

TOTAL QUALITY MANAGEMENT AND ITS ROLE IN DEVELOPING BANKING INSTITUTIONS THROUGH COMPLIANCE AS A MEDIATING FACTOR

SAMI ABDULLAH KADHIM¹, IBRAHIM RASOOL HANI²

¹Ministry of Education, Al-Diwaniyah Commercial Preparatory Department

²Al mustaqbal University -College of Administrative sciences, Babylon, Iraq

¹sami.a.kadhim@qu.edu.iq, ²Ibrahim.rasool@uomus.edu.iq

ABSTRACT

This study compared a random experiment to the data of a questionnaire Likert 7, for employees in Baghdad university, and their net number. The number of questionnaires obtained by the researcher was only (135) and was (126) answers correct, but was (6) missing and was (3) outliers. TQM scores were found to positively influence Banking Institution (BI) behaviors to determine the relationship between Total Quality Management (TQM) and Banking Institution (BI), $r = 0.570$, ($r = 0.570$, $p < 0.05$). The relationship between Total Quality Management (TQM) and Compliance (CO), $r = 0.746$, ($r = 0.746$, $p < 0.05$) and relationship between Compliance (CO) and Banking Institution (BI), can be used to improve employee behavior. $r = 0.305$, ($r = 0.305$, $p < 0.05$). This study describes how (TQM) on (BI).

Keywords: *Total Quality Management; Performance; Administrative Communications; Compliance; Goal Setting*

1. INTRODUCTION

Total quality management and its dimensions (reliability, tangibility and empathy) can be an important basis for the development of banking institutions and its dimensions (performance, privacy), The sample is used in this study to send a questionnaire Likert 7, to employees in banking instructions in the cities of the middle Euphrates / Iraq. to increase its effectiveness (Conard et al., 2016).

The definition of total quality management; is a comprehensive and integrated system that aims to satisfy the customer through continuous and joint efforts between management and employees to achieve quality in all activities to provide a good or service that conforms to the standards satisfactory to the customer and suitable for the company. The principles of total quality management highlight the importance of integrating both banking institutions behaviors in order to achieve continuous improvement (Gravina et al., 2017).

Total quality management behaviors are basic motivators to focus on employees in banking institutions and their effective role in compliance as a mediator with the application of total quality management (Gravina et al., 2017). Emphasis on improving the basic continuous performance to create a good environment in achieving high profits for

employees in banking institutions and using the latest developed methods to raise efficiency (Rodriguez et al., 2017).

2. FUNCTIONAL LEADERSHIP BEHAVIOR

To perform a good job and achieve high results in profits through employee compliance in applying modern technology in their work, quality standards must accomplish two important things: effective leadership in the implementation of total quality management, and strengthening follow-up in the application of its standards, and the participation of employees, i.e., the emphasis on employees and their ability to contribute to success employees in banking institutions performance, and the extent to which employees improve in their work. Three types of total quality management behaviors have been identified as important for generating highly efficient outputs for performance and setting goals and business results, Positive feedback on performance to contribute to improved drains (referred to here as “performance feedback (Omran et al., 2021). This study identifies goals in a future performance statement for banking institutions improvement that works to focus employee performance (Aljadeff et al., 2017). Determining the criteria for total quality

management includes defining comprehensive goals, in addition to the goals of employees through the incentives that are provided to them, and focusing on coordinating activities and interrelated goals (McSween & Moran, 2017). Feedback on the application of quality standards is information about employees' compliance to working as a team Clayton & Nesnidol, (2017) it is more efficient to obtain positive rather than negative employee performance (Khan et al., 2020).

Emphasize good, effective feedback on continuous improvement and use factual evidence and reasoned arguments when describing employee satisfaction for how it contributes to achieving goals (Maswadeh & Zumot, 2021) described how it should also include informing employees in defining their duties about how their behaviors contribute to positive work outcomes. It involves preparing a list of uses in identifying good and valuable data and focusing on business tasks using modern, meaningful technology that has the desired benefit. Constant listening and response to employees' ideas and suggestions should be achieved through communication and hearing employees' opinions, encouragement to work with their contributions, and emphasizing employees' input in finding appropriate solutions to their problems before making decisions. Listening, engagement, and satisfaction among employees has been worked on and maintained (Sleeper et al., 2017a), such as providing managers with good information are positively affirmed by continuous listening to them.

3. MANAGERIAL TRAINING RESEARCH

The existence of relevant research that sheds light on setting desired goals, employee feedback on performance, feedback that cares about positive values, and subsequent listening to the problems that employees face to create an effective and healthy work environment, coincides with the growing interest in how to continue training functional leadership in an efficient way. durable and effective (Sleeper et al., 2017b). banking institutions in Iraq spend a great deal of effort, money and time on training in the implementation of total quality management standards on banking institutions (Alavosius et al., 2018). However, research on the development of community drains remains slow (Kelley & Gravina, 2018a), and suffers from a lack of expertise and scientific experimentation, particularly important controlled

trials in natural-effect environments (Kelley & Gravina, 2018b).

