
**DESCRIPTIVE MODEL BASED STUDIES ON TQM PRACTICES
& PERFORMANCE MANAGEMENT PRACTICES
IN BUSINESS MODELS: A STUDY OF TURKISH SME'S**

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ABSTRACT

This research is about Total quality management practices and performance management practices conducted in Turkish SME's. TQM practices are frequently used in the short-term models for enhancing the marketing of the business models. Performance measurement framework is very helpful and evaluate and structure effective working policies by which individual performance of a business firm is improved. The research is descriptive in nature. Research is primary based conducted via questionnaires through Survey from top and middle managers who are handling the business model in Turkish SME's. Data was presented by Ms. Excel software and presented by bar charts.

Keywords: TQM Practices, Performance Management, Business Models.

INTRODUCTION

TQM has been widely used in the world of business today. Its techniques are of immense importance when it comes to determining the efficiency and effectiveness of the business models (Prajogo & Hong, 2008). TQM techniques help us in forecasting the outflow of funds. It also assists us in maintaining the quality of the raw material so that the material can be saved from damage. Different techniques are employed in order to motivate team members. Their retention is the soul of a model to make its way to the completion. Most of the business models do not get successful due to this issue. TQM practices are frequently used in the short-term models for enhancing the

marketing of the models. A good market value is engineered through TV commercials and aids along with the social media platform. TQM implementation brings innovations in the business models. (Kanji & Yui, 1997). This became relevant in the world of business as the firms were able to understand its dimensions and bring it into practice. This definition was given (Juran, 1974). His concept of Quality is built upon trilogy. That trilogy is: quality planning, quality control and quality improvement. Now different tools and techniques are to be employed to achieve these elements of Gryna & Juran's (1974) trilogy. Achieving one of them, pushes you up to the next one. In this way, the cycle of quality is accomplished. Contemporarily, TQM has become a full-fledged quality system that helps an organization in many ways in establishing Quality and its control. It assists policy-makers in devising relevant strategies to help them achieve quality. When quality is ensured, the life of a business is enhanced. Market value of that organization is increased. Business models efficiency is ensured when you are having a quality control. A great many scholars of TQM agreed that TQM is a new concept and a new model that for businesses to implement, maintain and retain Quality in their business models. The aim is to direct all the benefits of Quality to all the customers that emanate from the use of TQM. All the activities and processes of a product must be speeded up that help not only business organization but also the clientele. According to Dumond (1994), TQM is a business philosophy whose main aim is to achieve customer satisfaction with varying ways and varying degrees. This satisfaction is to be achieved through Quality demonstration of whole the organization. As per Koller (1995), TQM is a system that manages an organizations inputs, outputs and results. TQM is a blend of new techniques, changing's in internal environment of the organization, techniques to forge deeper cooperation among members and customers, and capacity to entertain customer's suggestions to continuously improve Quality. Oess (1994) define TQM as a two-dimensional system. One is technical aspect and other is social. The former includes systematic and technical dimensions and the latter is a socially interlinked relationship. That relationship is forged when TQM system of maintaining quality is implemented. It caters to the need of each component of the organization. It benefits general employees from top to bottom. It guides the top management to

achieve their goals by maintaining Quality through TQM. Further, it helps customers a say in improving product's Quality. Over the years, researchers and intellectuals have presented a number of different frameworks and models for the implementation of Quality systems. Because a suitable quality system such as TQM drives policy-makers to the path of perfection and glory. Their calculations are rightly supported and accurately hedged when you are using a quality system model. However, implementing or implanting a quality system in an organization does not necessarily mean to blindly follow the system. But that organization needs to blend those standards of a quality system with its internal environment. In other words, the use of any quality system needs to be consistent with its goals and objectives. Only in this way, the performance of business models can be improved and relied upon. It is generally acceptable fact that without imparting quality system or introducing statistical measures of quality, neither the performance of company nor its business models can be improved. When it comes to determining the role of employees that they can play in ensuring Quality, their role becomes insignificant when the implementation is carried out at the top level and in strategic terms. But when the implementation process is carried to the bottom level and needs employees' involvement, then their role is of great importance (Dumond, 1994). According to Dumond (1994), Performance measurement techniques are used to help organization achieve its agendas and mission. Its use not only improves organizational decision-making but also individual decision-making power as well. Statistical Measures of quality are employed to achieve that aim along with other suitable tools.

