Impact of Total Quality Management (TQM) on the Competitive Priorities of Lebanese Industries

Ahmad Houssami Jbeily

ABSTRACT

Total Quality Management (TQM) techniques significantly impact the competitive priority in terms of cost, quality, time, and innovation of Lebanese businesses. Changing an organization's operational strategy is highly dependent on top management commitment as changing employees' behavior is challenging without the cooperation of the business's senior management. Both descriptive and cause-and-effect methods were used in this research, and data was gathered from Lebanon's businesses in May 2022 via a questionnaire. The survey was sent to more than 200 managers and supervisors, but only 184 answered. First, a correlation between variables was established and then a hypothesis was evaluated using multiple regressions to determine the tool's validity and reliability. According to the findings, Lebanese enterprises strongly apply TQM and competitive priority factors, and these variables have significant correlations. The competitive goals of Lebanese enterprises are also influenced by top management commitment, employee training, engagement, and continuous improvement.

Keywords: Continuous Improvement, Employee Engagement, Employee Training, Top Management Commitment, Total Quality Management (TQM) Practices.

I. INTRODUCTION

To remain competitive in today's economy, most businesses have either already implemented or are in the process of adopting comprehensive quality management strategies. Total Quality Management (TQM) is an improvement strategy that may be used for all aspects of an organization's interactions with its customers, employees, and other stakeholders. In today's hyper-competitive environment, businesses must contend with domestic and foreign competitors with extensive expertise in supplying clients globally with reasonably priced, excellent quality, and conveniently delivered items. Consequently, TQM may need to be monitored for enterprises to remain viable and comprehensive.

Since TQM has the potential to influence not just the quality of goods but also cost, time/speed, flexibility, and creativity, it may be argued that it is the essential instrument for establishing competitive priorities. According to Alamri (2014), there has been a significant shift in the business rivalry over the last several years. According to Ngambi (2015), companies' attempt to achieve competitive priorities ultimately results in improved sales and profitability. According to Prajogo (2008), the rise of competition on a worldwide scale has forced businesses to shift their strategy for operating their operations.

According to Zahari (2016), a TQM is currently perceived as a strategy implemented by managers in organizations to enhance overall performance throughout obtaining competitive priorities. It was mentioned by Talib (2013) that TQM has been more prevalent as one of the ways to assure improved goods and service quality, encourage continuous improvement, and ensure customer happiness. Sigei (2014) concluded that Total Quality Management is the primary strategy for top management to obtain and retain competitive priority, which ultimately leads to sustained competitive advantage. According to Anyango (2012), firms may gain an advantage over their rivals by establishing competitive priorities. Over many years, researchers have modified and expanded upon the TQM components and competitive priority elements lists. TQM's critical factors include top management commitment, employee training and empowerment, employee engagement and empowerment and recognition of employees, customer focus, and continuous improvement (Jaafreh, 2013).

Among the TQM components studied by Thai Hoang et al. (2006) were top management commitment, employee training, employee engagement, training and development, teamwork, customer focus, and process management, as well as an information and analysis system, strategic planning, open organization, and a culture of service. TQM features include management support and commitment, employee engagement and empowerment, information and communication, training and development, customer focus, and continuous improvement (Hussain, 2009).

Jerome (2013) includes TQM considerations such as strategic planning, customer focus, process control, and people management were all part of leadership. Firms compete in the market using one or more competitive priority criteria. Quality, cost, lead time, and flexibility are the four most important factors (Sadikoglu, 2014).

Walker (2009) and Jerome (2013) stated that several characteristics contribute to a company's capacity to compete, such as cost, quality, speed, delivery, and innovation, which
are critical to its overall competitiveness (Hoang, 2006). Businesses may differentiate themselves from one another based on these aspects. TQM seems to be critical to the company's performance. By executing all TQM aspects, it is feasible to establish competitive priorities (top management commitment, employee training, employee engagement and empowerment, employee reward and recognition, customer focus, and continuous improvement) (Almansour, 2015).

II. RESEARCH PROBLEM

Creating competitive priorities is one of the functions of TQM. Kline (2011) argued that organizations that don't follow TQM lose their competitive priorities. To determine competitive priorities and performance (Sarkees, 2009) stated that Total Quality Management must be reevaluated, and more studies should be done on the four competitive prioritization aspects: commitment, employee training; employee engagement; and continuous improvement.