There is an ongoing need for well-controlled trials to generate information on how to effectively train leadership and the rest of the staff, as well as to focus on the relationship between organizational and employee performance behaviors (Shapiro & Kazemi, 2017).

In TQM research, Hassan & Jaaron, (2021) explained how the emphasis on random allocation of employees in order to satisfy them in experimental designs by research that emphasizes continuous improvement among banking institutions and randomly among private banks. It found no difference that the use of quality criteria sets could be attributed to the development of banking institutions. Significantly controlled research trials were recalled in both research (Abbas et al., 2021) and employee training research (Tilka & Johnson, 2018).

4. MANAGERIAL BEHAVIORAL TRAINING

Studies show that while training the use of modern technology to keep pace with the short-term changes that are reached in attitudes and knowledge. There is a great need for more studies on how to apply total quality management to banking institutions to achieve sustainable changes for the better in the behavior of administrative leadership and employees (Matey et al., 2019).

The results reported by Roose & Williams, (2018) indicates that interventions on the principles of total quality management and its effective role on banking institutions can be more important and effective in achieving continuous improvement. It makes focusing on quality principles and designing more effective performance interventions by looking at the functional relationship between TQM and banking institutions (Zaid et al., 2020).

The methods of developing banking institutions based on the principles of quality and developing them within the standards of total quality management, are represented in banking institutions training on performance analysis to continue for the better. The Iraqi government is working on analyzing the results reached by banking institutions in their performance and the role of comprehensive quality management standards in them. Which takes into account the environmental consequences and linking the results of this study to the results of the evaluation

obtained by the researcher. Total quality management includes evaluating the contribution and development of banking institutions, that is, identifying relationships, functional and controllable methods that apply to target groups, and it is a procedure for understanding the work of banking institutions based on modern and effective learning (Khalil & Muneenam., 2021). Total quality management has been successfully applied to organizations by (Gravina et al., 2019) and (Curry et al., 2019), and (Barker et al., (2019). Total quality management usually consists of several dimensions to evaluate the performance of banking institutions, i.e., asking various and regular questions to relevant parties related banking institutions and subsequent emission banking incentives (Ghani & Obeidat, 2020). One of the relevant parties that can giving information about banking institutions are the employees and managers, who use quality in their performance on a daily basis and have basic and direct information about banking institutions. Also, only the leading actors are observed by the employees to implement quality in organizations. The most widely used methods of evaluation are through interviews, questionnaires are tools used to measure valid results and use information on the performance of managers and employees (Faraj et al., 2021).

Nastasi et al., (2021) recommends using preliminary questionnaires before starting work to find out the results of the research and the reactions of the sample being surveyed. In order to assess the impact of continuous training on employees on the job and provide questionnaires to employees to determine the impact of continuous training after the implementation of quality on employees to know the results achieved. However, to evaluate the results of the previous and subsequent employees in banking institutions, and the function of these results on the behavior of employees, interviews are sometimes requested by researchers to some employees to survey the problems they face. The primary relevant party to ask regular questions

thus, identifying problems and finding appropriate solutions to them. Training is considered basic for development, and it is considered to determine the instructions and objectives that must be implemented. However, continuous employee training also has consequences that sometimes need to be addressed.

Donate et al., (2020) describe training as enhancing efficiency through the use of modern

about quality implementation are employees because they.

5. CRITICAL COMPONENTS IN BEHAVIORAL TRAINING

The primary goal of the Iraqi government is to relate the results of assessment through compliance by banking institutions staff using TQM standards (Lipschultz et al., 2021). Modern employee training consists of defining goals, practices, and instructions while providing the necessary feedback in raising the efficiency of performance, until the specified standards are obtained Lipschultz et al., (2021) evaluated the role of TQM and its dimensions (reliability, tangibility and empathy) on banking institutions and its dimensions (performance, privacy) through compliance as a mediator. The sample is used in this study to send a questionnaire to employees in banking institutions in the cities of the middle Euphrates / Iraq to get the answer from the staff.

