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**Impact of applying total quality management on supply chain  
management by the of stakeholders as a mediator: Kufa cement factory  
in Iraq**

**Sami Abdullah Kadhimi\***

Commercial Preparatory Department/Ministry of Education-Al-Diwaniyah

**Keywords:**

Total quality management, Supply chain management, Stockholders, Satisfaction, Trust, Convenience, repurchase intention, Product complexity, Purchasing structure, Kufa cement factory.

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**\*Corresponding author:**

**Sami Abdullah Kadhimi**

Commercial Preparatory  
Department/Ministry of Education-  
Al-Diwaniyah



**Abstract:** Total Quality Management (TQM) and the dimensions, (Product Complexity (PC)), (Purchasing Structure (PS)) of Supply Chain Management (SCM), the role of Stakeholders (ST) as a mediator, trust, comfort, satisfaction and loyalty in the organization. The aim of this study is to determine the application of total quality management in organizations. The sample is the target were conducted with employees who are directly related to the Kufa cement factory. The methodology is to use a sample of workers in the Kufa Cement Factory. And use the questionnaire to collect the required data. According to the literature review and study results, the researchers designed a model through comparative analysis and structural equation modeling. The questionnaire was used according to the Likert scale)7) and statistical analysis SPSS and SmartPLS 4, to obtain the required results. This study provides a conceptual framework that underscores the current research, in which the envisaged quality and service standards were implemented. Based on results from the Kufa cement factory / Iraq, the authors find a broad influence TQM on the dimensions of supply chain management. The obtained data show the positive relationship between total quality management and supply chain management dimensions. The methodology of this study is consistent with previous analyzes and shows patterns in performance perception that are highly efficient. Besides, this study adds insights and links together dimensions in order to reach a complex analysis and an in-depth understanding of each variable affecting the dimensions of supply chain management. Hypotheses)5 (are positive, which makes this study play a major role in developing institutions. and get (2) indirect hypotheses the total number of hypotheses is (7).

## أثر تطبيق إدارة الجودة الشاملة على إدارة سلسلة الإمداد من خلال دور أصحاب المصلحة كوسيط: مصنع كوفة للأسمنت في العراق

سامي عبد الله كاظم

قسم التحضير التجاري/وزارة التربية-محافظة الديوانية

### المستخلص

إدارة الجودة الشاملة (TQM) وأبعادها (تعقيد المنتج (PC) وهيكـل الشراء (PS) لإدارة سلسلة التوريد (SCM) ودور أصحاب المصلحة (ST) كوسيط والثقة والراحة والرضا والولاء في المنظمة. تهدف هذه الدراسة إلى تحديد مدى تطبيق إدارة الجودة الشاملة في المنظمات. أجريت الدراسة على عينة من الموظفين المرتبطين مباشرة بمصنع أسمنت الكوفة. تتمثل المنهجية في استخدام عينة من العاملين في مصنع أسمنت الكوفة. واستخدام الاستبيان لجمع البيانات المطلوبة. ووفقاً لمراجعة الأدبيات ونتائج الدراسة، صمم الباحثون نموذجاً من خلال التحليل المقارن ونمذجة المعادلات الهيكلية. تم استخدام الاستبيان وفقاً لمقياس ليكرت (7) والتحليل الإحصائي SPSS و SmartPLS 4، للحصول على النتائج المطلوبة. توفر هذه الدراسة إطاراً مفاهيمياً يؤكد البحث الحالي، الذي تم فيه تنفيذ معايير الجودة والخدمة المتصورة. واستناداً إلى النتائج المستمدة من مصنع أسمنت الكوفة / العراق، وجد المؤلفون تأثيراً واسعاً لإدارة الجودة الشاملة على أبعاد إدارة سلسلة التوريد. تُظهر البيانات المُحصَّلة علاقةً إيجابيةً بين إدارة الجودة الشاملة وأبعاد إدارة سلسلة التوريد. تتوافق منهجية هذه الدراسة مع التحليلات السابقة، وتُظهر أنماطاً في إدراك الأداء تتسم بكفاءة عالية. إضافةً إلى ذلك، تُضيف هذه الدراسة رؤىً جديدةً وتربط الأبعاد معاً للوصول إلى تحليل مُركَّب وفهم مُعمَّق لكل مُتغيِّر مُؤثِّر على أبعاد إدارة سلسلة التوريد. الفرضيات (5) إيجابية، مما يجعل هذه الدراسة تلعب دوراً رئيسياً في تطوير المؤسسات. وحصلنا على (2) فرضية غير مباشرة، وبلغ العدد الإجمالي للفرضيات (7).

**الكلمات المفتاحية:** إدارة الجودة الشاملة، إدارة سلسلة التوريد، المساهمين، الرضا، الثقة، الراحة، نية إعادة الشراء، تعقيد المنتج، هيكل الشراء، مصنع أسمنت الكوفة.

