added that quality goals are sought by organizations mainly to attract and satisfy customers (Christie, 2023).

Other researchers Huaaian, et al. (2023), Khan et al. (2019), Mahadevan (2022), but not limited to, viewed TQM as an effective contributor to the organizational and managerial system to accomplish efficient investments of available resources (raw material, equipment, human resources, information, business strategies, standards of work, etc.). Such efficiency will accomplish the organization's goals of satisfying customers, and providing quality products and services at reasonable prices (Januarty, & Sundari, 2023). In general, different TQM definitions do always include the efficiency of resource use and the effectiveness of reaching organization goals.

The Concept of Organization Development:

Organization development (OD) is considered an important behavior in implementing quality management. The concept of OD includes theories, policies, and processes directed at the improvement of organizational structure, functions, and strategies. Such a concept is aimed at maximizing the organization's effectiveness toward accomplishing the organization's strategic goals (Bushe, & Lewis, 2023).

Organizational development is viewed as the human side and behavior of the organization. Development through planned change is making workers, teams, and the whole organization collaborate and work collectively (Rao, 2016). At the same time, the leaders, practitioners, and consultants of development create several programs for OD in order to effectively practice today's quality culture (Rao, 2016).

At the time, when interest in human and worker relations surfaced-Behaviorism- development meant a planned effort throughout the whole organization for increasing organization effectiveness and health (Hussian et al. 2023) and (Rao,2016). Reaching such a goal depended on utilizing planned interventions in processes and the use of human relations. Later the concept of OD evolved into a wider range of goals like performance improvement, and output improvement based on knowledge of the behavior sciences (Fan, 2023).

Meanwhile, when systems theory came about, OD was considered an attempt to influence organization members to increase co-workers collaboration and honesty, use of experience and knowledge, and burden employees with the responsibilities of behavior (Bushe, & Lewis, 2023) and (Mishra, 2017). Others such as Kukartsev et al. (2022), and Torracco, & Hoover (2005) viewed

OD as a managerial function aimed at increasing organization efficiency through a total study and evaluation of the organization and creating new methods to enable an organization to transform from its current position to its desired position in a specific time period. Such transformation will enable the organization to cope with the requirements of economic, social, and informational changes.

The Relation between Quality and Organization Development

The success and effectiveness of OD based on individuals, teams, and processes greatly assist in improving performance levels and work environment quality. At the same time, the misfit between jobs, technology, organization structure, and employee qualifications will produce an unhealthy organizational environment and the failure of worker's skills and abilities. Implementing TQM principles is essential to OD in order to witness the success of achieving higher levels of performance and work quality levels (Burke, 2022).

Challenges and Obstacles of Implementing Quality Organization Development

Several studies by Torraco, & Hoover, (2005), Rad, (2005) and Kukartsev et al, (2022) indicated that the main reasons behind the failure of TQM, but not limited to, were as follows:

1. Lack of concentration and unclear difference between TQM methods and TQM philosophy
2. Lack of leadership commitment and unclear purposes
3. Absence of strategic planning, communication channels and work teams.
4. Lack of commitment to quality and employee delegation and responsibilities

Further, the studies mentioned that resistance to implementing TQM, but not limited to, were as follows

1. Lack of understanding and comprehension of quality importance
2. Shortage of sufficient time to enable employees to learn how to use equipments and technologies and achieve any progress
3. Lack of financial resources to ensure TQM implementation and improve performance

In addition, the studies indicated that quality implementation faced several C&O, but not limited to, as follow

1. No change in work environment culture
2. Lack of participation by varying managerial levels in decision-making
3. Lack of top management support for employee creativity
4. Lack of work guides and manuals to practice quality work activities

The researchers view the concept of OD as a framework for planned change that enables organizations to cope with the changes surrounding the business environment. OD is considered an approach to diagnose managerial problems based on the knowledge of behavioral sciences (Alariqi, 2022) and (Burke, 2002). Meanwhile, quality management depends heavily on the participation of all members in the organization in order to improve products, services, and work environment cultures (Mishra, 2022)

In summary, the need for changing organization cultures in order to implement quality management is more clearer than ever, and to show the difference in effort to accept work culture changes is the difference between the success and failure of any quality improvement program. As a result, it is so obvious that there is a positive relationship between quality and OD and the need to overcome C&O in order to effectively implement quality programs.