That is, when employees participate in defining the goals of the organization that they want to achieve. Implementing the principles of total quality management on banking institutions is often difficult, as employees need constant incentives for compliance in improving job performance. that can elicit positive outcomes (Abbas & Kumari, 2021). The complexity of the work of banking institutions and the use of modern. The primary objective of the study is to test and develop a training method for the implementation of total quality management. And work on implementing the basic training components (ie, the Iraqi government, instructions, setting the desired goal, training to provide good employee feedback on performance). To improve employee job, have a role in compliance with the implementation of TQM (Nastasi et al., 2021). Also, it can be the outcome assessment that maintains employee behaviors after quality standards have been implemented (Matey et al., 2021). technology means that the generalization of compliance by employees and managers is a primary goal and software in performance over communications. Also reinforce the work by presenting the good employee feedback obtained, so that the TQM standards are implemented. Where trained employees have effective competencies in the work environment, incentives in the work environment are more likely to lead to better results Spigener et al., (2022) through the use of better tools (Luiselli et al., (2022) and positive

reinforcement. Improving performance leads to a diversity of attitudes among workers at work, and adaptation to the new environment after applying quality to enhance effective work opportunities.

6. PURPOSE

behaviors (i.e., performance feedback, goal setting, current feedback of performance obtained and listening to employee needs).

Previous research indicates that this study will be supportive of improved performance and employee engagement. However, the effect of quality on the performance of banking institutions has been tested in randomized trials of some government institutions. Thus, this study was to test whether continuous training of employees will serve to set goals, feedback on performance, and listen to the views of employees will lead to increase the efficiency of banking institutions.

7. METHOD

This study was approved by the Iraqi government to facilitate the researcher's performance 1080 -12 / 2022 - 00142.

8. RANDOMIZATION PROCEDURE

The questionnaire was distributed to the employees randomly to a group of employees as an experimental sample using the SPSS and SmartPLS 4 system, and a sample of 30 (employees was selected. Where the employees were trained in this sample and continuous communication to receive the necessary training and support. Using the questionnaire to find out the problems they face and their suggestions by collecting the data that was sent to them. Only managers and employees were informed of the random sample.

The researcher issued instructions to the targeted sample not to disclose it, until it is studied in order to reach the final performance of the questionnaire and its adoption in this research.

Collect information about the importance of training for employees or their superiors.

9. PARTICIPANTS

The participants in this research were identified by the researcher and the target sample was selected, using a questionnaire in which the employees who were targeted were identified and the number participants. The individuals whose

answers were obtained in the questionnaire were 135(, the missing answers were (6), the outliers answers were (3), and the correct answers were (126), performance was evaluated before conducting the study and after the intervention.

All employees included in the targeting were aware that the research involved evaluating their answers and that 50% of the employees in the project would receive training. The employees were also informed about the importance of this study so that their answers are not affected by expectations that may be far from the objectives of this research. With identifying the changes, we make in obtaining more effective leadership through results.

A study was conducted on a random sample of (30) employees in one of the banking institutions in the cities of the middle Euphrates / Iraq to determine the impact of total quality management on banking institutions and the importance of compliance as a mediator factor. So that, questionnaire design as shown below in this pilot study. Shown Table 1.

Table 1: Questionnaire design

Section 1: Reliability	Total items
This section consists of five questions describing the implementation of reliability is in banking institutions.	5
Section 2: Tangibility	
This section contains five questions, which reflect how well the tangibility system is in banking institutions.	5
Section 3: Empathy	
This section has five questions, which reflect how well the Empathy system is in banking institutions.	5
Section 4: Performance	
This section contains of five questions, which reflect how the respondents felt to their organization performance in the banking institutions.	5
Section 1: Reliability	Total items
Section 5: Privacy	
This section contains of five questions, which reflect how the respondents felt to their organization privacy in the banking institutions.	5
Section 6: Compliance	
This section contains five questions which describe the role of compliance in organization. Respondents were asked to choose a number to describe how accurately each phase describes their option towards the practices.	5
Total Items (Response needed)	30

- We have her three hypotheses in this study;

H1: Relationship between Total Quality Management (TQM) Banking Institutions (BI):

Total Quality Management (TQM) the development of the and Banking Institutions (BI) must be removed and must be critical to the performance of organizations to improve the continuity of safety research. By focusing on the impact of the total quality management. In this study, we will use SPSS and SmartPLS 4 to analyze the results of the data statistical and use a Likert scale 7 will also be use in the survey.

H2: Relationship between Total Quality Management (TQM) and Compliance (CO):

Total Quality Management (TQM) the development of the and Compliance (CO) must be removed and must be critical to the performance

of organizations to improve the continuity of safety research. By focusing on the impact of the total quality management. In this study, we will use SPSS and SmartPLS 4 to analyze the results of the data statistical and use a Likert scale 7 will also be use in the survey.

H3: Compliance (CO) and Banking Institutions (BI):

Compliance (CO) the development of the and Banking Institutions (BI) must be removed and must be critical to the performance of organizations to improve the continuity of safety research. By focusing on the impact of the total quality management. In this study, we will use SPSS and SmartPLS 4 to analyze the results of the data statistical and use a Likert scale 7 will also be use in the survey.

