



The Role of Quality Management in Increasing Organizational Effectiveness in the Context of Universities

Aurel Mihail ȚÎȚU^{1,2,*}, Doina BANCIU², Alina Bianca POP³, Constantin OPREAN^{4,2}

¹ Lucian Blaga University of Sibiu, 10 Victoriei Street, 550024, Sibiu, Romania;  ORCID No. 0000-0002-0054-6535; mihail.titu@ulbsibiu.ro (corresponding author)

² Academy of Romanian Scientists, 3 Ilfov Street, 050094 Bucharest, Romania, banciu.doina@gmail.com

³ Technical University of Cluj-Napoca, 62A Victor Babes Street, 430083, Baia Mare, Maramures, Romania;  ORCID No. 0000-0002-4784-8485; bianca.bontiu@gmail.com

⁴ Lucian Blaga University of Sibiu, 10 Victoriei Street, 550024, Sibiu, Romania;  ORCID No. 0000-0002-1710-0660; constantin.oprean@ulbsibiu.ro

Received: July 11, 2024

Revised: July 20, 2024

Accepted: July 23, 2024

Published: July 25, 2024

Abstract: In the face of rapid change and increasing complexity in higher education, quality management (QM) is emerging as a useful tool for universities to adapt and optimize their processes. This paper emphasizes the importance of implementing effective QM systems in academic institutions, highlighting their significant impact on organizational effectiveness. The research aims to investigate how QM implementation can enhance efficiency within universities. It achieves this by analyzing current QM practices, identifying areas needing improvement, and proposing specific solutions. The study reveals a diverse range of QM approaches across institutions, reflecting their unique structures and processes. While many universities have initiated QM systems, the success and coverage of these initiatives vary. Key areas identified for potential improvement include decision-making transparency, interdepartmental communication, and the integration of student feedback. The research also highlights gaps, such as the lack of systematic QM implementation, unclear performance indicators, and difficulties adapting to rapid changes in higher education. The overarching message of this paper is that a well-implemented QM system can be a strategic asset for universities, supporting both academic and administrative processes. QM implementation has been shown to increase organizational efficiency, leading to improved academic processes, reduced administrative costs, and increased satisfaction among students and staff. The research findings underscore the need for continued investment and commitment to QM in higher education. By embracing QM principles and practices, universities can enhance their overall performance, adapt to evolving challenges, and provide a higher-quality educational experience. This research not only contributes to the existing knowledge base on QM in higher education but also provides practical recommendations for institutions seeking to improve their organizational effectiveness.

Keywords: Quality Management, Organizational Effectiveness, Management System, Academic Performance, Continuous Improvement.

Introduction

In the contemporary landscape of higher education, universities are confronting a multitude of intricate challenges. The pace of change is accelerating, demanding constant adaptation and a relentless pursuit of greater efficiency within these institutions. This dynamic environment has elevated Quality Management (QM) to a position of paramount importance. QM is now recognized as a fundamental component for streamlining processes, enhancing operational efficiency, and upholding rigorous standards of performance in higher education.

How to cite

Țîțu, A.M., Banciu, D., Pop, A.B., & Oprean, C. (2024). The Role of Quality Management in Increasing Organizational Effectiveness in the Context of Universities. *Journal of Knowledge Dynamics*, Vol. 1, No.1, p25-38. <https://doi.org/10.56082/jkd.2024.1.25>

The purpose for this research stems from the profound significance of establishing robust QM systems within universities. There exists a pressing necessity to delve into and comprehend the multifaceted ways in which QM can bolster organizational effectiveness within the distinct context of higher education.

A thorough examination of existing literature has revealed several key gaps that underscore the need for this study. Notably, there is a dearth of comprehensive analyses of current QM practices in universities. Moreover, there is a lack of systematic identification of the critical points that hinder organizational effectiveness, as well as a scarcity of concrete solutions aimed at optimizing university processes. This research is designed to address these gaps and, in doing so, make a substantial contribution to the understanding of current practices and the tangible impact of QM implementation on the overall effectiveness of universities.

The primary distinction of this research lies in its all-encompassing approach to exploring how QM can evolve into an indispensable strategic instrument within the university ecosystem. It goes beyond the conventional focus on academic aspects and extends its purview to encompass administrative facets as well. Consequently, this study will undertake a meticulous analysis of organizational effectiveness within a university setting, elucidating the multifaceted benefits that accrue from the implementation of a comprehensive QM system.

The overarching objectives of this research are threefold:

- To conduct a rigorous investigation of existing QM practices within universities.
- To identify and analyze critical points that impede organizational effectiveness.
- To propose a suite of specific, actionable solutions aimed at optimizing various university processes.

In achieving these objectives, this research will shed light on the profound impact that QM can exert on organizational efficiency within universities. The structure of this paper will follow a logical progression, commencing with an analysis of the current context, followed by a comprehensive literature review. Subsequently, the research methodology will be elucidated, paving the way for the presentation of the results and conclusions. This structured approach will culminate in the provision of a cohesive and insightful perspective on the multifaceted contributions of Quality Management within the complex and ever-evolving landscape of higher education.