Methodology

The study will show the researcher's effort in collecting and analyzing the data and the process of methodology of this research. The researchers prepared a survey divided into two parts. The first part concerned demographic information about sample participants. The second part concerned the information-related opinions of participants.

The survey was reviewed by a group of expert and academics to validate the objectives of the research. After considering the opinions, the survey was modified and then distributed to the study sample. The reliability of the survey was tested and resulted in a Cronbach Alfa equal to 0.959. The result ensured the survey is reliable in measuring the objectives of the study.

Sample Description

The sample of the study was randomly selected from various business activities such as commercial, services, educational, health, and financial. The researchers used the database of Amman Chamber of Commerce and Industry of registered companies. The companies were listed in the 2023 Guide of Businesses in Amman Governance. A total of 1688 surveys were distributed, and 1389 surveys were returned of which 1269 were useable for analysis.

I. Description of Participant Characteristics

1. Analysis of participants' occupation: the sample showed that 71% of participants worked at quality management departments which proves that companies are concerned about quality issues.
2. Analysis of occupation level: the sample showed that 37% of the participants worked at the executive level, 25% at the managerial level, and the rest of the sample is at the operational level.
3. Analysis of participant educational level: the sample showed that most of the participants attained a college degree where 55% with bachelor's degree, 29% with a master's degree and 6% with doctoral degree.

II. Statistical analysis of collected data

The analysis of the data presented and discussed the areas of participation in quality work, seeking and acquiring quality certificates, C&O of implementation, top management commitment, and training needs as shown in the following tables and discussions:

A. Participation effectiveness in quality work from the view of employees: the data showed that 82% of employees strongly agree with the effectiveness of participation, 7% of employees with average participation, and 2% did not have time to participate.

B. Institutions seeking quality certification: the data showed that most sample participants were interested in acquiring quality certificates. The sample participant expressed that ISO 2000-9000 was the top certificate sought by organizations as shown in Table 1.

The standard ISO 2000-9000 is a quality system designed to improve managerial styles for the sake of achieving higher level of quality (Souza, 2022). Such a system will enable companies to organize its processes, manage resources, and accomplish quality in all activities.

Table 1: Types of Quality Certificates Sought by Participant

M	Certificate Type	Number of companies	Percentage of sample
1	ISO 2000-9000	36	69%
2	HACCP	11	22%
3	ISO 2004-14000	7	16%
4	Central Committee for Institution Accreditation	7	16%
5	ISO 2005-22000	6	11%
6	Jordan Quality management	4	8%
7	ISO 2005-17025	3	6%
8	American Federation for Blood Banks	3	6%
9	American College for Disease sciences Accreditation	3	6%
10	ISO 2005-27001	2	4%

Other quality certificates attained by participants, but not limited to, are as follows

ISO 2005-22000: food safety

ISO 1999-18001: work environment health and safety

ISO 2005-27001: information security and safety

ISO 2004-2001: environment management

HACCP: international food and pharmaceutical safety

SASO: Saudi Arabia standard measurement of quality

*Source: Amman Chamber of Industry, 2023 guide.

C. Time to Acquire Quality Certificates

As displayed in Table 2, the data show the number of sample participants who are seeking to acquire quality certificates and the time to acquire it. The data showed that 62.5 % of sample participants are seeking to acquire quality certificates in less than 2 years, 18.5 % are seeking to acquire quality certificates within 2 years, 12.5 % are seeking quality certificates within 3-5 years, and 6.2 % are not seeking to acquire quality certificates at the current time.