10. DEPENDENT VARIABLES

Online employee questionnaires were used to collect data on dependent variables. Data from the experimental groups were collected by the researcher simultaneously. The response rate was 100% by the employees who were targeted in this study. Statistical analyzes were based on (30) employees in this random experimental group, and all the answers to the questionnaire were received by mail.

management. The Iraqi government is interested in evaluating the performance of banking institutions and the level they have become who were tested in the research sample

and the performance based on the value of feedback.

The employee's compliance with their work through the questionnaires that reached them. The evaluation was conducted for the trainers in the organization and jointly to satisfy the employees. This interview also included the analysis and identification of the prior.

11. LEADERSHIP BEHAVIORS (PRIMARY OUTCOMES)

Elements were obtained by Halpin (1957). Cronbach's alpha was 0.510 before the study and after the implementation of quality management, the results became 0.894 after the intervention. The employees' reactions to the answer were measured using modern technology in banking institutions. On the basis of the results, employee feedback was measured by Yukl et al (2008) and Cronbach's alpha was

0.94 both before and after the intervention. On the basis of the results, employee feedback was measured by Luiselli et al., (2022) Cronbach's post information related to the target sample. With the attention of the government, managers and employees have been trained and evaluated and defects identified for (Cymbal et al., 2022).

Instructions entail providing employees with written and spoken information, how to adjust participatory goals and behaviors, how to give value and performance feedback to alpha was 0.644, but after implementing quality standards, it became 0.878 one of the basic methods for evaluating the desired results. Accordingly, time invariance was tested by comparing CFA-models in terms of the change in comparative fit index (CFA), using $P < 0.05$ as the criterion for accepting more parsimonious models in a stepwise comparison between unconstrained. The results of the invariance tests reported.

12. INDEPENDENT VARIABLES

Employees, and how to use the listening skill as a result, reinforcer (for example, by validating employee suggestions). employees, those that fit the desired goals of the investigation. These training modules where: Listening and Validating Results for Employee Behaviors, Positive Reinforcement Training by Feeding Employees Improved Information,

Determining Corrective Feedback, Managing Meetings, Time Management, Mindfulness, Reappraisal, and Problem Solving. The

In order to train employees to compliance to continuous improvement of organizations.

banking institutions has been developed through continuous improvement by employees to reach the desired results.

Independent variables of (TQM) consist of dimensions (reliability, tangibility and empathy).

The researcher focused on the importance of training employees using modern methods in carrying out their duties in line with the performance of the organization. With the submission of observations of the application of standards for the implementation of total quality employees were recorded during the training and their comments were answered.

14. DATA ANALYSIS

To assess the impact of total quality management on banking institutions through compliance as a mediator. Multilevel modeling was performed using the SPSS model procedure and the SmartPLS 4 model. When the questionnaire is sent to employees in government institutions, the results reached

in the sent data must be studied in detail. The main fixed effects of measurement time (before and after the intervention), experimental condition (experimental and control group) and the interaction between time and experimental

13. INTERVENTION INTEGRITY

The safety of the results was assessed by Conard et al., (2016) using the response of the workers after the training sessions using modern technology. Goal setting was an assessment with the question. Employees set goals to reach by continuing to train continuously to obtain highly

efficient results, the results were evaluated about the target sample in this study, to raise their efficiency and continuous improvement to obtain efficient information and data. The occurrence of the functional assessment of the target sample was assessed after each of Practice with performance achievement and on-the-job coaching Grill et al., (2023) and leadership formation. Specific tasks for each employee in the organization. The trainings for a wide range of employee's blocks. The forms consist of three levels. Frequently observed observations (1) employees (2) estimation of variance (3) use of a variance structure, allowing variance to take on different values. In level (2), the variance among employees was calculated through a random intercept and a random slope. Maximum likelihood was used for estimation. Maximum likelihood was used for estimation. This research on the small number of employees indicates that there are risks and problems for errors to occur. To reduce this error, the alpha level was set $p > 0.05$ thus accepting type I errors of 10% (i.e. rejecting true null hypotheses). Effect size was calculated by dividing the non-standard parameter estimate of the interaction effect by the standard deviation. Effect size was calculated by dividing the non-standard parameter estimate of the interaction effect by the standard deviation.