Figure 1 briefly presents the structure of this paper.

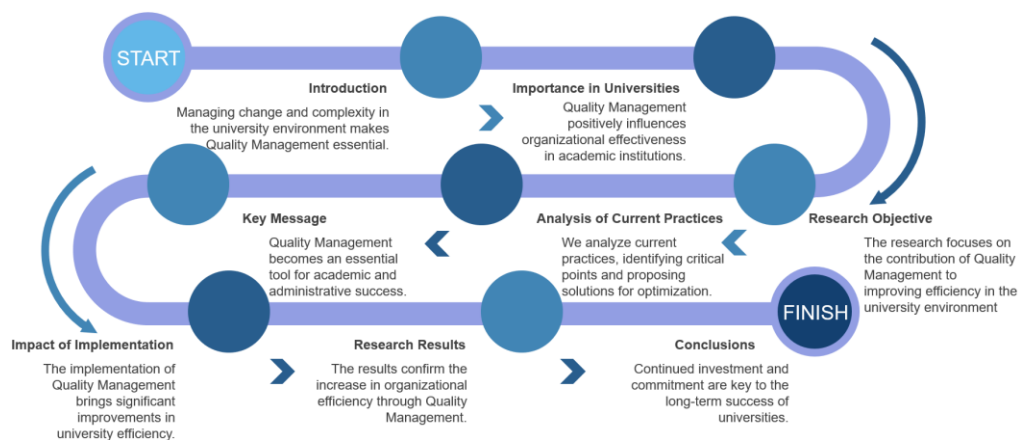


Figure 1. Structuring the content of the paper
 (Source: original contribution)

Literature Review

In the rapidly evolving landscape of higher education, presenting pertinent references not only brings to light diverse perspectives, theories, and practices related to quality management (QM) in universities but also serves to illuminate the current state of research in this dynamic field.

Saffar and Obeidat (2020) conducted a study investigating the impact of Total Quality Management (TQM) practices on employee performance within the Qatar Ministry of Interior. Their findings revealed that TQM practices, particularly when moderated by knowledge sharing, exert a considerable influence on employee performance. These insights offer valuable guidance for developing strategic initiatives aimed at enhancing employee performance through the adoption of TQM principles and the cultivation of a knowledge-sharing culture within organizations.

Seyfried and Pohlenz (2020) undertook an exploration of the effectiveness of quality assurance measures in German higher education institutions, employing a mixed-methods approach. Their research indicates that support from higher management and collaborative efforts with other institutions contribute positively to the perceived effectiveness of quality assurance initiatives. Furthermore, they found that the role of quality managers as promoters of QM correlates positively with effectiveness, while the imposition of sanctions and the perception of quality assurance as an administrative burden yield negative correlations.

In one study, Abbas (2020) delved into the intricate relationship between Total Quality Management (TQM), Corporate Sustainability (CS), and Knowledge Management (KM) within Pakistani organizations. The results demonstrate that TQM exerts a substantial influence on CS, with KM partially mediating this relationship. However, the study also reveals that TQM has a minimal impact on knowledge creation, and KM demonstrates a negligible connection with environmental sustainability. These findings provide valuable insights for management seeking to enhance sustainability outcomes through the strategic implementation of TQM and KM practices.

In a separate study, Abbas (2020) examined the interplay between Total Quality Management (TQM), Corporate Green Performance (CGP), and Corporate Social Responsibility (CSR) within the manufacturing sector in Pakistan. The research indicates that TQM has a positive impact on both CGP and CSR, with CSR acting as a partial mediator in this relationship. Notably, the study also highlights the consistent importance of TQM across firms of varying sizes in achieving CGP objectives, although the levels of CSR may differ. Furthermore, the study underscores the crucial role of government support in enabling firms to successfully realize their CGP goals.

Ali, Hilman, and Gorondutse (2020) conducted a study exploring the impact of entrepreneurial orientation (EO), market orientation (MO), and total quality management (TQM) on the organizational performance of small and medium enterprises (SMEs) in Saudi Arabia. Their research revealed that TQM is the most significant contributor to organizational development, followed by EO and MO. This study offers valuable insights to SME owners, practitioners, and academics seeking to implement effective TQM practices, thereby enhancing organizational performance and competitiveness within the market. Additionally, it contributes to the existing body of knowledge on EO, MO, TQM, and SME performance in developing countries.

Syakur et al. (2020) investigated the influence of sustainability communication, bureaucratic structure, and public support on policy implementation and the fulfillment of the Three Dharma (Tri Dharma Perguruan Tinggi) in higher education. Their findings suggest that communication and organizational culture directly impact leadership styles, cooperation, trust, and organizational commitment among lecturers. Moreover, work trust was found to have a positive effect on organizational commitment. This research

offers valuable insights into the intricate relationships between communication, organizational culture, and lecturer outcomes in the context of executing educational mandates.