Table 2: Companies Seeking to Acquire Quality Certificates

M	Time frame	Number of companies	Percentage of Sample
1	Acquire in less than 2 years	42	62.5%
2	Acquire within 2 years	13	18.8 %
3	Acquire within 3-5 years	9	12.5 %
4	Not seeking at the current time	4	6.2 %
5	Never had any quality certificates	1	1.1 %

D. Classifying Benefits of Quality Implementation;

Statistical analysis of the data showed that 77% of companies who implemented quality mostly benefited in the area of improving customer satisfaction levels.

Table 3: Classifying Benefits of Implementing Quality Programs

Ranking	Benefit	Percentage of Agreement
1	Improvement in customer satisfaction levels	77 %
2	Improvement in labor levels	42 %
3	Improvement in company reputation	40 %
4	Decrease in resources waste	39 %
5	Improvement in communication	36 %
6	Effective use of information and data	33 %
7	Improvement in supplier performance	30 %
8	Increase of company share in market	29 %
9	Increase in profits	28 %
10	Increase of labor loyalty	15 %

11	Decrease of labor turn over	10 %
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As shown in Table 3, improving employee performance, improving company reputation, and decreasing resource waste were at 42%, 40%, and 39% respectively. As displayed in Table 3, it can be summarized that quality implementation will benefit the organization internally and externally.

E. Challenges and Obstacles of Implementing Quality Programs

Analysis of the data related to the C&O of quality implementation revealed that several challenges contributed to the difficulties of implementing quality programs. As shown in Table 4 the researchers listed the C&O from the top contributors (Not accepting quality changes) to the least contributors (project planning & management).

Table 4: Challenges & Obstacles of Implementing Quality

list	Challenges and Obstacles	Ranking
1	misfit strategy	4 th
2	Modification of the organization mission and vision	9 th
3	Change of shared values	13 th
4	Lack of commitment at the executive level	2 nd
5	Lack and weak communication	3 rd
6	Lack of work scenarios	11 th
7	Problem in management and project planning	14 th
8	Scarcity of resources	6 th
9	Not enough concentration on changes in work methods	7 th
10	Lack of concentration on institution changes	12 th
11	Lack of acceptance and motivation	1 st
12	Lack of information and training	5 th
13	Misunderstanding customer needs	8 th
14	lack of comprehensive work method	10 th

As shown in Table 4, it is clear that top management has a major role in successfully implementing quality by offering full commitment and support, providing sufficient finances, and establishing open communication between organization levels. As a result, organization will be willing to accept change and have the motivation to do so.

F. Top Management Commitment to Implement Quality Principles

The statistical analysis of the data regarding the commitment of top management to quality implementation showed that three factors played a major role in showing the top management support of quality implementation. First; a strong feeling toward the direction of quality

improvement. Secondly; the participation of top management in developing and implementing quality management systems. And thirdly; the effort of top management in creating a healthy and safe working environment.

Table 5: Top Management Commitment to Implement Quality Principles

List	Choice	Rank
1	The organization has a strong feeling toward quality implementation and established the mission, vision and values to do so.	1
2	The organization's mission and vision are well known to the employees	7
3	The top management are role models for employees	5
4	Top management participates personally in the development and implementation and support continuous improvements	2
5	Top management is involved with customers, partners, and society leaders	4
6	Change management is planned and top management leads the change process effectively	6
7	Top management support a health and safe working environment	3

As shown in Table 5, top management is a major player in supporting, explaining and implementing quality principles. At the same time, the analysis results assured top management responsibility for creating a healthy working environment that will effectively implement quality programs.

G. Determining Employee's Training and Learning Needs to Implement Quality Programs

The statistical analysis of the data regarding employees' training and learning needs to quality implementation showed that sample participants are fully aware of such needs. As shown in Table 6, organizations work on determining the current and future needs of training that is required to successfully implement quality programs.