15. RESULTS

the first three sessions by asking: The employees were helped to analyze the results. The staff trained with the provision of performance information through training during the session. Evaluation took place after sessions 1-3 with the question. The employees were supported in training and continuous improvement, and follow-up sessions that contain training that includes the latest developed programs. Performance of recent employee behaviors between sessions was assessed after all sessions except the first with the question. In addition, a comprehensive question was used after each session to assess compliance as a mediator factor and its importance in the implementation of TQM on banking institutions. The questionnaire Likert 7 was designed in such a way that questions are formed that are directed to the employees who were approved as a target sample. The programs used are suitable for the work environment that has been studied enough to generate a positive role to enhance performance, performance feedback through the response of employees in the work environment. Therefore, the emphasis is on paying employees to answer

the questionnaire after each training session. Literature on the research topic was identified to define the primary pilot study. The role of the impact of total quality management on banking institutions through compliance as a mediating factor. Where possible by the new conceptual framework in this study. Most studies have shown that banking institutions may improve when TQM is applied to it. (126) questionnaires were distributed to employees in the cities of the middle Euphrates / Iraq, representing about 97% of the response rate, and the correct answer was (126) while the missing (5) and (2) were outliers. It was used in a Likert (7) questionnaire when distributed to employees. In this study, SPSS and SmartPLS 4 system will be used for statistical data analysis to determine the results of the new hypotheses and framework.

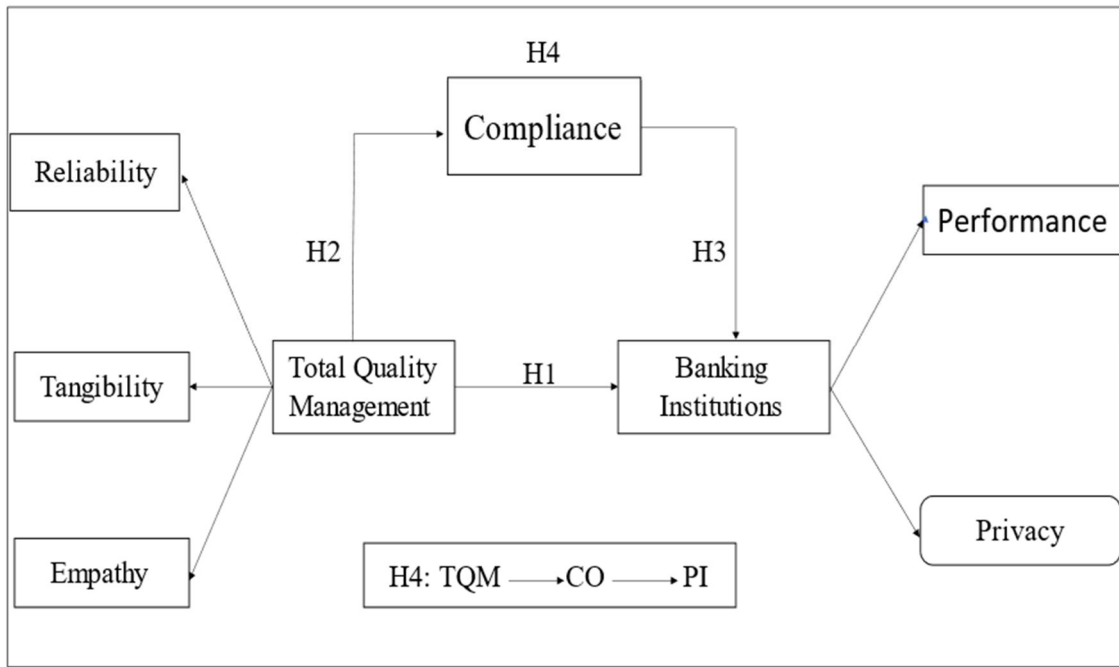


Figure 1: Framework

This section will explain the results and is composed of two sections. First is the measurement model that explain the validity and reliability of the respondents. Second is the structural model that explained the relationship between independent variable and dependent variable and a mediator.

15.1. Measurement Model

It is necessary to evaluate the data before final analysis. So, this study analyses the measurement model to verify the reliability and validity of the instrument. Figure 2 shows that all factors loading is more than 0.9. Thus, reliability has been assessed. Meanwhile, Table 1 shows that all the required threshold values are between the ranges. Thus, current instrument is validated and reliable.

Table 1: Reliability and validity

Items	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
BI	0.868	0.895	0.465
CO	0.910	0.936	0.749
EM	0.735	0.824	0.486
PE	0.751	0.834	0.503
PR	0.824	0.878	0.591
RE	0.775	0.847	0.527
TA	0.782	0.852	0.538
TQM	0.859	0.885	0.344

The discriminant validity authority is to emphasize the extent of the difference between the elements or the measurement model of concepts

and focus on the importance of studying the interrelationships between the standards of

overlapping structures. Table 2 shows all the values are fulfilling threshold criteria.

Table 2: Discriminant validity

BI	CO	EM	PE	PR	RE	TA	TQM
BI							
CO	0.825						
EM	1.120	0.933					
PE	1.128	0.239	0.991				
PR	1.093	0.156	0.292	0.871			
RE	0.277	0.343	0.192	0.277	0.938		
TA	0.371	0.252	0.248	0.213	0.376	0.853	
TQM	0.110	0.120	0.196	0.150	0.213	0.390	0.709

The relationship in the research is realized by the outcome of the hypothesis. Table 3 reveals TQM has a positive effect on BI and this relationship is significant at 0.543, while the relationship

between TQM and CO is a positive significant at 0.985 and, the relationship between CO and BI is positive significant is at 0.459. Shown Table 3.

