National Journal of Quality, Innovation, and Business Excellence (NJQIBE)
Vol. 2, No. 3, Jul – Sep 2025, pp. 9-16
ISSN: 3107-7056, DOI: https://doi.org/10.17051/NJQIBE/02.03.02

Integrating Total Quality Management and Innovation Strategy: An Empirical Study of Business Excellence Performance

N. Saranya

Assistant professor SRM institute of science and technology, Tiruchirapalli
Email:Saranya.nagaraj@gmail.com

Article Info

Article history:

Received : 12.07.2025
Revised : 14.08.2025
Accepted : 06.09.2025

Keywords:

Total Quality Management,
Innovation Strategy,
Business Excellence Performance,
Strategic Alignment,
Dynamic Capabilities,
Structural Equation Modeling

ABSTRACT

This paper explores the concept of Total Quality Management (TQM) and innovation strategy and how they influence business excellence performance when they are integrated. Even though studies conducted before analysed quality management and innovation separately, there is not much empirical evidence to articulate how the alignment between them leads to better organisational performance. It is based on the Resource-Based View and the dynamic capabilities perspective, and the research constructs and tests the structural model with the quantitative cross-sectional survey design. The relationship was measured using strict equations of analysis and interpretation of data collected within organisations. These results show that TQM has a positive impact on business excellence performance both directly and indirectly by embracing innovation strategy, and innovation strategy has a good mediating effect. These results indicate that innovation is a dynamic capacity that transforms quality-based practises to sustainable performance benefits. The theoretical contributions of the study are in its combination of TQM and innovation strategy into one unified framework based on the capabilities, which serves as the continuation of the current literature on business excellence. In practise, the findings emphasise the significance of aligning the quality systems with innovation projects in a strategic manner to improve their adaptability and long-term competitiveness.

1. INTRODUCTION

Today, in an age of high speed of technological change, market volatility, and increased global intensity in the competitive environment, organisations have been forced to seek operational efficiency at the same time encouraging organisational growth through innovation. An ever-growing reliance on delivering high-quality products and services is not the only way to be sustained as a competitive organisation, but must also be accompanied by the ability to adapt, renew and position itself strategically. In this regard, TQM and innovation strategy have come out as two key pillars of organisational performance [1], [3]. TQM offers the systematic process of continuous improvement, customer focus, optimization of the processes and systematic problem solving [2], [4]. Innovation strategy, by contrast, is aimed at exploration, experimentation and invention of new products, processes and business models. Although the two constructs are correlated in their own right with the enhanced organisational results, their strategic combination is yet to be thoroughly cognized [9], [11]. One of the main dilemmas in the literature can be referred to as the quality-innovation paradox [1], [3]. TQM focuses on standardisation, control, incremental improvement and minimization of variation [2], [5]. The innovation strategy, especially in the exploratory aspect of it, requires flexibility, tolerance to risk, and going beyond the routine. This perceived paradox has prompted scholars to hold that too much formalisation in the process can impede innovativeness and restrain radical innovativeness. Nevertheless, there are new schools of thought based on the Resource-Based View (RBV) and the dynamic capabilities theory where well-developed quality management systems may offer the organisational infrastructure that can be used to facilitate innovation instead of bottleneck it [8], [11]. Systematic procedures, knowledge management, cross-functional coordination, and feedback loop could be considered as enablers of innovation as long as they are strategically aligned to the long-term objectives [1], [9]. Such business excellence