III. LITERATURE REVIEW

A. The Impact of Top Management Commitment on Total Quality Management

Changing an organization's operational philosophy is highly dependent on top management commitment. Changing the behavior of employees in a company is very difficult without the cooperation of the business's senior management (Hussain, 2009). Top management's commitment to change has been cited as a critical factor in its success (Ngambi, 2015). It has also been noticed that the effectiveness of strategic changes in businesses is heavily influenced by the top management (Ngambi, 2015). In essential areas like quality management, product development, and innovation, top management significantly impacts significant changes (Sadikoglu, 2014). To go up the corporate ladder, employees must impress their managers at all levels of the firm.

Managers have a better chance of impressing shareholders when implementing total quality management systems. (Al-Damen, 2017). Consequently, workers at all levels will be more motivated and willing to contribute time and effort to a change initiative if senior management fully and credibly supports it (Al-Damen, 2017). The significance of top-level management commitment in conceiving, developing, and implementing TQM in businesses is well-documented. One theory is that a company's senior management's commitment to TQM is critical to implementation success (Prajogo, 2008). According to research, the efficiency of an organization's quality initiatives is impacted by the clarity of its quality objectives (Talib, 2013). The job of top management is to create clear objectives.

Employees are seen as significant assets when the top management adopts a participatory leadership style, fostering a sense of belonging and happiness throughout the workforce. According to Kline (2011), recruiting and training employees regularly and allowing them to participate in the company's operations are all ways to boost employee morale and productivity.

Corporate leaders are expected to inspire and encourage their workers by articulating their vision, offering a clear route for organizational objectives and purpose, and data exchange to guarantee that staff members are constantly up-to-date (Zahari, 2016), providing employees with the tools and training they need to execute at a high level. Leaders must keep a close eye on their workers' concerns and issues to effectively communicate and respond to them (Sigei, 2014).

In many studies, top management commitment has been determined to be an essential part of TQM and a crucial element in influencing employee performance.

B. The Impact of Employee Training on Total Quality Management

Many different forms of employee education fall under the broad umbrella of employee training. As stated by Falken reck (2010), all personnel should be trained to attain quality, and the goal of training is to acquire or update skills. This comprises technical abilities, supervisory and communication skills, new work practices, and customer interactions (Almansour, 2015). Training in overall quality management concepts, problem resolution, and teamwork is recommended. An employee's training should include instruction on utilizing high-quality tools and procedures.

According to Al-Damen (2017), training workers should include both job-related skills and behavioral skills to increase their capacity to provide higher-quality service. According to Chauke (2019), the learning process in TQM is a never-ending one. Training and development may help firms improve their employees' technical and professional capabilities. Training is an organized set of activities to develop an individual's required knowledge, skills, understanding, and motivation (Anyango, 2012). It's important to note that all workers, regardless of rank or position, should participate in training programs designed to help them develop their work-related competencies, including skills, attitude, and knowledge.

An investigation on the impact of five TQM practices on Turkish public hospital employees' performance had been conducted in the research of Anyango (2012). Top management commitment, customer focus, employee engagement, process management, and continuous improvement are the TQM techniques. Using a survey questionnaire administered at three public hospitals, the researchers gathered 200 valid replies to evaluate their predictions. The data were analyzed using hierarchical multiple regression, and the results showed that TQM elements have a considerable impact on workers' performance and that training has a moderating influence on this association.

C. The Impact of Employee Engagement on Total Quality Management

Personnel tends to learn new skills, appreciate the value of quality disciplines, and feel accomplished when they solve quality-related problems by engaging in quality improvement activities (Kline, 2011). Participation in quality improvement initiatives is essential to eliciting action (Talib, 2013). With the help of this program, workers may learn new skills, boost their self-esteem, and make a personal commitment to the success of their enterprises (Falkenreck, 2010). Because of this, a firm must have a system to promote, measure, and reward employee engagement. To avoid a disgruntled workforce, engagement must be increased, and quality
maintained (Anyango, 2012). Engagement of workers may help change employees' unfavorable attitudes and urge them to appreciate the value of product quality better.

