



**APPLYING TOTAL QUALITY MANAGEMENT
STANDARDS ON ORGANIZATIONAL WORK
TO ENSURE DEVELOPMENT OF
STRATEGIC AND ADMINISTRATIVE
ASPECTS: APPLIED STUDY
IN GENERAL COMPANY FOR IRON AND
STEEL / IRAQ**

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Abstract

The efforts were not in vain, but the desired results were obtained, and this study highlighted the distinct and clear role of Total Quality Management (TQM) in influencing Organizational Work (OW) and its dimensions (System (SY), Relationships (RE), Organizational Culture (OC)). Previous studies that clarified the investigated problem were discussed. The total number of questionnaires that were manually delivered to employees of the General Iron and Steel Company / Iraq was (300), loss (10), remaining valid questionnaires (190). SPSS program was used to analyze the data, and hypotheses (3) were positive. Research achieved clear success, and regulatory institutions were urged to follow what was stated in it. Gaps found in previous studies were not left behind, but we were able to find solutions for them. Many institutions followed this study, and it was a study that used the quantitative method, in a professional field manner, and to examine the most prominent problems to which workers are exposed.

Keywords: Total quality management, Organizational work. System, Relationships, Organizational culture.



Modern American Journal of Business, Economics, and Entrepreneurship

ISSN (E): 3067-7203

Volume 2, Issue 4, April, 2026

Website: usajournals.org

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1. Introduction

It is not possible, nor are diligent efforts, to provide what the workers in the General Iron and Steel Company need in a realistic manner. It requires us to pay attention all the days and not for a short time, without weakness or laziness in any aspect of what is needed in life with multiple lifestyles. We must also be patient to listen to the problems facing workers in order to understand their requirements, and not be completely ignorant when examining their way of life. Scope of this study is to build the best way to the address such problems (Butt & Yazdani, 2023). Researcher has full and clear responsibility in formulating planning and programs, as he is player in formulating a realistic study that can be the applied-on ground (Kadhim, 2025). Senior management involves communicating with employees to learn the opinions of employees, especially in matters that require participation in producing processes of higher quality than others (Škrinjarić, 2022). This work was shown many times to be of utmost importance, and the resulting expectation was of success. It has become necessary to build an environment that suits the desires of the workers and develop it in an appropriate manner (Kadhim, 2026). Technological progress has become the path that companies follow, in the field of their performance, and we must follow it. The desire to see that the Iraq Iron and Steel Company has become obligated to follow comprehensive quality management standards in order to advance its production and reap profits (Komkowski et al., 2023). Therefore, it is necessary in our research work that we strive to reach and adopt successful solutions to all the daily requirements of workers and their eligibility to obtain benefits. The observer should not expect that we have generally revealed a clear and planned program for analyzing data for the target sample under research (Kadhim, 2026). The difficulties and failures that weaken the General Iron and Steel Company / Iraq have been identified. Preparing workers is the right way to consolidate technology. As researchers, we should technically encourage programs to perform most of the time, and the objectives include encouraging them to follow planned strategies (Bani-Melhem et al., 2022). The organizational issues are that modern technology is constantly improving and does not stabilize at a certain point (Kadhim, 2026). This pushes projects to continue competing permanently, which leads to charting a specific path in



***Modern American Journal of Business,
Economics, and Entrepreneurship***

ISSN (E): 3067-7203

Volume 2, Issue 4, April, 2026

Website: usajournals.org

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development and development to enable workers to move forward in their production. Moreover, the senior leadership must be clear in its decisions after discussing with employees, and this requires the availability of professional experts (Widarko & Anwarodin, 2022).

2. Theoretical Research

2.1 Total Quality Management

The activities and tasks required to achieve the highest desired level of quality include defining quality policies, establishing, implementing, planning, ensuring, monitoring, and improving quality. This integrated process is called Total Quality Management (TQM). Long-term goals are typically prioritized through the execution of numerous short-term tasks to ensure the highest possible level of quality management. The quality management process consists of four main sections (Tari et al., 2023): [1] Quality Planning: This refers to the process of defining the quality standards relevant to the project and determining how to meet these standards. Quality Improvement: This refers to the process of achieving and improving product reliability. Quality Control: This refers to the set of ongoing processes implemented to support product safety and reliability. Quality Assurance: This refers to the set of procedures necessary to deliver a service or product that meets specified requirements, satisfies the customer, and earns their trust. There are several principles of quality management (Budhwar et al., 2023). [2] Customer focus is considered one of the most important principles of quality management. This is achieved by understanding, knowing, and internalizing the current and future needs and expectations of customers. The greater the customer satisfaction with the products, the higher the revenue (Kumar et al., 2023). [3] Continuous improvement: Total Quality Management (TQM) revolves around the philosophy of never-ending improvement. Since customer expectations are constantly changing, there is a continuous need to improve results in all aspects of the business, harness employee capabilities, and enhance production processes. Employee engagement: This is achieved by encouraging employees to improve their skills, involving them in decision-making, recognizing their achievements, and giving significant attention to their suggestions and participation in evidence-based decision-making. An



