



## Impact and nature of Total Quality Management practices on performance of and employee effectiveness as an important variable

**Sami Abdullah Kadhim**

General Directorate of Education of Al-Qadisiyah  
[sami.a.kadhim@qu.edu.iq](mailto:sami.a.kadhim@qu.edu.iq)

**Abstract:** We must emphasize the importance of monitoring the dimensions of Total Quality Management (TQM) (Reliability (RE), Performance (PE), and Empathy (EM)) according to specific and clear considerations that benefit projects within the Babylon Chamber of Commerce (BCC). Quality in projects is indispensable and cannot be overlooked, as it is the primary factor in stability. Our research was meticulous, leaving no detail unexamined. The researcher was aware of the unique technical and beneficial nature of his work. The researcher began working with (116) employees at the Babylon Chamber of Commerce, collecting (110) data points, while (6) were incomplete. SPSS was primarily used to analyze the results. The three hypotheses were successfully tested.

**Keywords:** TQM, Reliability, Performance, Empathy, BCC.

### 1. Introduction

It is impossible to avoid any approach that deviates from (TQM), and its benefits are not fixed but rather evolving in a way that maximizes its potential (Li et al., 2024). Therefore, only three dimensions were adopted: (RE, PE, EM) (Pakoksung et al., 2025). We will not delve too deeply into our work, but will focus on the impact of (TQM) on (BCC). It was a demanding task in every aspect, aimed at finding positive results for the proposed hypotheses (3) (Rahayu & Candra, 2023). This study was entirely focused on maximizing its positive impact (Sinclair et al., 2023). TQM is based on a comprehensive approach to finding the right technology for BCC, rather than relying on specific, shortened research methods or principles (Psarommatis & May, 2023). Its effectiveness will prove beneficial to projects, leading to profits and positive changes for employees (Valia Yoga Pudya Ardhana & Mulyodiputro, 2023). Responses of the selected sample of employees to the questionnaire alerted us to the need for a proactive approach. We ask respondents to take their time and not answer randomly, but rather to read the paragraphs carefully before answering (Aktaa et al., 2023). Furthermore, we actively contribute to studying their diverse interests, which impact their livelihoods, health, and aspirations, all of which have become essential (Gimerská et al., 2023). This is due to the disagreement on all its aspects and details, leaving no room for error, no matter how small (Bierbaum et al., 2025). This is evident in their ability to move smoothly through work with evident care and confidence, qualities that are no less important than others (Mattia, 1862). We must cultivate collaboration among employees as our primary, indeed paramount, priority, regardless of other considerations (Mamat et al., 2023). Previous studies were not fair; they had



gaps (Hart & Rodgers, 2024). Therefore, we needed to identify these gaps and find the best way to address them. This relates to our research (Hamzah et al., 2024). The research problem lies in finding solutions to improve the efficiency of the Babylon Chamber of Commerce compared to other projects, and in identifying the desired goals and benefits (Sudrajat et al., 2024).

## 2. Theoretical Research

### 2.1 Total quality management

#### 2.1.1 Reliability

It directs the placement of equipment or the performance of a required task to be carried out with consistent success and to avoid any cause of failure within a short period and in a specific circumstantial situation (Saarikallio & Tyrväinen, 2023). In light of the evolving landscape of intense competition among organizations in countries experiencing rapid development (Dul et al., 2023). It won't be slow, it has been deemed necessary to consider the information sector of the study, to establish principles and organize the various types of planned fees and the accompanying modernization (Al-refaei et al., 2024). Based on development and the principle of efficiency through continuous and beneficial training and programs, and without allowing any disruption to production growth. In addition to the role of technology in research and development, establishing a headquarters encompasses a range of social and financial activities (Nishan et al., 2024). However, many types of previous studies may fail to produce results that convince organizations to proceed with them (Bonfanti et al., 2023).

#### 2.1.2 Performance

A comprehensive measure that demonstrates the importance and involvement of citizens' competence in completing tasks, building clear strategic goals, and accurately converting inputs into outputs (Campbell-Platt, 2009). Performance has long been linked to leadership, but certain essential elements must be considered (Bayram et al., 2023). A leader without goals and methods directly connected to leadership is insufficient. Understanding how to create value in performance and establish strengths and capabilities is crucial; conversely, one will gradually distance oneself until one finds oneself outside the path of failure (Ramadan et al., 2024). The wisdom of performance, being linked to more than one person, and its integration with certainty. Auditions, coupled with the necessary presence and willpower, are the gateway to success (Sanjani et al., 2024). Individuals will not have a fixed share of the responsibilities and duties, and this inevitably leads to a strong and apparent ambition (Redine et al., 2023).

#### 2.1.3 Empathy

The first leader's involvement in management involves understanding the team's perspectives and feelings, and consistently supporting them intelligently and emotionally (Guerola et al., 2024). A balanced approach is needed to ensure that the principles of the work are fully implemented among the individuals, fostering loyalty, trust, and high-quality output (Salarian et al., 2023). Empathy is more than just seeing and understanding the other person's perspective (Sahoo et al., 2024). It involves receiving the desires of others and then guiding them away from wrongdoing (Boulhaga et al., 2023). This fosters a foundation of empathy that is constantly and continuously nurtured



(Kadhim & Ahmad, 2019). Spending time empathizing with individuals will give them a sense of purpose and provide them with multiple reasons to embrace inclusivity and faith (Kadhim & Ahmad, 2021). In this state, an empathetic manager feels stable (Kadhim & Ahmad, 2022). The researcher indicates that the best manager is the one who is stable, kind, and cooperative (Kadhim & Hani, 2024). They find empathy in their team, and they find that employees feel job security and tangible care (Kadhim & Jassmy, 2024). Working collaboratively and ensuring psychological safety are crucial; however, empathy will become less important if it ultimately fails to play an effective role (Kadhim & Habeeb, 2024). This is because everyone will experience a lack of security and a decline in overall professional development if the team falters (Kadhim & Atiyah, 2024). The researcher concluded by saying that if workers are asked to give their best in encouraging creative thinking, then you must ensure the availability of opportunities and provide higher value in empathy (Kadhim & Mahmoud, 2024; Kadhim, 2026).