### 1. Introduction

In this research, the implementation of total quality management in organizations has become necessary. There are difficulties that organizations face in developing performance for the better. This study works to find appropriate solutions to solve the difficulties facing institutions. The need is important for the implementation of TQM because it deals with expectations for employees. It is important for all organizations to improve them (Harits et al., 2020). Total quality management can be applied in different sectors in dimensions supply chain management. For example, emphasized that in the productive sectors, TQM works to stakeholder satisfaction and loyalty. In the field of hospitality, the impact of TQM on dimensions supply chain management is seen as several modern approaches to the organization

(Mumbusi, 2020). Organizations have to look for new ways to increase their productivity and employee satisfaction, keeping in mind many different expectations (Astawa et al., 2021). Measuring expectations to obtain the required information can help organizations reach their goal said that meeting employee needs is essential by applying quality to organizations. In fact, there are many researchers who establish ways to measure quality standards to some extent (Kadhim and Ahmad., 2022).

Also, there is a gap on how to assess the problem - and the impact of TQM on dimensions supply chain management (Eriksson et al., 2020). Therefore, the literature focuses on more efforts in filling research gaps, and examining the performance of services in institutions (Mardani et al., 2020). Experimental studies measure the variables that can affect the rest of the variables in this research (Al-Taie, 2020; Esposito et al., 2022). Indeed, according to Abbas, (2020a) total quality management is a concept that influences structures with multiple dimensions, for example: employee satisfaction, perceived value, loyalty, image, and purchase intent (Kadhim and Ahmad., 2019). On the same line, with reference to researchers have to emphasize various dimensions (i.e., response reliability, effectiveness, and concreteness), in letritur studies. More than that, Abbas (2020a) discusses that organizations are affected by the application of TQM, saw that quality is important to achieve employee satisfaction as well as to improve the positive side of the consumer (Al-Taie, 2020; Esposito et al., 2022; Hashmi et al., 2021).

However, there are a number of studies that have succeeded in linking all these elements, establish a clear model focuses (Kadhim and Ahmad, 2021). This study builds on gaps in the previous literature as a higher-order structure composed of different elements (convenience and customer relationship management) and consequences (purchase intent, loyalty, and satisfaction) of quality. In this study the following:

- A. Understanding the importance of total quality management with supply chain management.
- B. Finding the variables that are likely to explain the impact of total quality management on supply chain management.
- C. Proposing a conceptual framework for the relationships between total quality management and supply chain management, including its results and measurements.

D. Evaluation of the impact of total quality management on supply chain management and the role of stakeholders as an intermediary factor.

The structure of this study in the first section, an overview of previous studies and their results are presented. After that, data is collected and research is designed. In the following paragraphs, the results of the study are shown. The study ends with conclusions and contributions for further information. On the other hand, it creates more job opportunities, due to the continuous increase in basic living expenses (Rashid et al., 2022).

**2. Perceived service quality:** Implementation of TQM is essential in organizations to achieve desired performance. The sampling perspective approach is best for exploring the role of quality, and it shows a fundamental quality theme as it is assessed by the institutions that use it. Moreover, Alqudah et al. (2020a) stated that employees also play a vital role in building the concept of quality. It is difficult to achieve the desired goal between institutions, and in this case, the researchers stressed the need to achieve the desire of corporate stakeholders. To achieve positive quality, focus on developing the relationship between the variables involved in this research, the application of total quality management can be maximized. There are many factors that affect employees in companies if TQM is applied and explored (Els and Meyer, 2021). Thus, having feedback and stakeholder satisfaction includes everyone types of companies. Balance it can only be achieved if there is a clear understanding quality standard during the various stages of supply chain management development. For these reasons, TQM and stakeholder satisfaction have been analyzed theoretically and empirically. There are several concepts, which have been developed in previous lectures. The model emphasizing quality was the employee loyalty program (Sahney, 2019a). Other frameworks in previous studies are the model of these conceptual frameworks focused on employee satisfaction in organizations affected by perceptions of the extent to which quality standards are applied and indirectly affecting the loyalty of supply chain management in the use of modern technology (Sahney, 2019).

Stated that total quality management should include the required value reflecting the status of employees and their standards of life (Nazar and Jahan, 2019). Quality is not focused on employee satisfaction only, but it is also related to employee feedback and the ability of the organization to solve problems Eriksson et al. (2020) argued that firm is less difficult than

realizing new problems. Hence, the company should enjoy a rather high-quality thinking response to various complaints. Argued that organizations should emphasize several approaches to applying TQM, such as generating concretes, utilizing reliability and maintaining responsiveness (Alshourah, 2021). All these factors confirm the importance of standardizing quality and focusing on the role of stakeholders to develop supply chain management. In addition, that quality and consumer loyalty by employees in the provision of highly efficient production.