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Economics, and Entrepreneurship***

ISSN (E): 3067-7203

Volume 2, Issue 4, April, 2026

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organization should manage its TQM based on facts, not feelings or emotions (Zacher et al., 2023). [4] There should also be a solid basis for evaluating the results of improvement. Quality-oriented: An organization's mission and vision should be balanced and aligned with its own needs and the needs of its beneficiaries. Policies should be in place to support TQM as a whole (Paul et al., 2022) Quality management (QM) ensures that an organization, product, or service consistently performs as intended. It has four main components: quality planning, quality assurance, quality control, and quality improvement.[1] Customers recognize that quality is an important attribute when choosing and purchasing products and services. Suppliers can recognize that quality is an important differentiator of their offerings, and endeavor to compete on the quality of their products and the service they offer. Thus, quality management is focused both on product and service quality [2]. Quality management is the act of overseeing all activities and tasks that must be accomplished to maintain a desired level of excellence. This includes the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement. It is also referred to as total quality management (TQM) (Paul et al., 2022).

2.2. Organizational work

2.2.1. System

The administrative system refers to a legal act by a public the authority by the force of its unilateral will, which is a legal effect. The administrative hierarchy is the public power, and its head is the monarch up to the heads of local authorities (Al-Makki et al., 2022). The decision issue is legally binding, either establishing a legal status or holding amendments, considering the validity of the effect which the decision will have (Albadry et al., 2020). The administrative system was defined by the jurist Maurice based on the impact on people, paying attention to the probability of the coercive provision of the decision, though in not all the administrative institutions it is possible to use coercive measures (Awad & Kadhim, 2025). Individual regulations are those connected to a particular individual or group of people, including hiring/moving of an employee or making decisions relating to admissions of students to universities



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Economics, and Entrepreneurship***

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(Mihalache and Mihalache, 2022). By the rules of Egypt, regulatory regulations are the rules issued by the executive body and that contain the general and abstract rules that have a binding character and that apply to the individuals of their positions and not by their particular identities. They are not predetermined and, in this matter, have the same features as laws. They are mostly issued under legislation that is enacted by the legislative authority to enable their execution. An example would be ministry and university regulations, and the directions on driver licenses (Bhati et al., 2023). Performance management system is a way through which the performance of employees is monitored in a regular and quantifiable manner. It is based on an integration of technologies and approaches so that individuals throughout the organization should be aligned with and are part of the strategic objectives of the business. Managing individual performance is not a novel practice at companies. Nevertheless, one of the original models was introduced in times of the World Wars I and II when the military had to know the strengths and capabilities of each member of the army to determine the battle strategies (Liu et al., 2023). By mid century, companies were employing performance appraisals to measure individual employees to reward them. Between these two years, part of the traditional performance management programs has changed because of the advancement of technology like cloud computing, user interfaces, artificial intelligence (AI) and machine learning. Nevertheless, the majority of systems continue to base their focus on the quarterly or annual evaluation and rewards of employees. Although recognition is a key part of the performance management, it is an area that companies are shifting towards a more holistic approach wherein an employee receives continuous feedback and guidance in order to succeed in their goals. The system is participatory, where managers and employees amicably set the expectation, define the goals of employees, establish performance metrics, communicate employee performance appraisal and reviews, and offer feedback. A performance management system can enhance productivity of the entire workforce when it is defined correctly and is applied on a regular basis. There is increased commitment of employees in work, reduced turnover, and maximized revenue per employee (Bandura, 2024).