OBJECTIVES FOR THE STUDY

Below are the reasons that led to the initiation of this study:

- First of all, there is a dire need for this type of research work in Turkey. The problems pertaining to TQM are insurmountable. Therefore, this work would help Turkish businesses to pinpoint the difference and improve the products.
- Although the TQM approaches are being used internationally but less work is done in the field that is more enough in determining the performance of business models and implementing it. Once the devoted study becomes published, the researchers would be inclined to carry on further work on

the subject or given hypotheses.

- Unlike the developed countries, Turkey lacks in TQM implementation and shortage of literature that contribute to the negative performance of the business models. Therefore, bringing thoughts to TQM practices via this research is the main motivation so that the TQM practices must be exploited to the benefit of business world in the country.

It has been the hot issue of today's world that mostly the managers and business thinkers have a great amount of knowledge on TQM practices but when it comes to practice, these techniques are not used properly by them. This results in the negative operational, financial and innovation performance of business models. TQM practices are the only option for enhancing the operational, financial and innovation performance of business models.

LITERATURE REVIEW

Literature review includes a bird eye view of all the new concepts with regard to this study (Kaynak, 2003). For example, TQM practices in Turkey; its effectiveness in the field of business; new drivers and so on. It provides relevant findings so as to substantiate the stance (Kaynak, 2003). The thought employed by him means that quality is deeply linked with satisfying the customer's needs. Hence, the manufacturers are to place themselves closely to their customers so as to make quality complete with regard to its definition. Since beginning, a number of times the doubts and disagreements blanketed the initiation of ISO 9000 in order to satisfy customers internal, external, and changing needs with regard to products and services (Vouzaz & Psychogios, 2007). The main objective of ISO 9000 is to maintain and retain the quality of a product and services by introducing such qualitative measures (Karthi, 2002). Most of the authors and scholars admit that the ISO 9000 lacks in implementation. It operates as a paper driven work in some cases (Curkovic & Pagell, 1999). In order to maintain its standards of quality, human resource must be given to it. This was the reason that the second version of it became a necessity. In its new version (ISO 9000:2000) an attempt is made to reinvigorate its document and meet its deficiencies (Najmi & Kehoe, 2000). In the new version there is nothing negative, but the benefits are seeming less than the previous one (Vousaz &

Gotozamani, 2005). The issue is that the organizations that are ISO certified enter half into the quality standards i.e. TQM practices. This is due to many demographic changes in the business organizations from country to country. Still the ISO is under consideration for further improvement (Laszlo, 2000). Owing to ISO certification, the most important benefit that accrues is sustainability of business. It came to those firms which heartedly implemented quality standards. Due to this implementation, there were fewer customer loss, customer complaints, and product wastage (Chittenden, et.al, 1996). For small business, ISO certification also holds some fruits. As they were able to evaluate their progress with modern techniques. They got a comprehensive idea of their employees working, and this information enabled them to a greater understanding of their company's overall functioning (McTeer & Dale, 1996). Keeping in view the above viewpoints of scholars, it can be deduced that QAS is an ISO tool for maintaining and retaining the quality of products and services. However, there were a lot of challenges in the way of ISO 9000 to implement its standards across the board. Yet some firms implemented it and got benefited from it. The QAS provided them with greater insights into their operational patterns along with future planning and orientation of their business models. With the help of QAS- a TQM practice or tool- these firms were able to get deeper insights of their operational, financial and innovation performance. This, as a result, benefited them in terms of greater market value. Relying on Business Excellence as mean to achieve quality for products and services has become a worldwide pursuit in today's life (Hakes, 1995). Quality has become an obsolete phenomenon and now it has been transformed into 'Excellence' (Peter, 2000). Business Excellence and Quality can work together to achieve greater harmony in order to excel in the world of business. Afterwards, it seems that the word TQM and Quality have been replaced by the new word Excellence in most of its facets (Dale, 2000). This transformation is because of the new developments in the field of business and its literature. The term Excellence is more developed on the TQM principles than on Quality Management techniques. QM techniques were used specifically. But the term Excellence has avoided this narrowness and goes farther deeper into the TQM principles to bring out most complimenting tools of Quality (Adebanjo, 2001). Business Excellence is one of the basic tools of