Moreover, TQM is a concept that depends on the role of stakeholders in the organization Alanazi (2020) such as the quality of human resources as well as solving problems facing organizations. Due to the fact that the goods produced are linked to the capabilities of the employees Le et al., (2019) the focus on the service provider-user relationship has an impact on the customer (Abbas and Kumari, 2021). The responsiveness, reassurance, and trust given by employees in the organization create positive quality and satisfaction. Previous literature calls for efforts to apply quality in supply chain management to assess and determine consequences (Zaid et al., 2021). Antecedents Abbas (2020a) TQM will not only allow managers in organizations to define the objectives of decision-making but also to better understand their effects that may occur (Ali AlShehail et al., 2022). Thus, this study provides a broad discussion to emphasize the impact of total quality management on supply chain management and the role of stakeholders in the conceptual framework (Cobelli and Wilkinson, 2020).

### **3. Conceptual framework and hypotheses development**

This research presents several hypotheses from a emphasis on conceptual frameworks that relate the chosen topic. Hypotheses help to understand the obstacles and precedents in the application of total quality management, then explored in organizations. Figure 1 provides the broadest conceptual framework that illustrates the key variables in this study. A keel (see Figure 1) was created in this research to analyze relationships that have been identification in literature.

### 3-1. Problems total quality management

#### 3-1-1. Employee relations management and total quality management:

Employee relations are an important element for the success of the company's performance in the different competitive environment (Brunetti et al., 2020). Empower organizations to deal with operational hurdles. Moreover, corporate strategies put into practice in managing data and information. Nowadays, different organizations are required to emphasize the necessity of relationships with each other in the market to get to know their exact needs. Shown Figure 1.

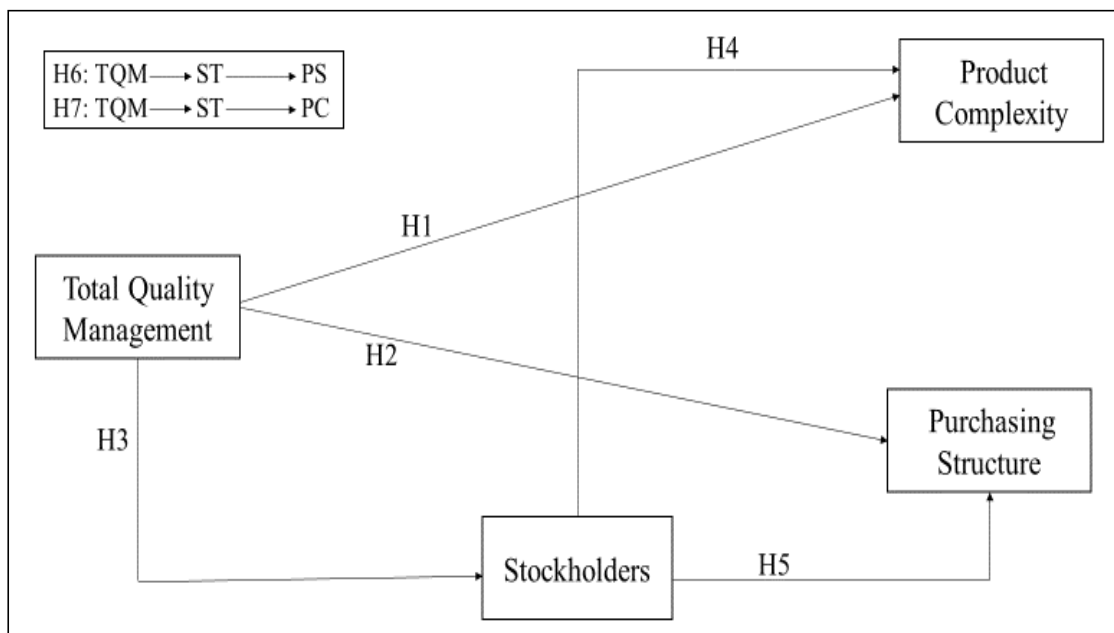


Figure (1): Conceptual model

Besides, it also helps in evaluating the purchasing performance of markets. The strategy of this research revolves around how to reach highly competitive markets: it relies on technology and attracts as many customers as possible (Cassia et al., 2021). Companies try to produce the best among themselves through the role of stakeholders in implementing modern technology in organizations. This helps organizations to meet the needs of the employees in the companies (Ababneh, 2020). Besides, organizations help in achieving employee satisfaction because it aims to improve production and focus on supporting and addressing all different needs (taking into account quality and its production value. Instead, the collection of data and information required for research requires due importance (Albadry et al., 2020).

Thus, it involves the development of industry sector in organizations. Market demands can be interacted with in several ways (such as organizations' web pages, voice response, and emails), in order to solve problems and improve customer service affecting the purchase of goods by consumers (Canestrino et al., 2020). Through continuous communication and relations with employees in the organization and emphasizing on supporting and encouraging the development of product quality, and meeting the needs of their demand (Basheer et al., 2016). Finally, with employee data collection and analysis Alqudah et al. (2020) nowadays, communication with stakeholders has become much easier. Thus, the company uses modern technology to develop its performance because it helps in collecting employee data that is used in contact phrases and specific marketing programs (Abbas, 2020a). The program uses SPSS and SmartPLS statistical analysis to reach the desired results within the company. It is clear that the researcher's study confirmed the importance of quality. This study leads to the following hypotheses:

**H1.** The impact of Total Quality Management (TQM) on Product Complexity (PC) Stakeholders recognize a high demand for the implementation of TQM in Product Complexity (PC) and consider many social, economic and cultural variables. In practice, organizations allocate more to provide more efficient staff needs. Stakeholders are also more assertive in understanding the consequences of relevance, keeping in mind the focus on identifying features. In fact, it is fundamental for employees to perceive effort and time to implement quality in the organization. According to Rossato and Castellani (2020) quality enables the organization to raise the level and quality of customer request. Focusing on continuous improvement in the purchasing process helps consumers to purchase high quality items and enhances employee satisfaction. In fact, it sheds light on the role of the success of the application of total quality management in solving the problems of organizations, mainly referring to the policies of organizations in the market. The authors

highlight that quality also has an impact on product complexity.

**H2.** The impact of Total Quality Management (TQM) on Purchasing Structure (P)

Employee satisfaction expresses the basic perception of the importance of total quality management on purchasing structure.



Stakeholder satisfaction depends on the quality provided by service providers. Many researchers see positive stakeholder satisfaction during purchasing structure. This includes the joy and relaxation that consumers feel when purchasing the product (Olson, 1986a). In fact, the better the quality of the product, the higher the level of satisfaction. Therefore, it is important for employees to understand the demands of consumers and products to develop satisfaction. Therefore, stakeholder satisfaction can be viewed on the application of TQM on purchasing structure and customer expectations.

**H3. The impact of Total Quality Management (TQM) on Stockholders (ST)**

Employee satisfaction expresses the basic perception of the importance of total quality management on Stockholders. Stakeholder satisfaction depends on the quality provided by service providers. Many researchers see positive stakeholder satisfaction during purchasing structure. This includes the joy and relaxation that consumers feel product. In fact, the better the quality of the product, the higher the conviction (Babu and Thomas, 2020). It is due to employees to understand the demands of consumers and the goods to improve satisfaction. Satisfaction can be viewed on the application of TQM on Stockholders and customer expectations.

**H4. The impact of Stockholders (S) on Product Complexly (PC)**

Employee satisfaction expresses the basic perception of the importance of stockholders on Product. Stakeholder satisfaction depends on the quality provided by service providers. Many researchers see positive stakeholder satisfaction during purchasing structure. This includes the joy and relaxation that consumers feel when purchasing the product. In fact, the better the quality of the product, the higher the level of satisfaction. Therefore, it is important for employees to understand the demands of consumers and products to develop satisfaction. Therefore, stakeholder satisfaction can be viewed on the application of stockholders on product complexly and customer expectations.

**H5. The impact of Stockholders (ST) on Purchasing Structure (PS)**

Employee satisfaction expresses the basic perception of the importance of stockholders on purchasing structure. Stakeholder satisfaction depends on the quality provided by service providers. Many researchers see positive stakeholder satisfaction during purchasing structure. This includes the joy and relaxation that consumers feel when purchasing the product. In fact, the better the quality of the product, the higher the level of satisfaction.



Therefore, it is important for employees to understand the demands of consumers and products to develop satisfaction. Therefore, stakeholder satisfaction can be viewed on the application of stockholders on purchasing structure and customer expectations.

**H6:** Stockholders (ST) acts as a mediator between TQM and (PC).

Stockholders has a positive impact between on the application of (TQM) and (PC) by employee to improve the organizational performance. This is based on previous empirical research.

**H7:** Stockholders (ST) acts as a mediator between TQM and (PS).

Stockholders has a positive impact between on the application of (TQM) and (PS) by employee to improve the organizational performance. This is based on previous empirical research.

**4. Methodology:** The methodology in this research works on how to use modern technology in implementing the results that the researcher reaches. The study relied on the descriptive analytical approach to describe the relationship between the application of total quality management to supply chain management. the researcher tried to emphasize the principles of total quality management and its importance in supporting supply chain management. The researcher collected the data and examined it by structural equation modelling SPSS and SmartPLS 4, theoretical examination (Eriksson et al., 2020). So, this study uses SPSS and SmartPLS 4, and offers qualitative comparative analysis, theoretically supporting a set of choices that can lead to a desired outcome.

## **5. Theoretical framework**

**5-1 Total quality management:** It is a comprehensive and integrated system that aims to satisfy the customer through continuous and joint efforts between management and employees to achieve quality in all activities to provide a product or service that meets the standards that satisfy the customer and are appropriate for the company. There are several key goals of TQM that organizations should achieve. First and foremost, it is about achieving customer satisfaction by delivering products and services that exceed expectations. Second, TQM aims to improve the processes and procedures in place within a company to reduce errors and increase efficiency. Finally, TQM seeks sustainability and continuous improvement, with an emphasis on developing an overall culture of quality throughout the organization.