models as the European Foundation of Quality Management (EFQM) or Malcolm Baldrige Performance Excellence Framework are gradually acknowledging the need to incorporate the elements of quality, leadership, strategy, and innovation [12]. These models focus on an integrated organisational growth where process discipline exists along with strategic agility. However, empirical research available to justify the structural relationships between TQM and innovation strategy and business excellence performance is non-existent even though it is conceptually accepted this integration exists [9], [11]. A good deal of the available literature either looks at TQM and innovation separately or by use of regression based models that are inability to provide detailed mediation processes [1], [4]. Therefore, no extensive model that clarifies the innovative strategy in terms of how quality-focused practises can lead to appraised excellence results exists. To fill this lack, the current research formulates and empirically inducts an integrated framework where innovation strategy is a moderating dynamic capability between TQM and business excellence performance. Based on RBV, TQM practises are conceptualised in the study as being very important and scarce organisational resources and the innovation strategy as a more advanced capability that can reconfigure organisational resources to generate lasting competitive advantage [8]. Through the structural equation modelling (SEM), this study systematically studies both direct and indirect impacts and therefore, it provides a more in-depth perspective of how the operational discipline and strategic renewal interact. This study also contributes to the literature in a number of ways. One, it contributes to theory, as it combines the quality management and innovation strategy into one overarching capable-based framework, expanging business excellence studies to investigate performance drivers isolated of each other [9], [12]. Second, it provides the empirical evidence that testifies to the mediating contribution of innovation strategy which elucidates the process by which organised quality practises contribute to the organisational performance [1], [11]. Third, it is realistic in advising managers on how to strike a balance between process consistency and strategic accommodativeness, and notes that when quality systems and the aim of innovation are aligned to achieve sustainable business excellence.

2. Theoretical Background and Hypothesis Development

One possible theoretical support of the implementation of the Total Quality Management (TQM) and innovation strategy lies in the Resource-Based View (RBV), the Dynamic Capabilities Theory, and the Strategic Alignment Perspective that can be collectively used to explain how the internal organisational capabilities are converted into the sustained performance results [8]. It has been established by RBV that competitive advantage is attained by firms having valuable, rare, and inimitable resources, and TQM practises including leadership commitment, continuous improvement, customer orientation, and organised process management are strategic organisational resources that improve efficiency and reliability [2], [4]. Nevertheless, having organised quality habits might not ensure long-term competitiveness unless they are well restructured to address environmental dynamism. Dynamic Capabilities Theory builds on this argument by focusing on the capacity of the firm to bring together and reconfigure internal capabilities to respond to evolving market forces [8]. In this context, the innovation strategy can be defined as a capability of higher degree, that uses and restructures quality-based resources to produce adaptive and market-responding results [1], [11]. The Strategic Alignment Perspective anew contends that high performance occurs where operational systems and strategic orientation joyfully display some form of coherence with each other that may imply that the interaction between quality management systems and innovation go hand in hand to the extent of realising business excellence [9]. Business excellence models such as the EFQM and Malcolm Baldrige models put a strong focus on process discipline, leadership, value creation with stakeholders, and lifelong learning as core determinants of organisational success and thus consolidate the use of designed quality practises to enhance performance [12]. Empirical research has always shown that TQM implementation is positively related to better operational, financial, and customer-related performance, which proves that systematic quality schemes have a direct positive impact on excellence performance [1], [4]. As suggested, TQM has a positive effect on Business Excellence Performance (H1). In addition to its direct effect, TQM also results in knowledge sharing, cross-functional teamwork, and learning within an organisation factors that could spur spontaneous and strategic innovation [3], [11]. Although it is often considered as focusing on standardisation and control, continuous improvement philosophy of quality management is able to offer an infrastructure that would allow required disciplined experimentation and systematic development of innovation [2], [5]. In terms of dynamic capabilities, TQM fosters the underlying routines on which innovation strategies could be developed and implemented,

which implies that organisations having a developed quality systems have increased possibilities of developing consistent innovation strategies [8]. In this way, TQM is likely to have a positive impact on Innovation Strategy (H2). Even the innovation strategy per se is essential in the ability to convert the organisational capabilities into prolonged performance results. Firms that encourage exploratory and exploitative innovation enable the added value, strategic renewal and differentiation of the market, which are directly proportional to financial growth, operational excellence as well as customer satisfaction [1], [3]. Innovation helps companies to react anticipatorily to both the technological change and competitive forces, thus reinforcing the dimensions that are at the core of business excellence performance [9]. Brill Strategy (Innovation Strategy) will then have a positive effect on the Business Excellence Performance (H3). Combining these arguments, the innovation strategy can be viewed in the conceptual framework of a mediating dynamic capability that connects TQM and business excellence performance, i.e., when organised quality practises produce better results both directly and indirectly by means of innovation oriented strategic alignment [11]. Within the framework of this mediation, TQM would be used as a strategic resource base, and the innovation strategy would be used as a transformational mechanism that turns the gilded processes into adaptive competitive advantage [8]. The suggested relationships are presented as Figure 1 that shows a direct route between TQM and Business Excellence Performance as well as an indirect route between TQM and Innovation Strategy. Based on this, it is postulated that Innovation Strategy is an intermediary between Total Quality Management and Business excellence performance (H4).