TQM techniques that aims to transform a business or its models into Excellence. The word Excellence, as discussed above, has assumed a greater meaning in the world of business as it absorbs QM techniques, TQM principles and the concept of Quality in itself. This enhances its scope and efficiency to benefit the business through its vast principles. With the help of Business Excellence, businesses come to know the worth of time, the faithfulness of their employees, and the retention of customers. They also come to know various techniques by which the quality of a product or service is improved (Rahman, 2004). With lesser input they get larger output. This all comes with the blessings of Business Excellence. Business Excellence promises to deliver quality that motivates and attracts customers (Hakes & Reed, 1997). Most of the time, the products quality is changed when it goes restructuring or updating. When new editions of a product are made, its quality is compromised. Because the businesses are motivated by monetary gains. They try to better the product's outer look while ignoring its quality. Therefore, BE is one of the essentials tools of TQM practices to maintain and retain Quality in products or services.

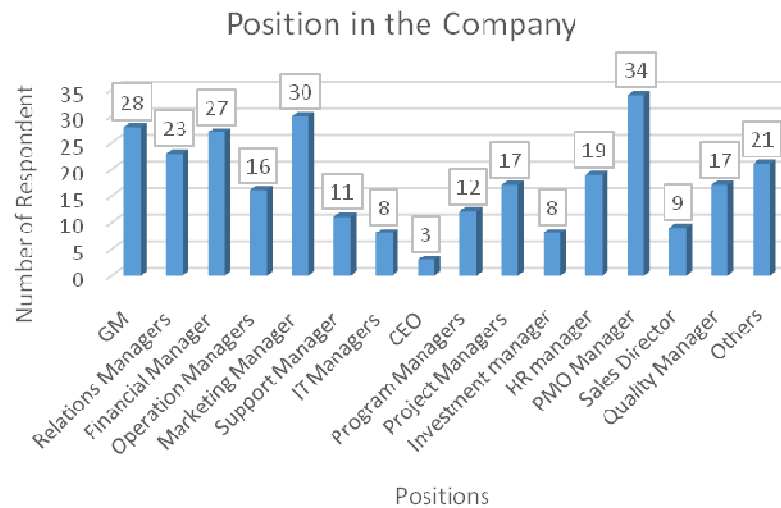
RESEARCH METHODOLOGY

Quantitative researches are the most viable options for researchers when it comes to surveying the facts and figures. Most of the researchers opt this method for their research, because the survey done through this method is cost effective. It also saves the time for the researchers as they already face the issue of time during their work (Samson & Terziovski, 1999). This research also relies on this type of research methodologies. Almost 283 participants are selected from reputed business institutes in Turkey. The detailed questionnaire would be handed over to them in order to respond and reply to the mentioned questions. They will be contacted through mobile and email messages as well in order to ensure that the communication gap is shortened as much as possible (Nair, 2006). The study is based on descriptive form of research. It is largely followed in these work in order to check validity of the data and present a more holistic presentation of analyzed data. The descriptive study is the form of research that has some objectives for a population, its size and certain ingredients (Malhotra, et.al., 1996). The descriptive form of study is applied in order to study each demographic elements of this study in detail and to determine its reasons and potential impacts.