Yin et al. (2020) conducted a study examining the correlation between perceived stress and self-efficacy among university teachers in China. Their research revealed negative correlations with organizational inadequacy and new challenges, indicating that these factors contribute to increased stress levels. The study also highlighted significant differences across institution tiers, suggesting potential avenues for enhancing self-efficacy among university teachers.

Koo et al. (2020) explored the relationships between emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention within the hotel sector. Their findings indicate that rewards significantly influence these factors, with job satisfaction and burnout acting as mediators in these relationships. This research provides valuable insights for the development of effective reward systems aimed at improving employee well-being and performance within the hotel industry.

Purwanto et al. (2020) examined the impact of hard skills, soft skills, organizational learning, and innovation capabilities on the performance of lecturers in Islamic Universities in Indonesia. Using a sample of 244 respondents, their study found that all these variables positively affect lecturer performance, with soft skills exerting the most significant influence. Based on these findings, the study proposes a model to enhance these skills, thereby contributing to the preparedness of lecturers for the challenges of Education 4.0.

Gallardo-Gallardo et al. (2020) emphasized the challenges that companies face in attracting, developing, and retaining talent, underscoring the underappreciation of organizational context in talent management research. They introduced a special issue dedicated to understanding how contextual factors influence the conceptualization, implementation, and effectiveness of talent management practices. The article provides an overview of previous research in this area and offers valuable suggestions for improving contextualized talent management research.

Al-Zoubi et al. (2023) conducted a study in Jordanian universities spanning the years 2021-2022, examining the impact of Total Quality Management (TQM) implementation on faculty members' perceptions of community service. Their findings revealed a positive correlation between TQM implementation and faculty members' positive views of community service. The study involved 415 faculty members and found no significant differences based on gender, years of experience, or academic rank. However, notable differences were observed across different colleges and countries of graduation, suggesting that these factors may play a role in shaping perceptions of community service in the context of TQM implementation.

Ngoc et al. (2023) conducted a comparative analysis of the impact of accreditation policies on quality assurance activities in 20 public and private universities in Vietnam. Their research highlighted the advantages and disadvantages of different accreditation approaches, shedding light on the diverse landscape of quality assurance in Vietnamese higher education. The study suggests that incorporating international universities into the accreditation process could foster greater competition, cooperation, and improve the quality assurance mechanisms within Vietnamese higher education institutions.

Albloushi et al. (2023) investigated the influence of Total Quality Management (TQM) on Corporate Sustainable Development (CSD) in manufacturing firms, with a particular focus on the mediating role of Green Innovation (GI). Utilizing a time-lagged design and structural equation modeling, their research revealed a significant positive impact of TQM on CSD, with GI acting as a full mediator in this relationship. This study offers valuable insights for both managers and policymakers, presenting a novel approach to

incorporating sustainability into TQM practices within the context of emerging economies.

Amaral and Norcini (2023) examined the challenges inherent in quality assurance strategies, accreditation, and licensure within the domain of health professions education, focusing on Brazil and the United States. Their paper emphasizes the need for clearly defined goals, competency-based education, and robust research to enhance the effectiveness of accreditation and licensure programs. By addressing these challenges, the authors propose, it is possible to improve the overall quality of health professional education and ensure that graduates are equipped with the necessary skills and knowledge to meet the demands of the healthcare field.

Acquah et al. (2023) explored the integration of green manufacturing practices with total quality management (TQM) to achieve sustainable outcomes within firms. Drawing upon institutional and stakeholder theories, their study examined how green procurement, product innovation, and process innovation contribute to enhanced organizational legitimacy and improved access to finance, with TQM acting as a mediator in these relationships. These findings offer valuable insights for managers seeking to effectively integrate environmentally friendly practices into their operations and achieve both sustainability and financial success.

Yusuf (2023) conducted a meta-analysis that revealed a significant and robust effect of Total Quality Management (TQM) on the quality of higher education across multiple countries. The study analyzed 26 studies and found a substantial effect size, supporting the widespread adoption of TQM in higher education settings. The results also serve to reinforce existing theories regarding the positive influence of TQM on educational outcomes. Additionally, the absence of publication bias in the meta-analysis further strengthens the reliability and generalizability of the findings, confirming the positive impact of TQM on higher education quality across diverse contexts.

Building upon these identified references, we will now develop an exploration of current practices within universities, with a particular focus on relevant trends and issues pertaining to quality management in higher education.

Methodology

Analysis of current practices in universities

A comprehensive examination of current practices within universities reveals a diverse array of approaches to implementing quality management (QM). This diversity is a natural reflection of the unique structures, organizational cultures, and operational processes that characterize each higher education institution. While many universities have undertaken initiatives to implement QM systems, the degree of success and the extent of coverage of these initiatives vary considerably (Figure 2).