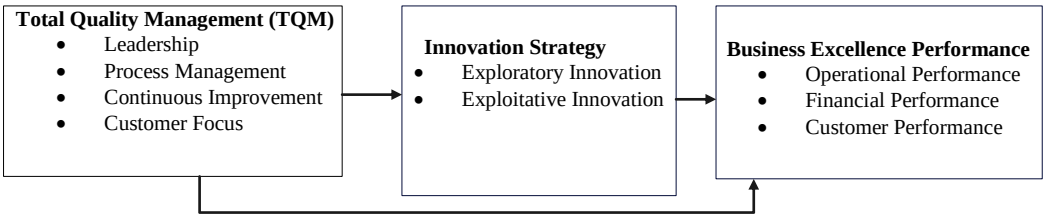

Fig. 1. Proposed Conceptual Framework Linking Total Quality Management, Innovation Strategy, and Business Excellence Performance

3. METHODOLOGY

The research design used in this study is quantitative and explanatory in the sense that it is going to be an empirical investigation of the correlation between Total Quality Management (TQM), innovation strategy, and business excellence performance. The cross-sectional survey design was used to retrieve the data represented by the organisations that operate in the discussed industry setting. The population of interest was composed of employees at the managerial level and quality/strategy decision-makers, who have adequate understanding of organisational quality systems and innovation practises. A referential method of sampling has been adopted to provide representativeness and the sample size is established using the requirements of SEM such that sufficient statistical power and model stability are assured. The information was gathered in the form of a structured questionnaire that was sent via e-mail and provided face to face, in line with the normal ethical and confidentiality guidelines. Development of measurements was based on scales that were earlier proven in valid studies in order to bring about plasticity and reliability of the construct. Multi-items reflective indicators were used to operationalize each construct TQM, innovation strategy, and business excellence performance. The answers were recorded on a five point Likert scale with strongly disagree (1) to strongly agree (5) as the possible responses. A pilot test was undertaken on a limited sample of respondents before the full-scale data collection so as to evaluate suitability in areas such as clarity, precision of words, and reliability of the instrument which necessitated slight modifications in other areas. The model of measurement analysis involved the assessment of factor loadings, the internal consistency reliability, and convergent validity. Construct reliability was estimated with the help of Cronbach alpha ( ) and composite reliability (CR), whereas convergent validation was estimated with the help of average variance extracted (AVE) as shown in Table 1. The constructs all passed by the threshold values recommended, which is a good indication of reliability and validity.

Table 1. Measurement Model and Reliability Assessment

Construct	Item Code	Standardized Loading	Cronbach's α	Composite Reliability (CR)	AVE
Total Quality Management (TQM)	TQM1	0.78	0.89	0.91	0.63
	TQM2	0.82			
	TQM3	0.80			
	TQM4	0.76			
Innovation Strategy (IS)	IS1	0.84	0.87	0.90	0.68
	IS2	0.81			
	IS3	0.79			
Business Excellence Performance (BEP)	BEP1	0.83	0.91	0.93	0.70
	BEP2	0.85			
	BEP3	0.82			
	BEP4	0.84			

On the basis of the validity of the measurement, the data analysis process was conducted in a series of steps, as shown in Figure 2.