Sampling Size: A survey, questionnaire, and sampling help the researcher to generalize finding and answers about the population. A sample refers to subset of population, but this subset is only useful if it portrays and depict the larger population accurately (Raza & Almashaqbeh, 2021; Memon et.al., 2019).

RESULTS AND DISCUSSIONS

It is very much necessary to substantiate your claims with most-widely used tools and techniques. This has been the core value of research for a handful of years (Easton & Jarrell, 1998). In this part, results have been generated through MS Excel Software. These results are discussed and described in their entirety so as to facilitate the readers and stockholders of this research study. The questionnaire contained variety of information regarding the respondents. It gave us a detailed and in-depth analysis of working of the firms, employees' experiences and their feelings that were very important, at least for us, to capitalize on the information for the best possible results to obtain. It also contained demographic information of the employees and companies so as to facilitate the readers and make our results more transparent and easier to understand. The respondents who were contacted for this study numbered 283 (two hundred and eighty-three). Their level of commitment to cooperate with us was very encouraging. The information they provided led this study to enter its second of phase of analysis and discussions.

Position in the Company:**Figure 1:** Positions of Respondents

First of all, 28 (twenty-eight) General Managers of different Turkish firms were brought into contact who, more or less, were engaged in initiating business models based upon TQM techniques and tools to improve quality of the models. Almost half of them showed positive response that TQM techniques affect business models positively. Nearly twenty-three relations managers were contacted to present their own experience before our surveying team whether or not the implementation of TQM positively affects the business models.. Relations Manager is also a TQM technique in itself that is designed to maintain good and brotherly relation not only between the employees of firm gathered together for initiating the business model but also between the customers with the company. Another it was the response of Financial Managers. Because of the fact that we relied on three hypotheses one of them was related to financial performance of the business models. Therefore, the response got from the financial managers of the different Turkish firms operated as a helping hand. Round about ten percent of the total respondents who were contacted were financial managers form different Turkish firms. They equipped us with relevant knowledge and in their opinion use of TQM techniques is a handy tool to successfully initiate and complete

business models. Of equal importance was the response of Operation Managers. A list of operation managers was prepared by our team that chose these managers from different Turkish firms whose major work consisted of initiating business models. The ratio of operation managers from total respondents' list was 5.65%. From their perspective, use of TQM techniques is the real panacea to deal with issues like failure of business models, personal enmity among model members, inability to get right person for the right task and so on. Almost 11% of the total people contacted for survey were Marketing Managers. They were very helpful for our research because we needed to know that how and to what extent the operational performance of business models is speeded up or enhanced or in other word is damaged. According to the contacted managers, use of Statistical tools under TQM techniques really benefits the efficiency and efficacy of the business models. Support managers were also considered while surveying the given hypotheses. They made up 3.89% of the total respondents' list. They also shared their important experience. According to which, basing the progress of business models on Statistical tools of TQM enhances the capability of support managers to work more efficiently and quickly keeping in view the changing requirements of their job responsibility. Among other respondents, 2.83% were IT managers whose significant reply to our questionnaire helped us to reach on to the conclusion that the induction of TQM tools in terms of statistical measures develops the maturity level of the managers who work in a business model. Since, this approach gives them immense knowledge how to make the model successful without relying to the old and monotonous techniques of working. The response from the CEOs was also the hallmark of our survey. They also provided us with the necessary knowledge to proceed ahead in our survey and determine results of it. Since the efficiency of business models cannot be determined in isolation with the top management, the reply of CEOs from different Turkish firms became a must go for us. It is also a fact that without their comments, we would have been unable determine the impact of use of statistical measures in business models. Therefore, in their point of view, business models are hardly successful without relying to statistical measures of TQM. Response of Program managers was also an important aspect of the survey. Almost five percent of the total respondents were program Managers who