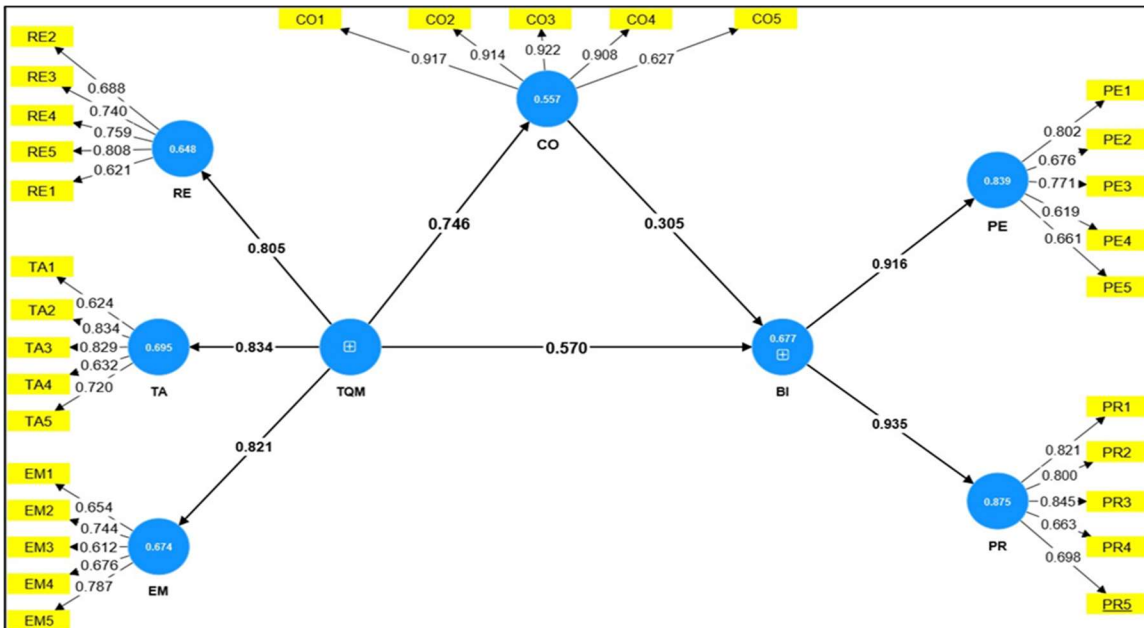


Figure 2: Measurement model

15.2. Structural Model

relationship between TQM and CO is a positive significant at 0.746 and, the relationship the outcome of the hypothesis. Table 3 reveals the relationship in the research is realized by TQM

has a positive effect on BI and this relationship is significant at 0.570, while the between CO and BI is positive significant is at 0.305. Shown Table 3.

Table 3: Structural Relationship

Hypothesis	Relationship	Beta-value	t-value	Results
H1	TQM → BI	0.570	7.891	Accepted
H2	TQM → CO	0.746	17.113	Accepted
H3	CO → BI	0.305	3.847	Accepted