Table 6: Training and Cultural Needs to Implement Quality

List	Choice	Number of participants	Percentage	Rank
1	Strongly agree	510	41 %	1
2	Agree	611	47 %	2
3	Neutral	69	5 %	3
4	Disagree	90	7 %	4
5	Strongly disagree	16	1 %	5
	Total	1269	100 %	

As shown in Table 6, a total of 88 % of employee sample participants assured the need for training

in order to accept and successfully implement quality programs in their work settings. A small percentage of the employees participants disagreed which can be explained as the resistance to change.

Results and Analysis

The analysis of the study data showed the following results: 1. the first minor hypothesis (the increase of C&O during Q&D programs implementation increased the difficulties in implementing quality programs) showed a variation in the challenges and priorities facing Jordanian companies from the views of company executives (Table 4). The researchers based on prior views Rao (2005), ANDShammaS, et al (1998) concluded that the lack of strategic and organizational awareness, companies must pursue a comprehensive system that will establish and support the organization's ability to implement Q&D programs. Participation of implementation must be from all levels of the organization which includes top management also. At the same time, creating a positive working environment that will increase individual motivation to accept change and minimize resistance to such changes. Further, an effective and open communication is essential to the success of Q&D programs where participation and responsibilities create a positive working environment and sense of relatedness (Rao, 2016), (Feili, 2022), and (Abu Saa et al. 2019). As a result, the first hypothesis was proven that the increase of C&O during Q&D implementation increased the difficulties to implement.

2. The second minor hypothesis (the increase of seeking quality certification increased the ability to overcome C&O during the implementation of quality programs). The analysis showed that 45% of companies that were seeking quality certification found it moderately easy to overcome C&Os during the implementation of quality programs. The companies indicated that persistence and leadership support were essential for companies to do so. The analysis also showed that 14% of the sample companies found it easy to implement quality programs and only 12 % found it difficult to implement. As a result, the second hypothesis was proven that companies who attained or seeking quality certification overcame C&O during the implementation of quality and development programs.

3. The third minor hypothesis (there is a positive relation between company intervention to train and motivate employees and the easiness of overcoming C&O during the implementation of quality programs). On one hand, the analysis showed that employee development and support allowed them to improve their abilities and skills as agreed on by 88% of employees. On the other hand, 12% of participants did not agree. The results proved the third hypothesis that motivating and training gave employees the abilities and skills to overcome C&O during the implementation of Q&D programs.

Summary and Recommendations

The study review of current research regarding quality importance and the adoption and

implementation of quality programs by business institutions across all sectors of the economy confirmed the notion that the continuing survival of today's business is only sustained by total commitment to TQM principles. This study surveyed and described a randomly selected sample of Jordanian businesses operating in various business activities. The study is a field research that attempted to answer the problem of considering and solving the expected C&O during the implementation of Q&D programs. The research cumulated results indicated that an institution's success of implementing Q&D programs depends heavily on employee's comprehension and understanding of challenges and obstacles (C&O) during implementing such programs. On one hand, obstacles and difficulties surfaced during the implementation process such as lack of employee motivation and acceptance, lack of commitment, lack of concentration on behavior change, weak communication, scarcity of resources, and unfit strategies. On the other hand, companies who attained quality certificates overcame implantation obstacles during the implementation process and major challenges were employee motivation and involvement. Furthermore, issues such as internal and external consultation, clear mission and vision, and changing organization values and culture play a major role in the Q&D implementation process.

The researchers reached the following recommendations:

1. Leadership must show the interest to practice and support quality behavior and programs as part of the new mission, goals and strategy of organization.
2. The importance of an incentive system to encourage employees to accept and implement change.
3. Provide continuous training of employees to develop the needed skills and abilities for quality program implementation.
4. for organizations to implement Q&D a culture of performance and human relations must be created and supported..
5. The need to involve all levels of the organization in quality implementation including the top management.
6. Increase the size of the sample to better understand the views and opinions regarding quality programs.
7. Collecting data from a single business activity or business sector to better understand the differences between sectors in C&O and Q&D.

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