were asked to present their analysis in respect with the use of statistical measures of quality in business models. They said that the use of statistical measures of quality in business models improves the capacity of models to benefit the company and satisfy the needs of both the company's employees (model members who are working in a particular business model) and the customers or other stockholders who rely on that model. PMO Directors is care about quality and to increase the performance of the business models and to make policies, rules and regulations, strategies, about company. And its almost 12% from our sample. The most important thing is that the Project Managers were also brought into contact with our questionnaire that was hovering around the title that whether the use of statistical measures of quality affects the performance of business models positively or negatively. No one other than Project Managers can have a good answer for this. In their view, use of statistical measures of quality in business models by Turkish companies has increased the ration of successfully launched and completed models in the country which was not the case a few years ago. Almost 2.83% investment managers out of total respondent list gave us the stance that the use of statistical measures provides them in-depth analysis of financial opportunities and the ways to deal with financial issues to improve the output of the model. Another it was the response of Quality Manager and its almost 6.01% from researcher sample. Because our main topic in this research the Quality, Therefore, the response got from the Quality Managers of the different Turkish firms operated as a helping of the fact that we relied on all hypotheses. Round about 5 percent of the total respondents who were contacted were Quality Managers form different Turkish firms. They equipped us with relevant knowledge and in their opinion use of TQM techniques is a handy tool to successfully initiate and complete business models. Almost 3.18% of the total people contacted for survey were Sales Director. They were very helpful for our research because we needed to know that how and to what extent the operational, financial, and innovation performance of business models is speeded up or enhanced or in other word is damaged the sales volume and market. According to the contacted managers, use of Statistical tools under TQM techniques really benefits the efficiency and efficacy of the business models .At last, the people who work in the Human Resource department of the Turkish

firms were also contacted. 6.71% of these people rewarded the surveying team with their precious reply. They said that without imparting statistical tools of quality in the business methodologies, it is very much a tough job to materialize business objectives especially when you are pursuing your working on the basis of initiating short term and long-term business models. According to them, all firms of turkey need to opt statistical tool of quality as a starting point to start their business model.

UNLEASHING THE COMPANIES EXPERIENCE HORIZON

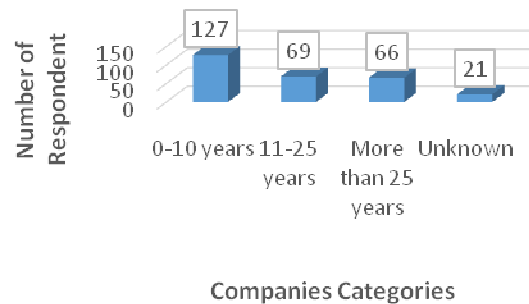


Figure 2: Years in Operation

Experience plays a pivotal role when it comes to determining a company's potential and capabilities. The responding firms experience is discussed below. In the first bar the response of companies is reliable when it comes near 44.9% of the total respondent list. We achieved 45% figure 3 in round about. It means the results deduced from this figure are reliable. The same is true with second heading that shows companies having experience between 11-25 years. In Excel software the valid figure for it is 24.4% or near to it. We achieved almost 25% which was very near to it. It means the results based on this figure can also be relied upon. The required percentage to be relied upon for the third heading is 19.7% as per the Excel. Ours was near to that figure which means that the results of this figure can also be fruitful for the survey. In lump sum, out of 100% the responding percentage was ninety-two. Or in other words, out of hundred percentages, ninety-two responses of the respondents were very useful and effective for our survey. Ninety-two percentages which is a closer figure to 100% also shows the reliability of the data received in

survey. Almost 45% firms had ten years of operation or within it. It was necessary to know the experience of the companies before extracting information so that the information or their responses can be categorized, and the data can be effectively utilized to facilitate the survey process. Near about to forty-five percentage is a good deal to go ahead with its results. It forms forty-six percent of the total which is a good figure to be studied. Other than this, we had almost 25% percent of the firms which had operational years in between 11 to 25 years. Undoubtedly their response is a key to conclude this study. Because, they had already tried every option and technique to enhance their productivity and effectiveness of the business models. Second to this was the reply from companies operating since more than twenty-five years. They were the mature and well-equipped firms that can contribute more to our research by their valuable response. They had tried every option to enhance their quality and effectiveness. Every substitute is tried by them in order to successfully implement business models. A total of 283 companies' representatives were asked to give their valuable contribution to complete this research.