All workers are involved in enhancing services via collaboration and quality workshops that identify the obstacles to performance excellence and collaborate to design suitable solutions and hear their feedback, as outlined by Ahmad (2003). According to Falkenreck (2010), management pays attention to and appreciates the contributions of every employee. According to Hussain (2009), employee engagement is the amount to which employees are active in quality-related activities. Regarding employee engagement, (Sigei, 2014) noted that it refers to how workers can contribute their ideas, skills, and effort to solving issues and making choices that influence their job. Employer participation, according to Falkenreck (2010), implies soliciting opinions from workers.

Self-control, autonomy, creativity, and innovation are expected to be emphasized more in TQM than just adhering to the terms of one's work contract (Sarkees, 2009). One of the seven TQM concepts is that engagement is essential for enhancing company quality alongside more challenging aspects. In his view, everyone, from the CEO to the shop floor worker, should be involved in developing and implementing changes. Design a structure and culture that will maximize effective participation of all workers in the pursuit of excellence” is the goal for senior management. If employees have a more significant say in management decisions, but their engagement in organizational structures is restricted, this might lead to tensions. Real potential exists for cooperation to bring about better collegial relationships among managers, decrease opposition to change owing to sectional interests, and reduce organizational rigidity.

Moreover, Policy implementation and task teams are the two most common forms of teams. Planning and strategy execution are the primary concerns of the former. They're there to determine whether the day-to-day tasks of each department's employees align with the company's goals and the programs that go along with them. Top management's perspective of what a company stands for and what it intends to accomplish, generally summed up in a mission statement, informs how teams approach change. The goal is not to develop statements that everyone agrees on but to clarify the organization's mission and how this translates into quality activities.

Quality and customer circles are examples of task teams with members from a single functional area, whereas quality improvement teams have a larger constituency to address cross-functional quality issues. Communication, understanding, and cross-functional problem-solving are all enhanced by forming teams. This results in more support for the offered solutions. A lack of sharing of ideas and information has contributed to a culture of self-reliance in the west, according to Falkenreck (2010), a management expert. In the same way, organic manure may fertilize and foster development if it is dispersed; knowledge can do the same if kept under wraps. Another argument for cooperation oriented to quality improvement is that better communication, trust, and open information sharing transform independence into interdependence.

Those who do the job are the ones who bear the brunt of responsibility for quality if TQM is used as its proponents claim. Motivating workers by encouraging them to find enjoyment in their job is considered to do this. This is further supported by the supervisory atmosphere, which discourages failure and encourages a hunt for failure. Individuals who are criticized for errors are unlikely to look for them, so teams accept responsibility, reducing the burden on individuals. TQM doesn't seem like a type of managerial brainwashing when used in teams (Chauke, 2019). More workers should be involved in decision-making in quality improvement teams, quality circles, and steering committees compared to non-TQM organizations. The experience with quality circles implies workers may choose not to engage in such groups, but this is linked to the wrong structures and believes that failure to develop the correct framework rather than employee opposition is the actual hurdle to participation.

Participation in these procedures also improves employees’ morale, work environment, and ability (Anyango, 2012). Consequently, the TQM concept comprises both production and employee relations parts, which exposes the conflicts between following laid-out instructions and promoting employee participation in the management process. While proponents of TQM have emphasized the theory's "hard" components, we've seen some attention devoted to the theory's "softer" aspects, and employee participation concerns are evident in the standard texts, whether openly or implicitly.

In terms of the extent of engagement, however, there is disagreement. When such procedures are conceptualized, it is seen in an unproblematic manner, with the premise that workers are eager to engage. It is not anticipated that such participation may generate additional concerns, for example, in industrial relations.