**5-2 Product complexity :**It is the integration of various elements and activities that involve the production and distribution of products and services. This complexity comes from the large number of participants in a cross-border supply chain, including suppliers, manufacturers, warehouses, logistics providers, and retailers. Each member of this network benefits from a set of operational processes for customization, compliance with local regulations, and handling unexpected risks. Reasons for Supply Chain Complexity Supply chain complexity is caused by a number of factors, including product variety, variability in demand, or even market disruptions. This complexity can only be managed by better understanding these factors to improve efficiency.

**5-3. Purchasing structure:** They are: Purchase order acknowledgment. Advance shipping notice. Goods receipt. Every step in the supply chain process is increasingly data-driven. Comprehensive data analysis is the new norm and logistics, purchasing and supply chain professionals urgently need to gain the relevant qualifications and experience to capitalise on the opportunities emerging in modern procurement. Combined with the flexibility to study online at a pace that suits the demands of busy professionals, our Adult Education College Diplomas prepare you for a management role upon graduation, equipped.

**5-4. Stockholders:** They are anyone who has an interest in the project. Project stakeholders are people and organizations who are actively involved in the project, or whose interests are affected as a result of the project's implementation or completion. They may have an impact on the project's objectives and outcomes. Stakeholders in organizations are any person or entity that may have an impact on or be affected by the events that the company does in general. The term has since gained acceptance and popularity in business circles and in research related to strategic management, corporate governance, business objectives, and corporate social responsibility. The meaning of the term has subsequently been expanded to include anyone who has an interest in something.

## **6. Analysis results**

**6-1. Data:** In this research, specific objectives were used employees in the Kufa Cement Factory / Iraq (235). Most of the workers were women (63%), ttheir ages are between 31 and 40 the number of years' undergraduates. Table 1 shows the characteristics of the respondents.

**6-2. Measures:** For the survey tool, the researcher relied on measures from previous studies. Nevertheless, this study collected a number of presidents and employee's stylization. The duration of answering the questionnaire ranged between 10 and 20 minutes. I selected the content from relevant literature, questionnaire and qualitative research. Subsequently, validity data were collected (Alanazi, 2020). Table 1 shows the reliability. All prior measures provided satisfactory reliability in both samples. Quality was measured based on the criteria measured in. On the basis of previous studies Le et al., (2019) the authors proposed Likert 7 measures of relevance Abbas, (2020a) items for measuring value. Brunetti et al., (2020) items for examining satisfaction. In addition, we measure against previous studies (Khanipour and Fathi, 2020). Implementation of hodad by stakeholders. Shown Table 1.

Table (1): Profile of the employee

Items	Frequency	Percent
Gender		
Male	148	63.0
Female	87	37.0
Total	235	100.0
Age		
20-30 years	9	3.8
31-40 years	48	20.4
41-50 years	87	37.0
51-60 years	91	38.7
Total	235	100.0
Education		
Degree and below	201	85.5
Master	21	8.9
PhD	13	5.5
Total	235	100.0
Teaching diploma		
Yeas	18	7.7
No	217	92.3
Total	235	100.0

Reliability measurements were evaluated by a number of staff at supply chain management. We incorporated all observations and information about the suitability of the variables in the study to measure and control the precision of the company. Table 2 describes the items used in this study.

**6-3. Common bias:** Researchers Bayonne et al., (2020) focused using a single factor Harman test and using a chi-square difference between a novel and fully constrained model. Thus, the variance in the common method was primarily due to the effects of the measurement context. Model results were checked for stylistic (Ramakrishna and Alzoubi, 2022).

**6-4. Validity:** As a preliminary study in the research sample (Rosato and Castellani, 2020). The researchers confirmed the evaluation of the data to obtain the final results. Therefore, this study analyzes a measurement model to verify the reliability and validity of the tool. Figure 2. Load all factors greater than 0.8. Thus, the reliability was evaluated., Table 2 shows that all required values are validated and reliable.

Table (2): Validity and Reliability

Items	Cronbach's A.	Composite R.	Average Variance Extracted (AVE)
PC	0.781	0.850	0.535
PS	0.902	0.928	0.722
ST	0.844	0.890	0.619
TQM	0.840	0.886	0.610

Table 3, authority of discriminatory validity is the emphasis on the extent of the difference between the elements or the conceptual measurement model and the emphasis on the study of the relations between the norms of the overlapping structures. Table 3, Shows that all values meet the criteria for the sample, as shown in Figure 2.