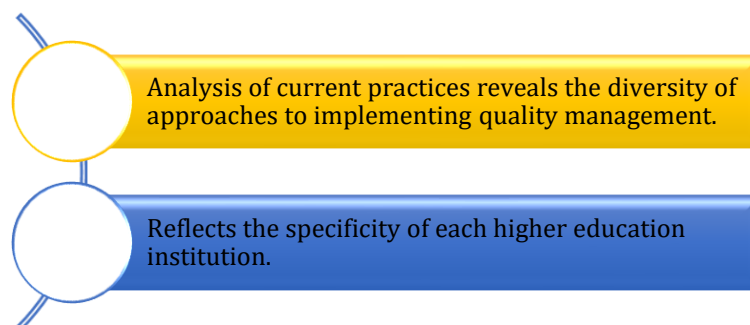


Figure 2. Diversity in Quality Management Implementation
(Source: original contribution)

Within these institutions, a wide range of practices have been observed across both academic and administrative processes. These practices encompass a broad spectrum, from curriculum management and the evaluation of teaching effectiveness to student admissions processes and the provision of student services. Given that these practices are foundational to the overall quality of the educational experience, it is imperative that they undergo thorough analysis and, where necessary, be refined and enhanced (Figure 3).

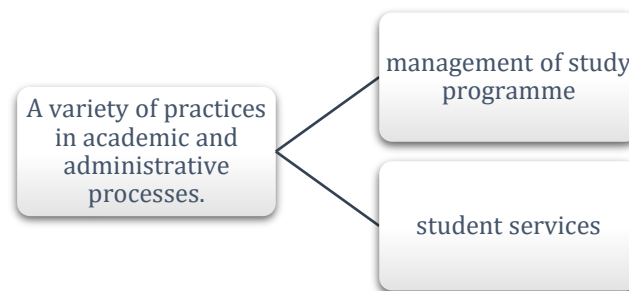


Figure 3. Varied Practices in Academic and Administrative Processes
(Source: original contribution)

Several key areas have emerged as potential candidates for improvement. These include, but are not limited to, the transparency of decision-making processes, the efficacy of communication channels between different departments and hierarchical levels within institutions, and the more effective integration of student feedback into the evaluation and continuous improvement processes (Figure 4).

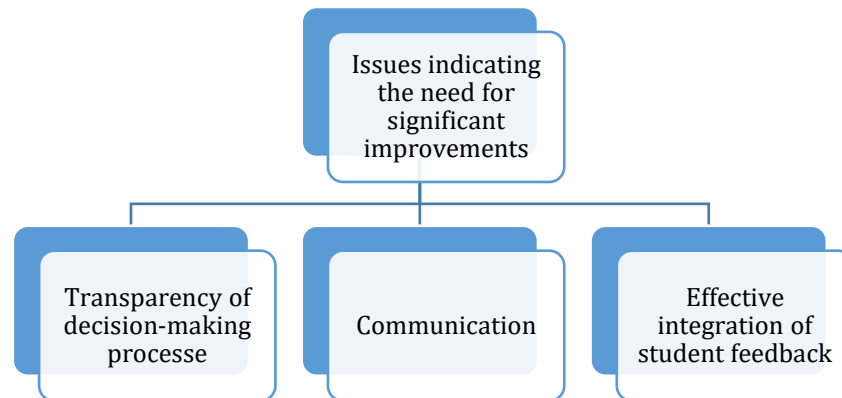


Figure 4. Need for Improvement
(Source: original contribution)

Concurrently, several gaps have been identified, underscoring the need for extensive research in this domain. These gaps may manifest as a lack of a systematic and comprehensive approach to implementing QM, the absence of clearly defined and measurable performance indicators, or difficulties in adapting QM frameworks to the rapidly changing landscape of higher education. Research in this area has the potential to unveil significant discrepancies between established policies and actual practices, as well as challenges in ensuring a harmonious alignment between academic aspirations and administrative objectives (Figure 5).

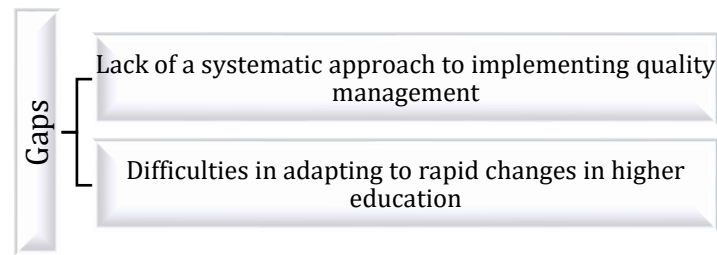


Figure 5. Identifying Gaps
(Source: original contribution)

By meticulously analyzing these existing practices, identifying areas where enhancements can be made, and pinpointing the gaps that require further investigation, this research aims to provide a comprehensive and nuanced overview of the current state of quality management in universities. This, in turn, will contribute to the development of a robust and adaptable strategic framework designed to facilitate continuous quality improvement within the realm of higher education (Figure 6).