**D. The Impact of Continuous Improvement on Organizational Performance**

A common practice for continuous improvement in an organization's processes is establishing and implementing standards and procedures for processes and activities, maintaining performance indicators to measure process efficiency, self-assessment, audits, and other tools for performance evaluation and exposing and solving problems such as 5S, Kaizens and six sigma projects in addition to employee’s engagement in the continuous improvement process empowered by top management. Tena et al. (2001) say this is the most successful method. (Ahmad, 2003) defined continuous improvement as constantly seeking out new ways to enhance existing processes and, as a result, provide better results. Continuous improvements are a continuous endeavor to enhance the final goods or services, according to Jaafreh (2013). Since customers’ needs constantly change, continuous improvement relies on the idea that chances for growth and progress are never-ending. A system employs a set of procedures to generate a product or service. To maintain a high-quality system, this system must be constantly upgraded. To sum up, service design to implementation, which involves procedures and personnel, and progressing through breakthrough or incremental improvements over time are all part of the continuous
improvement administrative philosophy that deals with hurdles to enhancing service.

Organizational efficiency and product/service quality may benefit from continuous improvement, which is considered a strategic goal. Improving the company's performance; is a continuous process combining management and employee engagement. A company's ability to successfully execute continuous improvement depends on the participation of all employees, regardless of their position in the hierarchy (Al-Damen, 2017).

To increase performance, continuous improvement is an organization-wide planned change program that utilizes existing resources and is accomplished via progressive modifications (Walker, 2009). Changing and improving an organization's culture is contingent on having the ingredients necessary to be successful (Alamri, 2014). Service is more of a viewpoint than an actor (Sadikoglu, 2014). The healthcare industry is one of the essential pillars of the community, and it takes the combined efforts of all stakeholders, including healthcare workers, patients, and their families, to make improvements that will benefit the quality and efficiency of medical treatment Sarkees (2009) and Sigei (2014).

IV. METHODOLOGY

A. Sample Size

The analysis was conducted using a descriptive approach. The study aimed to examine the impact of Total Quality Management Practices on competitive priorities. The most efficient technique to thoroughly characterize an occurrence is using the quantitative methodology throughout distributing surveys using google forms for data collection.

The questionnaire was constructed based on the Likert Scale ranging from Strongly Disagree (1) to Strongly Agree (6). Over 200 respondents and 184 participants filled out the questionnaires. Managers, vice presidents, and workers of Lebanese companies will be the primary subjects of this study, which aims to determine the effects of TQM on competitive priorities.

B. Research Instruments

This part demonstrates the kind of data collection technique employed. Self-administered questionnaires collected most of the primary data from both respondents. Researchers gathered data and information on the participants' ages and their educational and professional backgrounds on long-term data and information.

C. Validity and Reliability

The validity and reliability analysis was conducted to test whether the collected data are valid and reliable based on an indicator called Cronbach Alpha. According to the rule of thumb, it can be noted that:

- If the Cronbach Alpha is lower than 0.5, then the collected data are not valid and reliable, and the data should be collected again
- If the Cronbach Alpha is between 0.5 and 0.7, the collected data are valid and reliable but contain some bias.

- If the Cronbach Alpha is higher than 0.7, the collected data is valid, reliable, and ready for statistical analysis.

D. Data Collection Procedures

Employees, managers, and vice presidents were given surveys by the researcher in person rather than by mail. The surveys were self-contained, and the participants had enough time to consider all the offerings.

The quantification of these metrics and the search for patterns of interaction between different kinds of data are done using data analyses. Data were evaluated using frequency tables, ratios, means, and standard deviation. To conduct both descriptive and inferential analyses, SPSS was employed. Open-ended questions were answered via the use of descriptive storytelling. Lebanese organizations' quality management was studied in conjunction with literature research to identify the effect of TQM.

V. FINDINGS

A. Top Management Commitment Descriptive Statistics

<table>
<thead>
<tr>
<th>TABLE I</th>
<th>Top Management Commitment Descriptive Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Min</td>
</tr>
<tr>
<td>Top management develops clear total quality goals.</td>
<td>184</td>
</tr>
<tr>
<td>Top management communicates all quality goals to employees</td>
<td>184</td>
</tr>
<tr>
<td>Top management develops policies based on the concept of total quality.</td>
<td>184</td>
</tr>
<tr>
<td>Top management acts as a guiding example for quality.</td>
<td>184</td>
</tr>
</tbody>
</table>

Source: Author Work.

Descriptive statistics are shown in Table I each respondent was asked to rate their agreement or disagreement on a scale from 1 (strongly disagree) to 6 (strongly agree), and the total number of responses was 184. It is easy to see that the average for each statement differed, and the analysis is broken down as follows:

According to most respondents, senior management sets clear, measurable quality objectives. According to the scale, they scored a mean of 5.08, which comes inside the agreed scale.