Table (3): Discriminatory validity

Items	PC	PS	ST	TQM
PC	0.731			
PS	0.221	0.850		
ST	0.159	0.186	0.787	
TQM	0.319	0.225	0.178	0.781

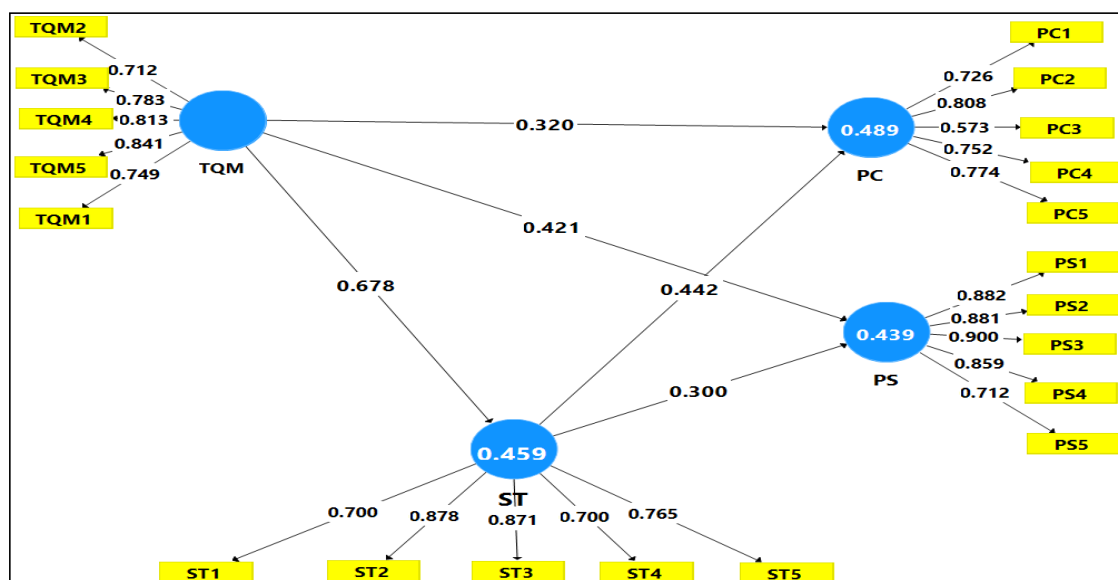


Figure (2): Measurement model

Table 4, the mean between (TQM) and (PC) has 0.312, standard deviation 0.089, significant 0.000. the mean between (TQM) and (PS) has 0.421, standard deviation 0.092, significant 0.000. the mean between (TQM) and (ST) has 0.678, standard deviation 0.041, significant 0.000. the mean between (ST) and (PC) has 0.450, standard deviation 0.085, significant 0.000. the mean between (ST) and (PS) has 0.302, standard deviation 0.092, significant 0.001. All hypothesis positive and accepted. See Table 4 and Table 5, have rank and modern.

Table (4): Mean, standard deviation and Sig.

Items	Original Sample	Mean	Std. Deviation	Sig	Results
ST -> PC	0.442	0.450	0.085	0.000	Accepted
ST -> PS	0.300	0.302	0.092	0.001	Accepted
TQM -> PC	0.320	0.312	0.089	0.000	Accepted
TQM -> PS	0.421	0.419	0.092	0.000	Accepted
TQM -> ST	0.678	0.678	0.041	0.000	Accepted

Table (5): Descriptive and analysis hypothesis

Items	Mean	Std. Deviation	Rank	Level
ST -> PC	0.450	0.085	2	Moderate
ST -> PS	0.302	0.092	5	Moderate
TQM -> PC	0.312	0.089	4	Moderate
TQM -> PS	0.419	0.092	3	Moderate
TQM -> ST	0.678	0.041	1	Moderate

\*(1-3=low, 3.1-5=moderate, 5.1-7=high) (Ahmad, 2017)

Table 6, reveals that (TQM) has a positive effect on (PC) of 0.320, and the relationship between (TQM) and (PS) of 0.412 is positive and the relationship between (TQM) and (ST) of 0.687 is positive, and the relationship between ST and PC of 0.442 and the relationship between ST and PS of 0.300. and relationship amounting TQM, ST and PC.634, and relationship amounting TQM, ST and PS.431, the hypothesis of outcome (7) is five (5) hypothesis direct positive, and two (2) hypotheses indirect positive. Shown Table 6, and Figure 3.

Table (6): Structural Relationship

Hypothesis	Relationship	Beta-value	t-value	Direct hypothesis	Results
H1	TQM $\longrightarrow$ PC	0.320	3.621	Accepted	Accepted
H2	TQM $\longrightarrow$ PS	0.432	4.797	Accepted	Accepted
H3	TQM $\longrightarrow$ ST	0.628	15.917	Accepted	Accepted
H4	ST $\longrightarrow$ PC	0.442	5.200	Accepted	Accepted
H5	ST $\longrightarrow$ PS	0.300	3.305	Accepted	Accepted
H6	TQM $\longrightarrow$ ST $\longrightarrow$ PC	0.634	8.102	Accepted	Accepted
H7	TQM $\longrightarrow$ CO $\longrightarrow$ OP	0.431	7.345	Accepted	Accepted