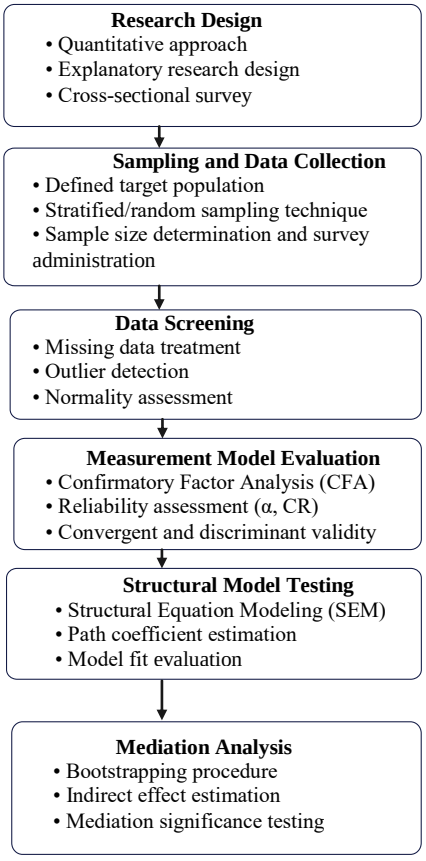

Fig. 2. Research Design and Data Analysis Procedure

Initially, data screening was performed to identify missing values, detect outliers, and assess normality assumptions. Common method bias was examined using procedural and statistical remedies to minimize potential bias arising from single-source data collection. Confirmatory Factor Analysis (CFA) was conducted to validate the measurement structure and assess model fit indices. Reliability and discriminant validity were further confirmed prior to structural analysis. Structural Equation Modeling (SEM) was then applied to test the hypothesized relationships among constructs and estimate standardized path coefficients. Finally, mediation analysis was conducted using a bootstrapping procedure to evaluate indirect effects and determine the mediating role of innovation strategy in the relationship between TQM and business excellence performance.

4. RESULTS AND DISCUSSION

4.1 Measurement Model Assessment

The confirmatory factor analysis (CFA) was utilised to determine the construct reliability, convergent validity, discriminant validity, and validate the overall model fit. The findings suggest that the three-factor model suggested by the authors has an acceptable fit to the measured data. Goodness-of-fit indices are appropriate values and Comparative Fit Index (CFI) and TuckerLewis Index (TLI) are more than 0.90, and the root mean square error of approximation (RMSEA) and the Standardised Root Mean Square Residual (SRMR) are less than 0.08. All these values show that the measurement model allows an acceptable reflection of the data structure. The standardised factor loading and the average variance extracted (AVE) was used to estimate convergent validity. The loadings of all items were significant and above the basic threshold of 0.70 which is the limit used in identifying whether the indicators do a good representation of the corresponding latent constructs. Also, all of the constructs with AVE greater than 0.50 suggest that this construct gives an account of greater than 50 percent of the variance of its indicators. Satisfactory reliability was established by internal consistency reliability that was checked using both Cronbachs alpha and composite reliability (CR) which were above the recommended cutoff of 0.70. Table 1 provides detailed statistics of the reliability and validity.

Fornell–Larcker and heterotrait–monotrait (HTMT) ratio were used to assess discriminant validity. The AVE of each construct was greater than the inter-construct correlations and all the HTMT were less than the recommended value of 0.85, thereby affirming that the constructs are empirically distinct. These results prove sufficientity of measurement model and the necessity to move to structural model evaluation.

4.2 Structural Model Results

After the confirmation of the measurement model, the structural model was then tested through structural equation modelling to test the hypothesised relation between Total Quality Management (TQM), the Innovation Strategy (IS), and Business Excellence Performance (BEP). The indices of satisfactory fit used in the structural model showed that the proposed theoretical framework sufficiently models the observed data.

Table 2 presents standardised coefficients of path and t-values and significance levels of the hypothesised relationships. The findings show that TQM is a key positive driver of Business Excellence Performance ($\beta = 0.28$, $p < .01$) which justifies H1. Moreover, TQM has significant positive impact on Innovation Strategy ($\beta = 0.65$, $p < .001$)respectively. It is also important to note that Innovation Strategy has a great impact on Business Excellence Performance ($\beta = 0.47$, $p < .001$) hence proving hypothesis H3.