According to the mean response score of 5.08, survey participants also believed that senior management communicates all quality objectives to staff. An additional 5.08 percent of those polled said they agreed with management's use of overall quality in formulating policy. Most of those who took the time to comment agreed with this assertion. As a role model for quality, the company's top executives set the standard. According to the Likert scale, this statement has a mean of 5.18, which falls into the agree to the group.

Furthermore, respondents gave the statement Top management distributes the necessary resources for quality a score of 5.35, indicating that respondents agree that their managers do so. Participants also agreed that their manager's top management encourages excellent performance, scoring an average of 5.40 out of 6 in this category.
B. Employee Training Descriptive Statistics

<table>
<thead>
<tr>
<th>TABLE II: EMPLOYEE TRAINING DESCRIPTIVE STATISTICS</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization defines the need for training</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>5.09</td>
</tr>
<tr>
<td>The organization sets clear objectives for training</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.24</td>
</tr>
<tr>
<td>The organization chooses suitable training methods</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.34</td>
</tr>
<tr>
<td>The organization offers suitable resources for training</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>5.45</td>
</tr>
<tr>
<td>The organization gives quality training to all employees at all levels</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.01</td>
</tr>
</tbody>
</table>

Source: Author Work.

From the data shown in Table II, nearly everyone agreed that an organization defines training requirements. Because they got a mean of 5.09, which falls into the “agree” category on the scale utilized in the study.

Participants, who gave the organization an average score of 4.24, also agreed that the organization established clear training goals. Additionally, respondents gave the business an average score of 4.34 when asked whether it selects the most appropriate training techniques.

Most of those who took the time to comment agreed with this assertion. The company makes available the necessary tools for training. According to the Likert scale, this statement has a mean score of 5.45, which indicates an agreement with the statement.

Furthermore, respondents scored 4.01 on the statement, “The business provides quality training to all workers at all levels,” which indicates that respondents believe that the firm is offering quality training to all employees to improve their performance. They also agreed that training is evaluated objectively, with a mean score of 4.33 out of 6.

C. Employee Engagement Descriptive Statistics

<table>
<thead>
<tr>
<th>TABLE I: EMPLOYEE ENGAGEMENT DESCRIPTIVE STATISTICS</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization correlates constantly with employees</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.01</td>
</tr>
<tr>
<td>The organization provides open discussions based on objective criteria</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.04</td>
</tr>
<tr>
<td>The organization listens to employees’ suggestions.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.29</td>
</tr>
<tr>
<td>The organization values employee’s input.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.30</td>
</tr>
<tr>
<td>The organization uses an effective participation system.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.04</td>
</tr>
<tr>
<td>The organization provides an internal communication platform</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.00</td>
</tr>
</tbody>
</table>

Source: Author Work.

The data in Table III is based on questions on employee engagement. According to the scale utilized, most respondents agreed with the statement that the company continually corresponds with workers, with a mean score of 4.01. Open conversations based on objective criteria received respondents a mean score of 4.04.

Respondents scored a mean of 4.29 and stated that the company listens to their ideas. This increases employee engagement in the company's decision-making process. Most of those who took the time to comment agreed with this assertion. Since this statement has an average Likert score of 4.30, which indicates agreement, the company appreciates the input of its employees.

The company’s effective participation system received a score of 4.04 out of 6, indicating that respondents agree with the assertion that the business has an effective participation system to increase employee engagement. This latter point is supported by most of those surveyed, who scored a mean of 4.00 on the internal communication platform scale.

D. Continuous Improvement Descriptive Statistics

<table>
<thead>
<tr>
<th>TABLE IV: CONTINUOUS IMPROVEMENT DESCRIPTIVE STATISTICS</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization defines improvement goals.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.40</td>
</tr>
<tr>
<td>The organization establishes processes necessary for improvement.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>5.45</td>
</tr>
<tr>
<td>The organization relies on quality tools to improve performance.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.54</td>
</tr>
<tr>
<td>The organization compares improvement process outcomes with goals</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.57</td>
</tr>
<tr>
<td>The organization adjusts improvement plans according to feedback.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.58</td>
</tr>
<tr>
<td>The organization monitors all processes continuously.</td>
<td>184</td>
<td>1</td>
<td>6</td>
<td>4.60</td>
</tr>
</tbody>
</table>

Source: Author Work.