REASON OF CHOOSING A PARTICULAR QUALITY SYSTEM

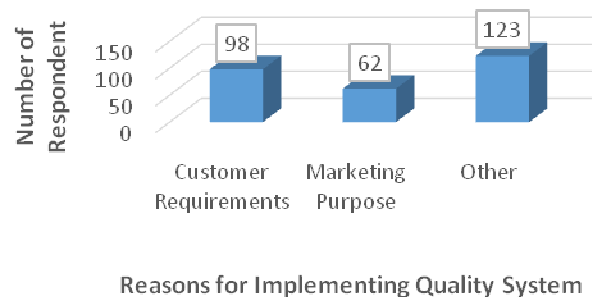
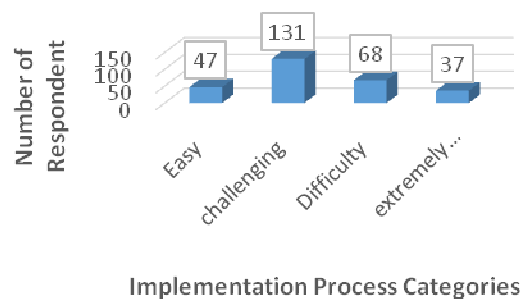


Figure 3: Reasons for Implementing Quality System

As discussed above, different companies use different quality system as per their requirements and needs. Different requirements are met by a different quality system. Since the needs and requirements of one organization differ from that of others. The above-mentioned figure shows that there were three main indicators that showed why a firm adopted a quality system and on what grounds. Out of total responding firms, 34.6% of companies chose quality system on the

requirements of customers. Either the customers suggested them, or the firms chose themselves on the basis that a quality system might meet the requirements and needs of the customers. Almost 22% of the respondent firms chose their quality system keeping in view the market trends. In other words, these companies were market oriented. They chose a quality system that obliges the market trend or in any way benefits the host firm. However, one should not consider it a loose strategy. These firms chose quality system to improve the performance and effectiveness of their working. Rest of the responding firms also used quality system, but they didn't provide exact reason. As per the renowned economists, the performance of any organization is not up to date with the market trends if it keeps itself away from the quality system. On these grounds, each and every company relies on the quality system to improve their efficiency whether the quality system is TQM, Six Sigma or any other. The strategy of adhering to any quality system portrays the fact that almost all the Turkish firms use quality system (statistical tools of quality) to improve the performance of their business models. When asked, the respondents replied that the use of statistical measures of quality or quality systems not only positively affects their performance but also enhances their capacity of doing more with fewer resources. In the end, it was deduced that though the firms used different quality systems keeping in view the different divergences, yet their goal was one: to improve the performance of their business models by using quality tools provided by different quality systems.



NATURE OF THE IMPLEMENTATION PROCESS

Figure 4: Implementation Process

Every quality system is of different nature and consequently it meets different needs and requirements. The same is the case with its implementation. Sometimes it is very difficult for a firm to implement. On the other hand, some firms feel it easier to implement. Hence, the below figure and figure is discussed in this connection. Almost 17 percent respondents feel it easier to implement the quality system of their choice in order to enhance the quality and effectiveness of their working. Moreover, nearly 47% respondents felt it challenging to implement. This was because of different organizational culture. Demographic and institutional hurdles also play their part in this regard. While almost twenty four percent firms found it difficult to implement and digest. This was also due to the internal environment and challenges. Apart from this, nearly 13% firm's respondent found it extremely difficult to implement.