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ISSN (E): 3067-7203

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2.2.2. Relationships

It involves determining the activities that are needed to realize the goals of an organization, organizing them into a cohesive organizational system, staffing the organizational system with highly qualified persons, allocating a manager or head to each group, availing the relevant resources to the members of the organization and coordinating the efforts of the human resources to carry out the stipulated policies at the lowest possible cost to attain the targeted goals. Organizing a PR department can be described as the administrative structure of a series of activities and actions taken to attain mutual understanding and harmony between a given organization and its publics. This organization entails breaking down work into smaller structural units all of which are a group of resources with particular roles staffed by public relations experts all working towards the same objective (Hani & Kadhim, 2025). Every section of this structure carries out functions that are necessary in the duties of public relations. Organizational components of public relations are essential in the study of the public and implementation of the activities of the public relations (Deleryd and Fundin, 2025). The absence of an appropriate organizational structure will make the public relations incapable of executing its duties. Order brings about assignment of roles. Regardless of how much experience a professional in the PR field has, he/she cannot practice all the tasks with the same proficiency because certain expertise and ability is needed more than others (Otikey et al., 2011). The overall aim of conducting public relations, in a nutshell, is to manage and get the goal within the shortest time possible without jeopardizing the principle values, spirit of cooperation and the oneness of purpose among the staff of public relations within any organization. The organization is aimed at uniting various tasks, functions, and making them a single, coordinated unit, which will lead to easy interaction among its members, fulfillment of the required duties, and time and energy saving. Research has shown that a PR department can be a general department, special section of the government agencies and other public organizations, or a mere administrative unit or office of another department (Shah et al., 2022).



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2.2.3. Organizational culture

The public sector organizational structure is the key, on which the functioning of the governmental institutions and official bodies is based. This is due to the fact that it clearly determines the manner in which roles are allocated, tasks are synchronized and duties ordered hence resulting in the effective and open provision of the public services. However, what precisely is this structure? What types exist? And how will it be formulated so as to ensure proper effectiveness in attainment of national objectives? This is what we shall discover in this elaborate paper. First of all, the organizational structure can be described as the official system according to which human resources, functions, and powers are structured in a particular institution (Hoai et al., 2022). Since the public sector is defined by its wide range of services and a variety of stakeholders, it must have a clear structure, which should provide both the allocation of tasks and the accountability and equal service delivery. To elaborate more on this point, we can consider the case of the Ministry of Health: when the structure is well understood, every department understands its roles, either in the management of hospitals, primary care or pharmaceutical issues. This limits the possibilities of overlapping or conflicting authority. Moreover, an effective structure would ensure that there is a minimum amount of duplication of effort among various departments. Enhancing the quality of the public services is unambiguously one of the main goals of any organization of the public sector, and in this regard, an adequate organizational structure has a direct impact (Kadhim & Ahmad, 2019). The less opaque and complicated the structure, the faster, more precise, and efficient the services will be delivered to citizens. The organizational structure will determine who does what and at which time as opposed to two departments undertaking the same task, but not coordinating with each other. As an illustration, in cases when the organizational structure is clear in terms of those responsible to receive complaints and those who have the right to resolve them, the response time is significantly lowered, thereby raising customer satisfaction (Ahmad et al., 2020). Thus, one can state that the evident hierarchy does not only have the inner consequences but also expands to the ways of player satisfaction in the masses. This saves time as well as financial wastage that is of paramount importance in an organization that runs on a fixed budget. Perhaps,



one of the greatest advantages is that a good structure promotes an organizational culture that embraces innovations (Kadhim and Ahmad, F. 2021). In case of flexible roles, clear boundaries, and open avenues to initiatives, emerging ideas of how to better services are created and can be tested without interfering with the basic operations. Conclusively, the structure of the organization in the public sector is not just a document of administration; it is an important system which indicates that an organization is prepared to reach its objectives and take care of its people. Government institutions may be made to be more efficient and effective by taking the right structures, tackling the challenges and applying the best practices which will even enable them to compete with the private sector against the level of performance presented. Thus, the creation of organizational structures ought to be included within the entire plan of administrative reform (Kadhim & Ahmad, F. 2022)..

3. Hypothesis Research

H1: Effect (TQM) on System (SY)

H2: Effect (TQM) on Relationships (RE)

H3: Effect (TQM) on Organizational Culture (OC)