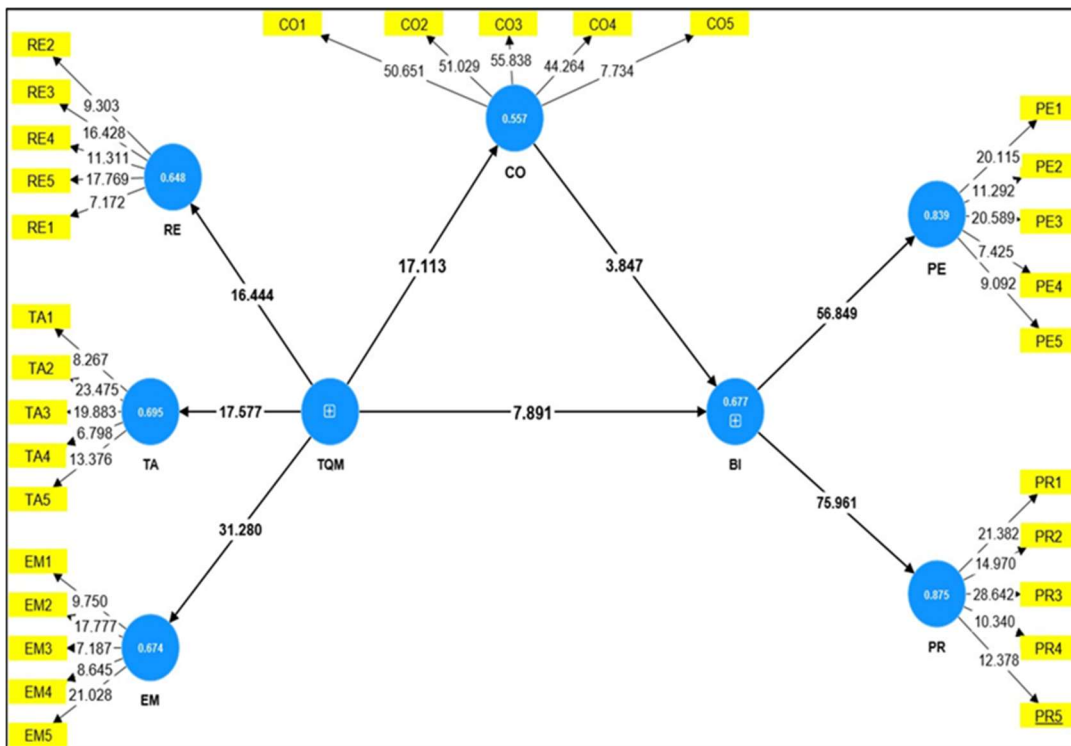


Figure 3: Structural model

16. DISCUSSION

Organizations spend a great deal of TQM effectiveness on banking institutions and the important role of compliance as a mediating factor. However, quality research on the development of banking institutions is lacking, and thus, employee fails to provide clear and robust answers about how they work more effectively than others trained (Kadhim & Ahmad., 2021). Therefore, the primary objective of this study is to identify a controlled test to test the effects of total quality management on banking institutions.

The aim of this research is to determine employees' feedback on performance, and the implications for managers of that listening. The results showed that the total quality management developed banking institutions. Hence, the quality embodies how training in the implementation of quality standards can be effectively through the application of quality to banking institutions, setting basic goals, training employees to provide their feedback to determine the fulfillment of standards.

The secondary objective of this study was to test whether training employees in performance determination, results-based performance feedback, and results in improved manager and employee performance. The results of the study showed that the increase in employee training also generated an increase in performance in terms of organizational effectiveness. This finding supports previous research on the importance of goal setting and employee feedback on performance. Total quality management included the presence of experts in the basic principles in the use of the Iraqi government to identify, correct and understand the excesses and deficiencies in their leadership. Managers and employees have also been trained to apply the new technology themselves in organizations to functional formation permanently. Kadhim & Ahmad (2022) concluded that employees should be able to utilize their trained skills at work. Ensuring that the training of employees and managers takes into account the environmental conditions in which the performance of employees is a prerequisite and obligation for effective learning. Any positive affirmation in the performance of employees. The effect of TQM was found to be similar and small

for all outcomes. Due to the fact that the data analysis uses SPSS and SmartPLS 4 to determine the results. and a focus on results-based performance that included data feedback, regardless of their flaws, goals or behaviors. It is assumed that the value of the effect would be much greater if, for each employee, we evaluated the results only the effect on the specific behavior; However, insufficient statistic precluded the acquisition of such disparate analyses. Thus, the effects reported in this study are likely to be underestimated by the importance of TQM on banking institutions. Effect results were smaller than those found in previous research (Ahmad & Kadhim., 2020). However, previous studies have used research designs to increase effect evaluations, such as temporary effect studies, lower-quality designs, and other studies in some organizations (eg, non-random allocation, quasi-experimental designs, and no control group). Managers and employees themselves are more likely to report changes in employee performance than those seen by employees, which leads to an increased risk of overestimating the impact of ongoing exercise. Inversely, in this study, employees and managers evaluated organizations through compliance in the application of enhance and define job behaviors among themselves. The interrelationship between total quality management and banking institutions using modern technology. Research lacks measures and concepts to take into account the principles of quality. Building on the work of Kadhim & Ahmad (2019), we developed employee survey scales that measure goal setting, value-based performance feedback, feedback on performance, and subsequent listening. The questionnaire scales were found to have adequate convergent and discriminant validity, high internal consistency, and strict time invariance. These concepts, goal-setting metrics, value-based performance feedback, and post listening are now available for use in future leadership research (Albadry et al., 2020). This study tested the effect of the as mediator on the relationship between TQM and banking institutions. The intention of the study was to investigate the relationship between TQM "and banking institutions, using compliance as a mediator. To achieve the objectives of the study, three research questions were derived in relation

to the banking institutions in Iraq. The questions are as follows:

H1. Does adaptive TQM concept impact on Banking Institutions (BI)?

H2. Does adaptive TQM concept impact on Compliance (CO)?

H3. Does adaptive Compliance (CO) concept impact on Banking Institutions (BI)?

The findings related to the three research questions are briefly discussed below;

H1. Does adaptive TQM concept impact on Banking Institutions (BI)?

In this study, “the result showed a positive relationship between TQM and BI, satisfaction has been identified to have positive effects ($\beta = 0.570, t = 7.891, p < 0.05$).