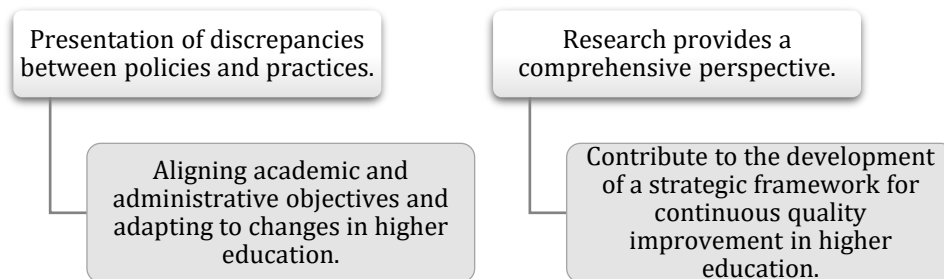


Figure 6. Research Contribution
(Source: original contribution)

Identifying critical points in organizational effectiveness

The identification of critical points within the organizational effectiveness of universities is a process of paramount importance in the effective management and continuous enhancement of the performance of these intricate institutions. By conducting a meticulous and in-depth analysis of the multifaceted aspects of organizational functioning, it becomes possible to illuminate specific areas that constitute vulnerabilities or pose potential impediments to the attainment of the institution's overarching goals and objectives.

In the initial stages of this identification process, a primary focus is placed on scrutinizing organizational structures and the intricate network of internal processes that underpin the university's operations. This encompasses a comprehensive examination of the mechanisms by which decisions are formulated and executed, the efficacy of communication channels that facilitate interactions between diverse departments and hierarchical levels within the institution, and the overall efficiency of the administrative processes that govern the university's day-to-day activities. For instance, a lack of seamless coordination between departments or the presence of excessive bureaucratic red tape can emerge as critical points that significantly impede the fluidity and efficiency of the organizational machinery.

A comprehensive analysis of the pivotal issues that exert a substantial influence on organizational effectiveness extends beyond structural and procedural considerations. It

encompasses a rigorous assessment of both academic and administrative performance, a meticulous evaluation of the utilization of financial and human resources, and a thorough examination of the degree to which strategic objectives are aligned with the day-to-day practices of the institution. Additionally, it is of paramount importance to analyse the feedback provided by students and to gauge their overall levels of satisfaction, as they are the primary beneficiaries of the educational process, and their perspectives offer invaluable insights into the efficacy of the institution's endeavors.

The imperative for intervention through the strategic implementation of Quality Management (QM) becomes unequivocally evident when specific critical points are identified that exert a detrimental effect on the organizational effectiveness of the university. A meticulously designed and effectively implemented QM system can furnish the institution with an array of indispensable tools to address these identified issues. It can provide a clear and well-defined framework for the systematic improvement of processes, foster a pervasive culture of quality throughout the institution, and empower the university to navigate the complexities of the modern educational landscape with agility and resilience (Figure 7).

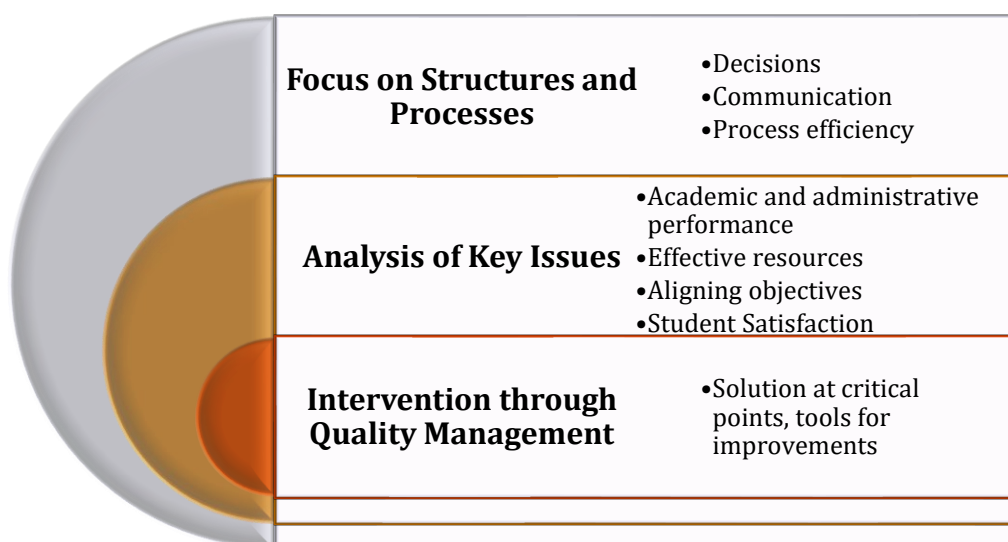


Figure 7. Identifying critical points in organizational effectiveness
 (Source: original contribution)

In summary, a comprehensive evaluation of the organizational effectiveness of universities necessitates a meticulous examination of their underlying structures, intricate processes, and overall performance. This holistic analysis serves to illuminate key areas that are ripe for enhancement. The strategic implementation of Quality Management (QM) emerges as a pivotal intervention, providing a structured framework and a toolkit of methodologies to effectively address these critical points. By embracing QM, higher education institutions can proactively navigate challenges, optimize their operations, and ensure their continued advancement in an ever-evolving educational landscape.