REASON OF NOT GETTING ACCREDITATION

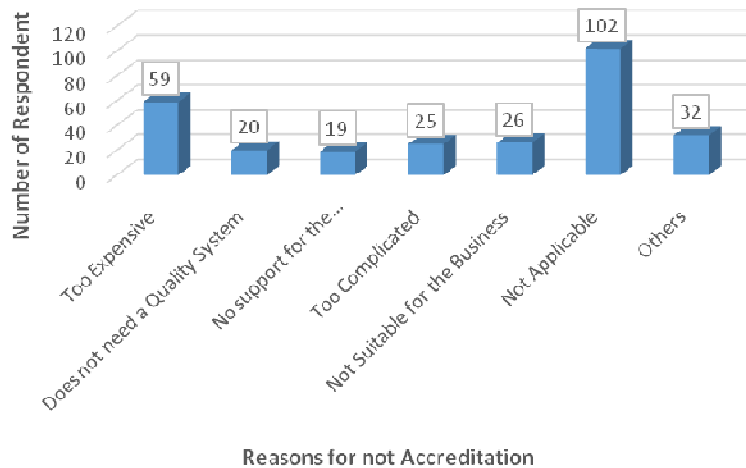


Figure 5: Reasons for not Accreditation

Although Turkish firms which were contacted to participate in this research were found interested yet there were some companies whose response was lukewarm. They cited different reasons to not to accredit any employee in this regard. This has been comprehensively discussing with reference to the figure 8. Around 20% responding firms said that they didn't get accreditation because incorporating any quality system was too expensive for them. These firms were profit-

conscious who don't want to experiment for quality. Other than this, nearly 7.1% firms were those which said that they are already working on the quality of their business models therefore they didn't need any quality system to be introduced (Forza, 1995). There were about 6.7 percent firms whose response was that they didn't receive any support from any authority to implement the quality system. Afterwards, around nine percent firms said that the process of introducing any quality system is not an easy go. Similarly, nearly 10 percent firms said that this task didn't match with their business, so they don't need it. And, around 36% percent firms said that implementing quality system doesn't apply to them as they were already well enough on the quality standards. Lastly, 11.3% they have other reasons for not getting accreditation.

CONCLUSION:

A manager is expecting a profit for a new venture equal to that of last year. But he has no exact calculations. He is scared to launch a new business model, having the similar ingredients of the last one. In this scenario statistical tools of TQM practices are the only viable option to assess the chances of getting the similar profit this year (Hughes and Halsall, 2002). Most of the Turkish firms whose primary business was the initiating long term and short-term models successfully implemented these techniques (Idris & Zairi, 2006). Because employees don't change their behavior despite receiving many moral trainings.

It is happily and proudly stated that all of our main points were substantiated and proved with relevant data and survey (Kumar, et al, 2009). Traditional practices are inadequate to provide a comprehensive solution for improvement. Since they only provide information to an organization's past performance. They do not cater for the daily operational information (Dale, et al, 2001). This thing made us reach a conclusion that was to initiate a new research on this subject that highlights this issue and its critical aspects in the light of Turkey. After going through the labyrinths of research survey, we reached a point. That point was that, No matter what quality system you implement (Najmi and Kehoe, 2000). But the step made towards improving quality is a step towards delivering quality to customers. This conclusion of the study can help business to adhere to the quality standards in their operations and the academia can be benefited by

taking ready-made conclusions from this paper for future research. Implementation of TQM tools largely affects the financial performance of a business (Flynn, et.al, 1995). This is substantiated that without using TQM techniques and statistical measures of quality, financial performance of any organization cannot be improved.

MANAGERIAL PRACTICAL IMPLICATIONS

The study is purely conducted in Turkish SME's. This study is good for all the managers working in SME's. TQM practices is one the important tool that organizations should apply and managers should work on quality management system. There are so many modern quality techniques that the managers are applying such as Six Sigma, Quality deployment function and ISO Certification. Based on descriptive models based studies on quality practices it will help in future to all the managers in the time of training employees and staff development about Quality management practices. It also help when the companies are going to get accreditation.

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