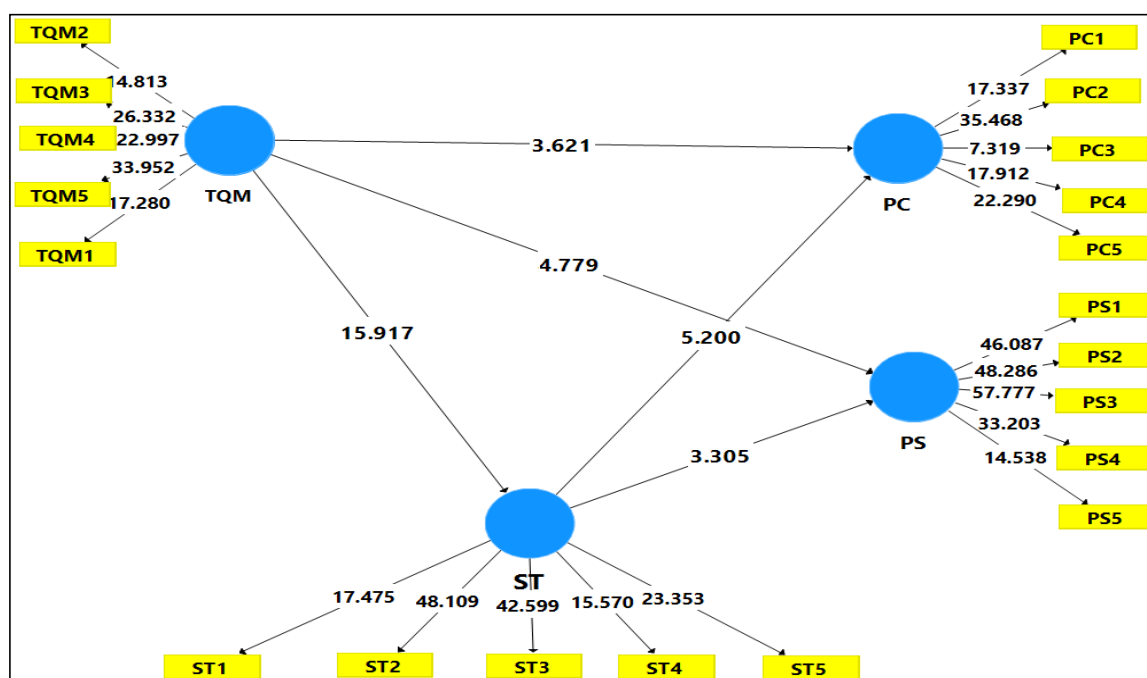


Figure (3): Structural model

By checking the results in Table 3, has been proven to be of great importance in the development of supply chain management. Implementation of total quality management through stakeholders as a mediator. The government in Iraq supported the industrial sector, production and employee satisfaction. That the organization studied and analyzed is based on criteria to obtain the highest evaluation, and it is believed that this is due to the organization. And the role of stakeholders in the evaluation for the better.

**6-5. Mediator Analysis:** The sixth and seventh hypotheses were tested through statistical analysis of the mean. The researcher followed up on the procedures he performed. Then, the effects of indirect variables were tested in this study. See Table 6 indirect effect was found through the operators of total quality management on supply chain management ( $\beta = 0.634$ ,  $P < 0.05$ ) and ( $\beta = 0.431$ ,  $P < 0.05$ ). The results showed that the two were significantly operated p-value 0.05 ( $P < 0.05$ ). Therefore, this study makes the following recommendations. Table 7: The influence of the mediator between the variables. effect of the variables was found through the effect of total quality management on supply chain management ( $\beta = 0.634$ ,  $P < 0.05$ ) and ( $\beta = 0.431$ ,  $P < 0.05$ ). The two triggered variables showed p-value less than 0.05 ( $P < 0.05$ ). Hence, Hypothesis 7 was supported. The indirect effect of compliance through TQM integration on supply chain management was found ( $\beta = 0.634$ ,  $p < 0.05$ ) and ( $\beta = 0.431$ ,  $P < 0.05$ ).

Table (7): Mediation of Supplier and Customer Integration

Path	Standardized Path Coefficient $\beta$	P value	R2
TQM CO OP	0.634	***	0.453
TQM CO OP	0.431	***	0.411

**7. Discussion:** This study contributes to the investigation of the consequences facing the application of total quality management and its effects on supply chain management in the Kufa cement factory / Iraq. This research answers the questions: What are the elements that must be available in total quality management in the selected organization? Role of stakeholders as a mediator in the application of modern technology in the company? What are the effects of satisfaction, value, purchase intent, and loyalty? The results obtained demonstrate the role of the previous literature and its strategic action in developing organizations to achieve a multi-objective approach to



be analyzed (Ricciardi et al., 2020). This research is one to explore the assumptions that the researcher focused on in the development of institutions that quality affects supply chain management in the Kufa Cement Factory / Iraq.