H2. Does adaptive TQM concept impact on Compliance (CO)?

In this study, “the result showed a positive relationship between TQM and CO, satisfaction has been identified to have positive effects ($\beta = 0.746, t = 17.113, p < 0.05$). This result is consistent with previous studies that TQM can affect Compliance (CO). In this study, satisfaction” refers by teachers in Implementation TQM in compliance, achieved the desired goals.

H3. Does adaptive Compliance (CO) concept impact on Banking Institutions (BI)?

In this study, “the result showed a positive relationship between CO and BI satisfaction has been identified to have positive effects ($\beta = 0.305, t = 3.3847, p < 0.05$). This result is consistent with previous studies that Compliance (CO) can affect Banking Institutions (BI) In this study, satisfaction”

Table 4: Summary of the Hypothesis

Hypothesis		Results	Supporte d	Supporte d	Result	Supporte d
No	Direct Effect	This is positive relationship between the TQM and BI				
H1 H2 H3	Indirect Effect	This is positive relationship between the TQM and CO				
No						
H4		CO mediator the relationship between TQM and BI				

refers by teachers in “implementation TQM in compliance, achieved the desired goals

H4. Does Compliance (CO) act as the mediator between TQM and Banking Institutions (BI)?

This result is consistent with previous studies that TQM can affect banking institutions (BI). In this study, satisfaction” refers by teachers in “implementation TQM in banking institutions, achieved the desired goals. The results regarding the role of Compliance (CO), as a mediator between Total Quality Management (TQM) and Banking Institutions (BI) were found significant. The result regarding “the role of CO as a mediator that affected the relationship between TQM and BI, was found supportive. CO can play a significant role in the improving BI performance, and in improving or disapproving the implementations” of TQM on BI. In this study, clearly one hypothesis indirect of the study showed the analysis performed to test the indirect relationship between TQM and CO with BI.

Testing the mediating effect of CO was the main objective of the study. To test CO to mediate and test this effect, a t-test was performed through a non-boundary procedure of bootstrapping. Using SPSS and SmartPLS 4 modelling approach, a preliminary procedure was given to test the mediation in this study and considered to occur when the indirect relationship between independent, and dependent variables was significant and were proven to be supported ($p < 0.05$). Thus, in this study have three hypotheses direct (H3) and one hypothesis indirect (H1). Therefore, these results supported hypotheses H4.

17. LIMITATIONS

The sample size in this study was to obtain desirable results. However, as argued by Alavosius et al., (2018) there are significant advantages to sampling in this research. Research usually requires large and expensive research projects. The use of staff samples makes controlled trials more practical in organizational research, and enables researchers to provide practitioners with more evidence-based regulatory interventions (Shapiro & Kazemi, 2017). Statistical measures SPSS and SmartPLS 4 were used, however, outcome evaluation is the most common method used for research (Hassan & Jaaron, 2021).

In addition, many of the problems are defects that the researcher finds Hence, evaluation methods by the results of questionnaires useful. For example, Kirkpatrick (1979) identifies four steps to evaluating continuing training and provides important examples of how employee surveys can be used to assess the impact of TQM on banking institutions. However, for feedback, objectivity, learning, and outcomes (eg, reduced turnover, reduced costs, and absenteeism, other metrics are warranted).

18. FUTURE RESEARCH

Although this study was conducted with municipal employees in Iraq, Research indicates that TQM is effective in a cultural context and has a high probability of being effective in banking institutions (McSween & Moran, 2017). However, the effectiveness of TQM in contexts other than Iraqi municipalities deserves evaluation in future research. The effect size of the overall quality management in banking institutions may be related to the duration of training, which amounted to sufficient time in total. Most training is modern and takes longer;

For example, studied by (Aljadeff et al., 2017) given some days correctly learn quality criteria. Future studies of TQM should test whether increasing the number of sessions leads to greater effects. Changes in scholastic communication are achieved through a quality effect, such as employees tending to persist in generalizing job behaviors of high competence (Gravina et al., 2017). There is a need for follow-up to assess total quality management to long-term and sustainable changes in banking institutions. To confirm our understanding of coaching and leadership practice, we encourage future research in natural habitats and laboratories on how employees are.

19. CONCLUSION

TQM provides a comprehensive method for improving banking institutions through compliance as a mediator. The results can be used by coaches, managers, employees, unions, policymakers, and employers' organizations in efforts to advance banking institutions in their organizations.

20. DISCLOSURE STATEMENT

motivated and assertive through evolved leadership behaviors. By evaluating effective learning and its impact on banking institutions. Finally, we encourage researchers to replicate or expand our study. We have no known conflict of interest to disclose.

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ORCID

Martin Grill: <https://orcid.org/my-orcid?orcid=0000-0001-7469-4488>

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