The results in Table IV are based on questions on continuous improvement. According to the scale employed, most respondents agreed with the statement that the company develops development objectives, with a mean score of 4.40 falling into the agree category.

With a mean score of 5.45, the respondents also agreed that the company provides mechanisms required for progress.

Participants gave the business an average score of 4.54 when asked if it focuses on excellent tools to boost performance. Most of those who took the time to comment agreed with this assertion. Since this statement's mean score is 4.57, which falls into the agree group on the Likert scale, the company compares the improvement process results with the objectives.

Furthermore, the statement received a score of 4.58 out of 6. Based on responses, respondents seem to believe that the company always makes changes to improvement goals based on input. Lastly, a median score of 4.60 indicates that respondents believe that the firm regularly checks all processes to ensure internal control and overall performance.

E. Cronbach Alpha Statistics

<table>
<thead>
<tr>
<th>TABLE V: VALIDITY AND RELIABILITY</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Priorities</td>
<td>0.820</td>
</tr>
<tr>
<td>Top Management Commitment</td>
<td>0.822</td>
</tr>
<tr>
<td>Employee Training</td>
<td>0.785</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>0.850</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>0.916</td>
</tr>
</tbody>
</table>

Source: Author Work.

Validity and reliability analyses were conducted to test the validity of the data collected based on an indicator called Cronbach Alpha. The above test shows that the competitive priorities variable scored (0.820), top management commitment scored (0.822), employee training scored (0.785), employee engagement scored (0.850), and continuous improvement scored (0.916), which means that
the data collected are valid and reliable and ready for statistical analysis.

VI. REGRESSION ANALYSIS

<table>
<thead>
<tr>
<th>TABLE VI: MODEL SUMMARY</th>
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<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), top management commitment, employee training, employee engagement, continuous improvement.

Source: Author Work

This model addressed independent variables, such as the level of commitment from senior managers and the quality of training provided to employees as well as their performance, all scored R (0.560), indicating that these factors have a 56 percent effect on employee performance and that only 44 percent of the variables are considered in this model. R2 is 31.4 percent, which suggests that the strength of the relationship between these independent factors and competitive performance is 31.4 percent.

<table>
<thead>
<tr>
<th>TABLE VII: REGRESSION MODEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unstandardized Coefficients</td>
</tr>
<tr>
<td>B (Constant)</td>
</tr>
<tr>
<td>Top Management Commitment</td>
</tr>
<tr>
<td>Employee Training</td>
</tr>
<tr>
<td>Employee Engagement</td>
</tr>
<tr>
<td>Continuous Improvement</td>
</tr>
</tbody>
</table>

Source: Author Work.

Regression analysis is used in this study to examine the link between the independent factors (such as top-level management commitment, training, and development, employee engagement, and continuous improvement) and the dependent variable (such as competitive priorities). There is a significant association between the independent factors and competitive priorities if the significance threshold is less than 0.05, according to the results of this study.

There is no support for the null hypothesis since all variables have a margin of error of less than 0.05. It is possible to construct the following equation:

\[ Y = A + BX1 + BX2 + BX3 + BX4 \]

Competitive Priorities = 1.64 + 0.507 top management commitment + 0.031 employee training + 0.108 employee engagement + 0.108 continuous improvement. This implies that:

- For every 1% increase in top management commitment, competitive priorities will increase by 50.7 units.
- For every 1% increase in employee training, competitive priorities will increase by 3.1 units.
- For every 1% increase in employee engagement, competitive priorities will be impacted by 10.8 units.
- For every 1% increase in continuous improvement, competitive priorities will increase by 10.8 units.

VII. SUMMARY OF THE FINDINGS

According to the research, organizations that put their workers' needs first and emphasized their satisfaction reaped the most benefits from a customer-focused strategy. Researchers found a substantial correlation between TQM and competitive priorities. Research has revealed that TQM is strongly and positively associated with competing priorities. Management generated a culture of curiosity and participation. At the same time as they were encouraging teamwork and focusing on product quality, management was also actively involved in quality control.