### 3. Babylon chamber commerce

It is a professional economic institution, possessing leadership qualities and financial and moral independence, aiming to address the needs of all merchants and workers in the city of Babylon (Kadhim, S. A. (2025). It provides a range of streamlined procedures and services, and liaises with various entities to resolve their problems (Kadhim, 2026). These projects are undertaken by merchants in all provinces and cities with the aim of improving their performance and maintaining stability to ensure the continuity of their interests (Albadry et al., 2020). Their initial meetings took place in a spacious and luxurious room in Babylon, a room named for its regular meeting times (Awad & Kadhim, 2025). This name has been passed down through the ages, and all countries and their branches worldwide have adopted it to refer to organizations closely connected to one another (Ahmad et al., 2020).

### 4. Hypothesis research

H1: Relationship (RE) effect on (BCC).

H2: Performance (PE) effect on (BCC).

H3: Empathy (EM) effect on (BCC).

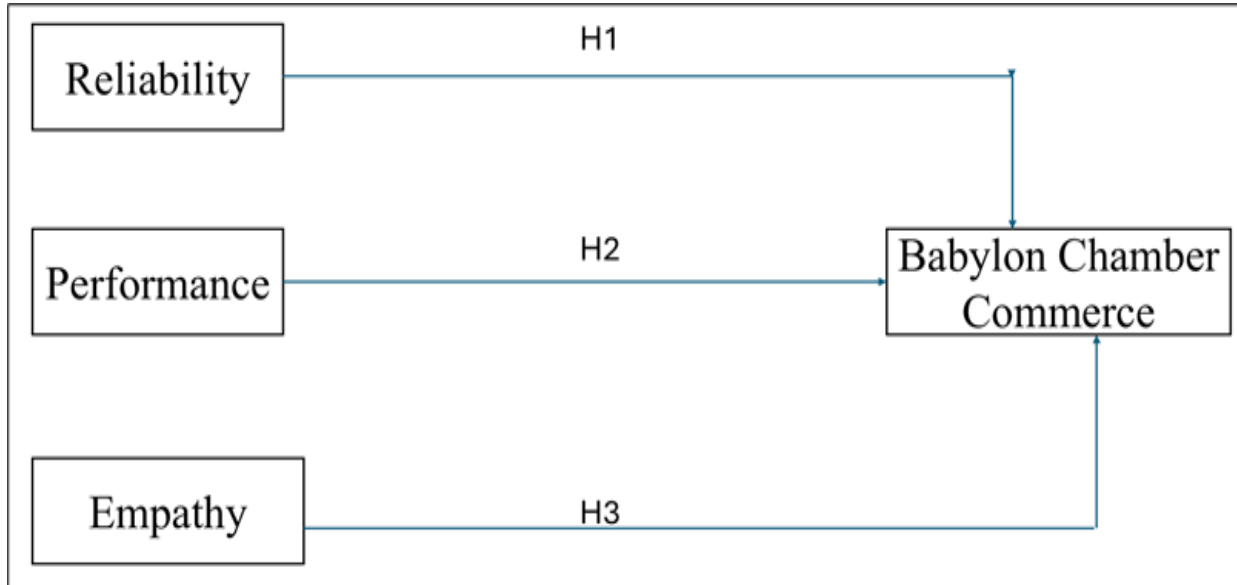


Figure 1: Framework

### 5. Methodology

Iraqi government's response was positive, and they agreed to the project. Interviews were conducted between the researcher and the staff who received the questionnaire. All necessary facilities and continuous, unwavering support were provided. We utilized SPSS as the available analytical model, and we also acknowledge the significant role of previous studies in informing our research (Hani et al., 2025).

### 6. Research results

Using SPSS for analysis and data collection, totaling (110) results, our efforts were not in vain; rather, it achieved the high-quality results we hoped for. Table 1.

Table 1: Reliability validity

Items	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
RE	0.962	0.760	0.540
PE	0.935	0.871	0.502
EM	0.838	0.937	0.596

The results of the discriminatory validity assessment, as hoped for in the supporting documents, are clearly evident. The existence and multiplicity of differences are readily apparent to the reader, and the result for each dimension is clearly within the scope of what is deserved. Table 2.

Table 2: Discriminant validity

	RE	PE	EM
RE			
PE	0.863		
EM	0.161	0.804	

### 7. Conclusions

In all variables, whether biological or natural, (TQM) has been considered a method for broad growth and advancement in fulfilling public duties without delay and in all circumstances. Therefore, projects of all types can be confident in their progress by having access to the information and data that support their desired outcomes, as demonstrated by this research. This research has taken various perspectives on the importance and responsibilities of addressing challenges, relying on an evaluation of previous studies.

### 8. Recommendations

1. The importance of (TQM) and its impact on the Babylon Chamber Commerce was considered more broadly, not from one perspective but from different perspectives.
2. We saw no weakness or shortcomings in the results; rather, they satisfied anyone who followed them in any administrative objective. Thus, the research succeeded beyond all expectations.
3. Taking into account all fields the existence and constant encouragement to develop in order to keep pace with progress in adopting everything that is modern in all directions.
4. Rising above all the obstacles that confront us and that have a negative character, in order to keep pace with the world and not feel weak in efficiency and productive capacity.

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