Accordingly, it is possible to benefit from the application of quality by benefiting from stakeholders in applying quality standards in companies. In this regard, this research highlights the role of employees in the application of modern technology in the organization in improving performance. Moreover, TQM can be positive and distinctive for organizations. In general, the results obtained can be confirmed for the following statement: TQM underpins the organization's supply chain management and can reflect purchase intent, value and positive satisfaction in competition. This research aims to expand knowledge of total quality management, and tests the conceptual framework that was relied upon in this study, and shows the need of the Kufa Cement Factory for it

Despite the role of TQM empirical studies have addressed this topic and its impact on organizations. Focuses on previous literature findings related to quality and its impact on firms. In addition, the results obtained by the researcher consider total quality management and its impact on the dimensions of supply chain management in order to enhance the company's performance. Thus, quality is considered one of the main goals of employee and company satisfaction. Organizations must, therefore, identify the consequences they face for all issues that may be related to communications and explorers, and therefore their implementation is crucial. Stakeholders must be aware of the importance of applying quality in Iraqi organizations. Besides, these employees need continuous training to understand the meanings of the challenges associated with the consequences in the application of total quality management in the multisectoral organization. Moreover, it demonstrates quality results and their positive impact on the company.

It also fits with the view outlined including positive satisfaction of quality on enhancing company performance. Pragmatic activities should follow these results, especially in the organizations sector. This research explored the consequences of applying quality principles in supply chain management dimensions. Shows results about quality and its significant impact on the organization. Finally, quality results are positively affected by

the organization's performance. According to the theory which highlights inferences about behaviors; The results of the research show the importance of quality, as there is a sense of relationship with the organization, which can influence the behavior of. However, the relationship between the elements of the variables mentioned in the research. In fact, there is a positive link between them. The data obtained in this study confirm the importance of applying total quality management on dimensions of supply chain management and the effective role of stakeholders as a mediator. Nevertheless, the results obtained in previous studies should make the research findings confirm their relevance. In order to reach organizational wide results, this study should be conducted in different companies.

Besides, it is useful to identify the result of this study with the varying degrees of the tangible-intangible spectrum. The results in this research show that trust inhibits the positive relationship between total quality management and the dimensions of supply chain management in productive enterprises. This study focuses on the central role of quality in the productive sector in the Iraqi market. This result indicates the importance of total quality management for organizations to increase their performance, with which the organization can identify basic principles of positive satisfaction. Emphasizing the importance of stakeholders as mediators and competition in high-efficiency production (Quinn Dawood, 2022).

- 8. Theoretical and managerial contributions** Implementation of total quality management and its results can be achieved through interest in understanding the state of the relationship between quality and the dimensions of supply chain management. influence good value, purchase intent and satisfaction, this means that knowledge can help employees and decision makers implement service quality standards that will set the ground rules for obtaining high value. Although TQM focuses on the relationships between quality and organization, stakeholders may try to rank certain factors/areas. Explore the characteristics of multiple organizations, as well as identify the strengths and weaknesses of the companies, offering quality that is commensurate with the needs of the organization (Palazzo and Vollero, 2021). In addition, stakeholders in the organization should be more responsive to the implementation of new technology by keeping in mind that it has a greater impact on problem solving across markets in Iraq. To a large extent, this research focuses on understanding whether quality assures a

consistent message to the public about the target organization with the achievement of positive results for managing the overall quality of the organization's service, it also requires investment in defining clear and distinct procedures in managing employee relations appropriately (Olson, 1986b). Thus, by showing the consequences to which quality is exposed, this research can help stakeholders appreciate the positive observational role of the subject (Ahmad et al., 2020).

The results of this study highlight that stakeholder choose the services of competing organizations (2022). That it is a form of attitude but that stakeholder satisfaction is not equivalent to the results of expectations Sony et al. (2022) and quality is seen as essential in evaluating an organization's performance. By emphasizing the results achieved, it increases the relevant TQM application theory.

The contribution of this study is to reach a more comprehensive approach to productive organizations, by exploring quality and its impact on firms. Besides, this research succeeded in filling research gaps. Although the approach in the current study was developed by previous literature adds more insights into this field, linking the dimensions and complex analysis of each element affecting the observation of quality and its impact on the development of industries in companies. The research aspects were addressed through several methods using a fuzzy group in comparative analysis by SPSS and SmartPLS, which are important for research in the field of institutional development.

**9. Conclusions:** Defining quality is an essential component of an organization's expression, and this study demonstrates the perceived value, purchase intent, and satisfaction of stakeholders alike. The results of this study give the opportunity associated with the development of total quality management. The results of this study highlight the importance of implementing quality, organizations need to understand the relationships between managers and employees. In fact, the empirical results of this research appear to influence quality. Moreover, the concept of stakeholders must be viewed as a mediator and the ability to activate the positive relationship between total quality management and the dimensions of supply chain management.

In this study, several variables that can be considered positive outcomes (satisfaction, purchase intent, and perceived value) are determined. However, it must be stressed that the application of quality is a result of the

development of the performance of institutions. Therefore, researchers should focus on stakeholder satisfaction and value to enhance consumers' purchase intent. It is possible to emphasize the role of stakeholders in promoting the application of quality standards.

Thus, the results achieved should be generalizable, researchers must test the conceptual framework in their advanced research, and focus to reach the highest level of generalizability. Secondly, Third, data and information were collected through a questionnaire sent to the target sample. In addition, it is possible to study in the future on total quality management as a factor for evaluating the role of organizations (Quero et al., 2022).

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