Table 2. Hypothesis Testing Results

Hypothesis	Path	Beta (β)	t-value	p-value	Decision
H1	TQM → BEP	0.28	3.45	< .01	Supported
H2	TQM → IS	0.65	8.72	< .001	Supported
H3	IS → BEP	0.47	6.15	< .001	Supported

It is necessary to give a visual comparison of the relative magnitude of the standardised effects, and Figure 3 in this paper provides the graphical representation of the path coefficients in the hypothesised relationships. According to Figure 3, the impact of TQM to Innovation Strategy is the best of all the explored paths, then the impact of Innovation Strategy to Business Excellence Performance, and the direct impact of TQM to Business Excellence Performance is relatively lower.

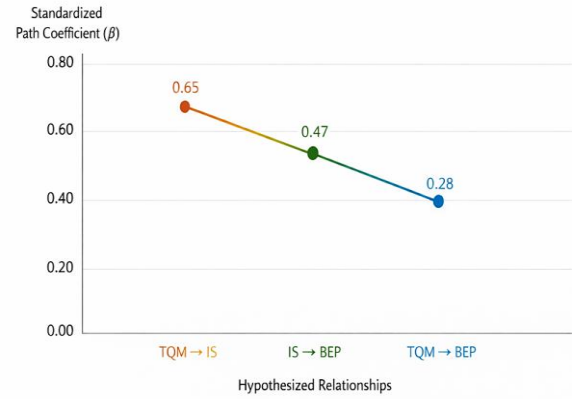

Fig. 3. Standardized Path Coefficients Across Hypothesized Relationships

Indirect (Mediation) Effects

To analyse the mediating effect of Innovation Strategy, bootstrapping analysis was done. In the case of the indirect impact of TQM on Business Excellence Performance in terms of Innovation Strategy, the relationship was found to be positive and statistically significant ($\beta = 0.31$, $p<.001$), which means it was partially mediated.

This indicates that although TQM has a direct effect of improving performance of business excellence, the large part of its influence works through the strategic alignment that relates to innovation.

Explained Variance

Structural model accounts 42 percent of the variance of Innovation Strategy and 58 percent of the variance of Business Excellence Performance indicating that structural model has moderate to substantial explanatory power.

4.3 Integrated Discussion

The support this study offers to the posited capability-integration model connecting the Total Quality Management (TQM), the innovation strategy, and the business excellence performance is based on empirical evidence. The high positive correlation between TQM and Business Excellence Performance establishes the fact that the well-managed quality practises do have a direct positive effect on the performance of the organisation. This finding indicates that process management, commitment by the executive, and the implementation of nonstop improvement programmes are factors that add to the stability of operations, customer satisfaction, and stability in overall performance. This direct effect, however, moderate in comparison to other paths, demonstrates that quality systems produce measurably prevalent excellence results as such. More to the point, the TQM force of the Innovation Strategy is quite strong, which underscores the enabling purpose of the systematic quality routines to strategic innovation. Instead of limiting creativity, established adult systems in quality

management seem to offer organisational infrastructure that establish a disciplined experimentation, knowledge and cross-functional co-operation. This observation could refute the classic quality-innovation paradox in that standardisation and innovations can be intuitively antagonistic to each other when they are not strategically aligned. The immense impact of the Innovation Strategy on Business Excellence Performance also serves as an additional tool in compelling the fact that innovation exists as a dynamic capability, which converts the operational discipline to adaptive competitiveness. Companies that successfully match innovation activities with a well-developed quality system seem to be in a better position to deliver sustained excellence in both financial, operations, and customer performance aspects. This mechanism of transformation is better understood in the mediation analysis. The great indirect impact of TQM on Business Excellence Performance by means of Innovation Strategy points to the partial mediation of contingent effect of TQM-performance which implies that a significant part of TQM-performance effect is mediated by innovation-based strategic alignment. Practically it implies that quality practises will not necessarily bring their performance potential to fruition without being strategically used to back up innovation efforts. The innovation strategy is therefore like the channel through which well organised quality resources can be restructured to form competitive advantage. These results are in line with the Resource-Based View as they conceptualise TQM practises as resourceful assets within an organisation and also extends the Dynamic Capabilities Theory since it empirically confirms the innovation strategy which can reconfigurate quality-based resources into better results. In addition, the findings are used to supplement the existing body of empirical research when it claims that there are positive relations between quality management and performance in innovation, however, they contribute to the body of literature by structurally demonstrating the mediating process in a single model. Combining these theoretical approaches, this work can add value to business excellence research through highlighting that sustainable performance cannot be developed out of the specific operational or strategic effort, but only the coherent nature of quality systems and innovation competencies.