Propose solutions for optimizing university processes

The formulation of solutions aimed at optimizing university processes represents a particularly significant stride toward enhancing the overall performance of higher education institutions. These solutions necessitate meticulous crafting, ensuring they are specifically tailored to address the unique needs and challenges that have been identified

through an exhaustive review of relevant literature and the rigorous analysis of research findings. Furthermore, it is imperative that these solutions are carefully contextualized within the specific environment of higher education. Among the potential solutions that can be proposed, the following warrant particular consideration:

Implementation of an Integrated Quality Management System:

The establishment of a comprehensive and integrated Quality Management System (QMS) would encompass all pertinent facets of university processes, spanning the entire spectrum from academic program management to administrative operations. This holistic system would facilitate the effective monitoring of performance across various dimensions, provide a suite of tools for the systematic collection and analysis of feedback from diverse stakeholders, and ensure the continuous alignment of university processes with the institution's overarching strategic objectives.

Development of a Performance Evaluation Framework:

The creation of a robust performance evaluation framework for both teaching and administrative staff is of paramount importance. This entails the establishment of a transparent and equitable framework that allows for the comprehensive evaluation of the performance of all personnel. The framework should incorporate relevant indicators that assess the quality of teaching, contributions to research endeavors, and engagement in academic and community service activities. By conducting regular evaluations based on this framework, universities can foster a culture of recognition and reward for exceptional contributions while simultaneously identifying and addressing any critical areas that require improvement.

Integration of Modern Technologies:

The integration of innovative educational and administrative technologies into both teaching-learning processes and administrative operations has the potential to significantly enhance efficiency and transparency within the university. Digital platforms, sophisticated data analysis tools, and comprehensive information management systems can play a pivotal role in facilitating seamless access to information, enabling effective communication channels, and empowering informed decision-making at all levels of the institution.

Promotion of a Quality Culture:

Fostering a culture of quality within universities necessitates the active involvement and commitment of all stakeholders. This can be achieved through a multi-pronged approach that includes the provision of comprehensive training sessions for both academic and administrative staff, the encouragement of student participation in decision-making processes, and the creation of an open and inclusive environment that nurtures the free exchange of ideas and encourages innovation.

Implementation of a Two-Way Feedback System:

The establishment of an effective two-way feedback system is essential to ensure that both students and staff have many opportunities to provide valuable suggestions and comments on various university processes. This feedback should be systematically collected, carefully analyzed, and utilized as a catalyst for continuous improvement. By incorporating feedback into the decision-making process, universities can enhance the responsiveness and effectiveness of their operations.

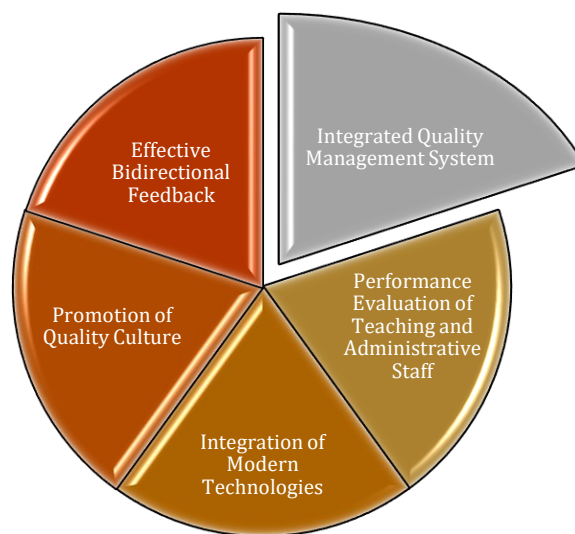


Figure 8. Solutions for optimizing university processes
(Source: original contribution)

Through the strategic implementation of these concrete and actionable strategies, a comprehensive and comprehensive approach, meticulously tailored to the specific context of higher education, is proposed. This approach aims to optimize university processes across the board, thereby ensuring a consistently high quality of educational experience for all students (Figure 8). The implementation of Quality Management in this comprehensive manner serves as an indispensable pillar for achieving these ambitious objectives and for maintaining an educational environment that is not only efficient but also equitable and responsive to the needs of all stakeholders.

Results and discussion

A meticulous analysis of the collected information unveiled a series of noteworthy concerns pertaining to both the prevailing practices within universities and the profound influence that the implementation of Quality Management (QM) exerts on organizational effectiveness. The existing practices underwent a rigorous and comprehensive examination, with a particular emphasis on elucidating areas that are ripe for enhancement and pinpointing critical points within the intricate framework of organizational functioning.

The analysis unequivocally confirmed the existence of a compelling and urgent need for intervention within universities to streamline and optimize their processes, thereby maximizing organizational efficiency. The empirical data gleaned from the research unequivocally demonstrated that the implementation of a well-structured and comprehensive Quality Management system engenders a substantial and positive impact on efficiency, as evidenced by the marked improvement in both academic and administrative processes within the institutions under study.