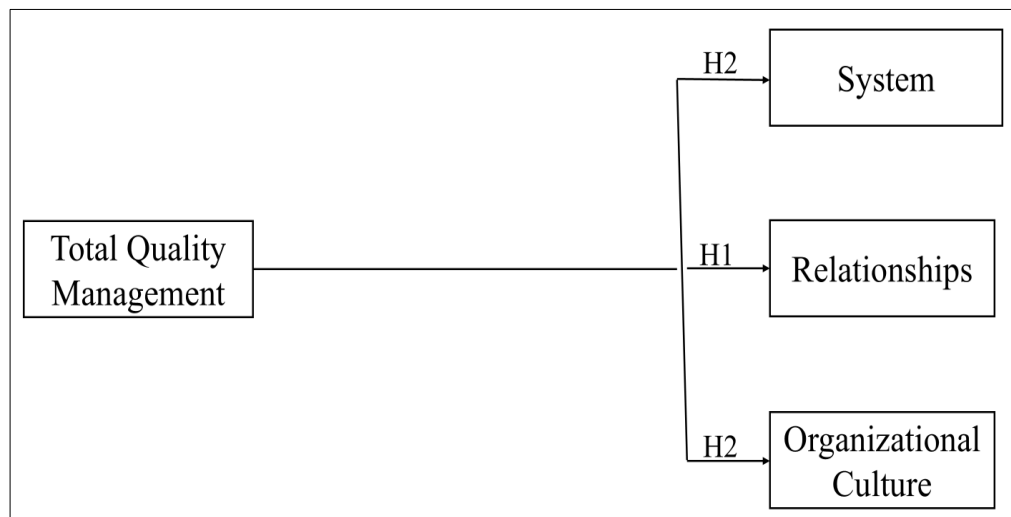


Figure 1: Framework



4. Methodology

Total Quality Management (TQM) has been widely used in the application to operations of an organization into all areas of the organization, and several methodological approaches have been developed. A broad spectrum of systematized operations will help organizations attain the best advancement, sponsor and keep up with technology depending on the progressive technique embraced by the progressive organizations (Kadhim & Hani, 2024). This incorporates leaders who are trained on TQM principles and propagated to deliver these standards well. This, when practiced continuously, leads to the success and fruitful association of all the employees of all the operating companies, and enables them to be sustained in their continuous training of all fields, including programming and global governance (Kadhim and Jassmy, 2024).

5. Analysis Results

After data collection, the statistical analysis phase begins to determine the reliability of the research results. The data is entered into SPSS software and analyzed in its entirety. This statistical phase is very complex but essential, as it determines the study's success or failure, Table 1 (Kadhim & Habeeb, 2024).

Table 1: Reliability validity

Items	Cronbach's alpha	Composite reliability	(AVE)
TQM	0.742	0,761	0.509
SY	0.885	0.789	0.642
RE	0.952	0.931	0.592
OR	0.901	0.961	0.607

Table 2 ,shows the results of the discrimination validity test performed using the best methods known to us. After using statistical analysis, the results were all positive, with the rankings being highest and then descending to lowest (Kadhim & Atiyah, 2024).



Table 2: Discriminant validity

Items	TQM	SY	RE	OR
TQM				
SY	0.863			
RE	0.304	0.972		
OR	0.253	0.273	0.942	

Table 3, presents the data results we obtained from the SPSS program, from which the results of the standard deviation coefficient were received in full, as well as the average of the variables, without any defect or deficiency (Kadhim & Mahmoud, 2024).

Table 3: Mean and std. Deviation

Items	Nambour	Mean	Standard Deviation
TQM	190	6.051	1.062
OW	190	5.751	1.941

6. Conclusions

1. This is the actual decision that proves that Total Quality Management the effects on the organizational work and this raises quality of the establishments.
2. Most of the information in study and statement of type of the analysis of variables was the identified, reinforcing distinction between the existing benefits and the emphasizing them.
3. The imperative of the establishing a guarantee of the interest in a specific the aspect of framework in establishing types of roads in a technical manner, in addition to drawing up a complete plan and studies on subject.
4. The imperative to move towards and the adopt most the advanced methods to the encourage companies of all the orientations in training and the improving the employees by the acquiring modern technology.

7. Recommendations

1. This study was positive, and we hope that companies will adopt it for their benefit, as it provides a model and program that helps shareholders the achieve their goals.



2. The emphasizing fundamental need to reach a specific the agreement and the avoid distractions, in the order to give workers best possible the outcome.
3. The ongoing work the involves drawing up all necessary and the urgent structures in the establishing a general the update for companies, and the ensuring the correct construction of structure in training work.
4. In this research, it was clear to compare the innovations with combined skills of all the employees, with companies present.

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***Modern American Journal of Business,
Economics, and Entrepreneurship***

ISSN (E): 3067-7203

Volume 2, Issue 4, April, 2026

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***Modern American Journal of Business,
Economics, and Entrepreneurship***

ISSN (E): 3067-7203

Volume 2, Issue 4, April, 2026

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***Modern American Journal of Business,
Economics, and Entrepreneurship***

ISSN (E): 3067-7203

Volume 2, Issue 4, April, 2026

Website: usajournals.org

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