Findings from a study show that a high level of top management commitment is linked to an organization's competitive priorities. According to the regression analysis, there was a link between top management commitment and competing priorities. The organization has a strong emphasis on lifelong learning and development. It was also decided to put in place methods for establishing quality control and creating written work instructions. According to the study, there was a strong association between continuous improvement and competitive priorities.

Progress and performance are connected, according to regression analysis results in which the workforce is involved in all aspects of problem-solving, performance evaluation, and decision making. Employee engagement has been shown to increase productivity. Participation by employees improves performance, as shown by the regression analysis.

VIII. RESULTS AND DISCUSSION

TQM variables and each sub-variable of total quality management are highly implemented in Lebanese firms. According to this survey, employees in Lebanon's businesses are aware of the need to incorporate overall quality management components. In addition, evidence shows that continuous improvement has the highest acceptability, followed by employee recognition and awards, employee training, and top-level management participation.

The data also shows that employees agree on the optimal ways to apply the competitive priorities dimensions and the individual competitive priorities variables with a high degree of agreement. They're conscious that their company's competitive priority elements must be implemented, as shown by their management. The results also discovered significant to very high correlations between TQM sub-variables and competitive priority dimensions. Furthermore, the correlations between each sub-variables of total quality management and the competing priorities reveal a strong relationship between total quality management and total competitive priorities.

According to multiple regression analysis, comprehensive quality management impacts competitive priorities. According to the research, competitive goals in Lebanese companies were positively affected by employee empowerment, commitment, engagement, and training & development.

Employee empowerment had the most significant influence, followed by customer attention, reward, and recognition. Rewarding and acknowledging staff significantly influence business competitive priorities,
according to studies by Almansour (2015) and Hoang (2006). While Hussain (2009) disagreed with the current study’s conclusions that continuous improvement had a significant effect, this research demonstrated that top management commitment, employee engagement, training & development of competitive objectives had a considerable impact. More TQM factors have a substantial impact in addition to the results of employee empowerment, reward and recognition, and customer focus.

IX. CONCLUSIONS

According to the conclusions of this research, TQM is extensively employed in Lebanese companies. Managers in Lebanon are aware of the need to apply TQM variables. According to the results, there are strong links between the study’s TQM sub-variables and competitive priority dimensions. Strong to extremely strong correlations have been found between each of the total quality management sub-variables and the overall competitive priority dimension. There is a strong correlation between quality management and the company’s competitiveness. Top-level commitment, staff training, employee engagement, and continuous development from managers and workers have a high impact on competitors’ goals. The most effective way to improve customer service is to concentrate on the client and reward and recognize your personnel.

According to the conclusions of this study, firms should adopt whole quality management to obtain and preserve competitive advantages. TQM’s most crucial feature is employee empowerment, yet the survey finds that it is the least practiced in Lebanese firms. In light of the importance of employee empowerment, companies are recommended to give it more attention. According to the study's findings, companies should integrate employee empowerment, appreciation, and a focus on customers simultaneously.

In light of this, scholars and researchers are urged to implement TQM aspects like strategy planning and focus more on a specific sector in Lebanon. If the findings of this study can apply to other industries, further research is needed. It is impossible to extrapolate this research's findings to other countries since it was conducted in Lebanon. As a result, similar studies should be carried out in other countries, especially in Arab ones.

X. RECOMMENDATIONS

Companies should use TQM techniques to enhance performance, including putting the employees’ needs first. Increasing the degree of commitment of senior management to quality management in Lebanese companies is one way to improve performance. Organizations should utilize continuous improvement as a quality management method to improve their performance. Organizations should use employee engagement as a quality-control strategy.

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Ahmad Houssami Jbeily is experienced in Quality, Health and Safety and Environment management systems with a demonstrated history in leading multidisciplinary teams for total quality management and other management systems implementation to achieve industrial and business objectives.

Led implementation and maintenance of business compliance with ISO certificates such as 9001, 14001 and 45001. Lead auditor certified and practitioner including participation in first- and second-party audits at both local and corporate levels. Doctoral candidate and holds an MBA and BS in Business and Economics.