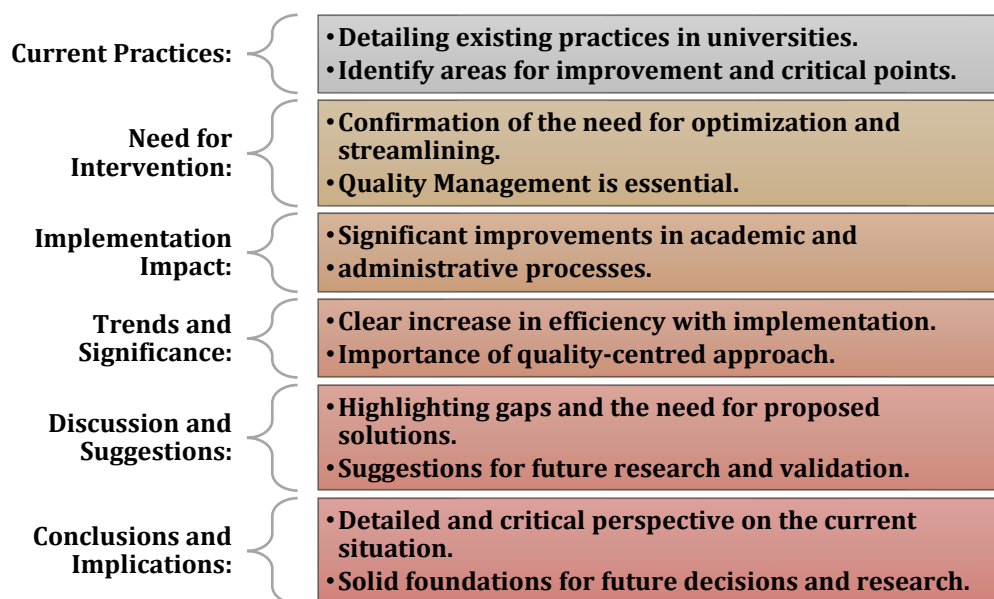
The observed trends within the data consistently indicated a pronounced upswing in organizational efficiency following the successful implementation of Quality Management, underscoring its transformative potential. The significance of these results cannot be overstated, as they serve to bolster the compelling argument in favor of embracing a quality-centric approach within the university environment. Such an approach, grounded in the principles and practices of Quality Management, holds the promise of unlocking

significant improvements in the overall performance and effectiveness of higher education institutions.

The ensuing discussions surrounding the research findings shed light on several gaps and inconsistencies that persist within current practices. These discussions underscored the pressing need to address these deficiencies through the strategic implementation of the solutions that have been meticulously outlined in the preceding section. Furthermore, the discussions delved into potential avenues for future research to rigorously validate the findings of this study and to further expand our understanding of the multifaceted impact of Quality Management within the unique context of universities.

In summation, the comprehensive analysis of the results and the ensuing discussions collectively provide a detailed, nuanced, and critical overview of the current situation and the far-reaching implications of implementing Quality Management within universities. This comprehensive body of knowledge serves as a robust foundation for informed decision-making, guiding future research endeavors in this vital field, and empowering universities to embrace a quality-oriented approach that will drive continuous improvement and enhance their overall effectiveness in fulfilling their educational mission.

Figure 9 briefly presents these discussed issues.



*Figure 9. Analysis and Impact of Quality Management in Universities
 (Source: original contribution)*

Conclusions

The overarching objective of this research endeavor was to conduct a comprehensive assessment and to elucidate the profound impact of Quality Management (QM) within the specific context of higher education institutions, with a particular emphasis on its influence on organizational effectiveness. The results unequivocally affirm that the implementation of a meticulously designed and strategically executed approach to Quality Management can yield substantial and far-reaching improvements in universities. These improvements manifest in the optimization of both academic and administrative processes, thereby enhancing the overall efficiency and effectiveness of the institution.

This research paper makes a notable and significant contribution to the existing body of knowledge pertaining to the role and impact of Quality Management in the university environment. By undertaking a rigorous analysis of current practices, identifying critical points that impede effectiveness, and proposing a range of specific and actionable solutions, this paper provides a comprehensive and holistic framework for higher education institutions that are committed to the pursuit of continuous improvement in their organizational effectiveness.

From a theoretical standpoint, this research serves to consolidate and strengthen the existing literature on Quality Management within the context of universities. It does so by providing robust empirical evidence that substantiates the beneficial impact of QM on various facets of university operations. From a practical perspective, this research offers higher education institutions a wealth of valuable insights and actionable recommendations that they can readily leverage to implement new Quality Management systems or to refine and enhance existing ones, with the goal of maximizing their organizational effectiveness.

Looking towards the future, this research opens a multitude of promising avenues for further exploration and investigation. Future studies could delve deeper into the nuanced and context-specific implementation of Quality Management across a diverse range of universities, encompassing institutions of varying sizes, types, and cultural contexts. Additionally, there is a compelling need to investigate the long-term consequences of adopting QM, examining its adaptability and resilience in the face of societal changes, and evolving educational landscapes. Conducting detailed analyses of user feedback and tracking the long-term outcomes of QM implementation can provide a more comprehensive and nuanced understanding of the sustainable impact of QM within the complex and dynamic environment of the university setting.

With the wealth of findings presented in this paper, not only have the initially proposed objectives been successfully achieved, but new and exciting directions have been opened for future research endeavors within the burgeoning field of Quality Management in Higher Education. These findings, coupled with the insights and recommendations presented herein, have the potential to spark further innovation and advancement in the field, leading to a higher standard of quality and effectiveness in universities worldwide.

References

- Abbas, J. (2020). Impact of total quality management on corporate sustainability through the mediating effect of knowledge management. *Journal of Cleaner Production*, 244, 118806. <https://doi.org/10.1016/j.jclepro.2019.118806>
- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458. <https://doi.org/10.1016/j.jclepro.2019.118458>
- Acquah, I. S. K., Baah, C., Agyabeng-Mensah, Y., & Afum, E. (2023). Green procurement and green innovation for green organizational legitimacy and access to green finance: The mediating role of total quality management. *Global Business and Organizational Excellence*, 42(3), 24-41. <https://doi.org/10.1002/joe.22183>
- Albloushi, B., Alharmoodi, A., Jabeen, F., Mehmood, K., & Farouk, S. (2023). Total

- quality management practices and corporate sustainable development in manufacturing companies: the mediating role of green innovation. *Management Research Review*, 46(1), 20-45. <https://www.emerald.com/insight/content/doi/10.1108/MRR-03-2021-0194/full/html>
- Ali, G. A., Hilman, H., & Gorondutse, A. H. (2020). Effect of entrepreneurial orientation, market orientation and total quality management on performance: Evidence from Saudi SMEs. *Benchmarking: An International Journal*, 27(4), 1503-1531. <https://doi.org/10.1108/BIJ-08-2019-0391>
- Al-Zoubi, Z., Qablan, A., Issa, H. B., Bataineh, O., & Al Kaabi, A. M. (2023). The degree of implementation of total quality management in universities and its relationship to the level of community service from the perspectives of faculty members. *Sustainability*, 15(3), 2404. <https://doi.org/10.3390/su15032404>
- Amaral, E., & Norcini, J. (2023). Quality assurance in health professions education: role of accreditation and licensure. *Medical Education*, 57(1), 40-48. <https://doi.org/10.1111/medu.14880>
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: context matters. *The International Journal of Human Resource Management*, 31(4), 457-473. <https://doi.org/10.1080/09585192.2019.1642645>
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020). Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 21(4), 371-401. <https://doi.org/10.1080/1528008X.2019.1663572>
- Purwanto, A. (2020). Six sigma benefit for Indonesian pharmaceutical industries performance: a quantitative methods approach. *Systematic Reviews in Pharmacy*. Available at SSRN: <https://ssrn.com/abstract=3986853>
- Saffar, N. A. G. A., & Obeidat, A. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*, 10(1), 77-90. <https://doi.org/10.5267/j.msl.2019.8.014>
- Seyfried, M., & Pohlenz, P. (2020). Assessing quality assurance in higher education: quality managers' perceptions of effectiveness. In *Impact Evaluation of Quality Management in Higher Education* (pp. 24-37). Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429293276-3/assessing-quality-assurance-higher-education-quality-managers-perceptions-effectiveness-markus-seyfried-philipp-pohlenz>
- Syakur, A., Susilo, T. A. B., Wike, W., & Ahmadi, R. (2020). Sustainability of communication, organizational culture, cooperation, trust, and leadership style for lecturer commitments in higher education. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 1325-1335. <https://doi.org/10.33258/birci.v3i2.980>
- Tien, N. H. (2023). Factors affecting the quality of relationship between private service providers and public institutions in Vietnam. *International Journal of Public Sector Performance Management*. https://www.researchgate.net/profile/Hoang-Tien-Nguyen-2/publication/370105231_Factors_affecting_the_quality_of_relationship_between_private_service_providers_and_public_institutions_in_Vietnam/links

[/643f88f91b8d044c633401b5/Factors-affecting-the-quality-of-relationship-between-private-service-providers-and-public-institutions-in-Vietnam.pdf](#)

Yin, H., Han, J., & Perron, B. E. (2020). Why are Chinese university teachers (not) confident in their competence to teach? The relationships between faculty-perceived stress and self-efficacy. *International Journal of Educational Research*, 100, 101529. <https://doi.org/10.1016/j.ijer.2019.101529>

Yusuf, F. A. (2023). Total quality management (TQM) and quality of higher education: A meta-analysis study. *International Journal of Instruction*, 16(2), 161-178. <http://repository.lib-binabangsa.ac.id/id/eprint/6/>