5. Implications

5.1 Theoretical Implications

The study has its contribution to the theoretical part of the research in quality management and innovation in the sense that it adds on the Resource-Based View (RBV) with the help of integrated capability framework. Although the organisational practises contextually defined as strategic resources in the RBV traditionally perspective makes that aspect as a value factor; this research paper has shown that the value of the resources will be determined by the correlation with higher-order capabilities. In particular, TQM is positioned as an immobile operational resource, and innovation strategy as a dynamic capability that restructures these resources into the results of the perpetuated performance performance. This combined outlook moves RBV forward with operational capabilities being empirically tested as the mechanism of converting them into strategic benefit. The results also confirm innovation strategy as an intermediate dynamic capability in the qualityperformance association. The research gives structural support by validation of part mediation that innovation does not just follow suit with quality management but it acts as a directive to its effects on performance. This elucidation sheds light on unclear arguments of the quality-innovation debate and is valuable to the dynamic capabilities theory, in showing how systematic routines and adaptability to strategy and performance can coexist in a single performance model. Furthermore, the research contribution to the field of business excellence modelling is that operational discipline and strategic renewal were positively merged within the same empirically tested framework. Most models of excellence that exist nowadays tend to look at quality and innovation as independent enablers; the study proves the mutual dependency of the two in an empirical manner that adds to the overall conceptual background on business excellence studies.

5.2 Managerial Implications

In terms of the management, the results highlight the role of the quality management systems and the innovations in their strategic coordination. TQM is required in the organisations, but it should not be looked as a strictly compliance based or efficiency producing mechanism; instead it should offer itself as a formalised platform, which helps in supporting the strategy experimentation and visionary correspondence. The close connexion between TQM and innovation strategy is indicative that serious procedures, records, and continuous improvement practises might be utilised to boost innovativeness where purposefully coordinated with the strategic targets. Managers are also not supposed to over-standardisation which would stifle flexibility of creativity. Although organised quality systems enhance reliability, the level of rigidity could be a deterrent to the exploratory efforts. Balancing is the key here creating adaptive

quality systems to maintain operational control but at the same time allow experimenting. The feedback loops, the cross-functional collaboration mechanisms, and the innovation metrics should be included in the quality frameworks to make them strategic responsive. This research would suggest an ordered manner of implementation to reduce the empirical results into practical advice in the form of an algorithm (Algorithm 1).

Algorithm 1. TQM–Innovation Strategic Alignment Framework for Business Excellence
Input: Organizational quality practices and innovation strategy orientation
Output: Enhanced business excellence performance through strategic alignment
Step 1: Assess organizational TQM maturity level using validated performance indicators.
Step 2: Evaluate innovation strategy orientation, distinguishing between exploratory and exploitative initiatives.
Step 3: Identify alignment gaps between quality management practices and innovation objectives.
Step 4: Prioritize improvement initiatives based on empirically identified high-impact relationships (e.g., strengthening quality-driven innovation capabilities).
Step 5: Monitor predicted business excellence performance using structural model outputs and key performance metrics.
Step 6: Implement continuous feedback mechanisms and strategic recalibration to maintain alignment under changing environmental conditions.
Algorithm 1 operationalizes the empirical model by converting statistical relationships into a sequential managerial decision framework. By systematically aligning structured quality systems with innovation strategy, organizations can enhance adaptability while maintaining operational excellence, thereby achieving sustained business excellence performance.

6. CONCLUSION

This paper was aimed at exploring the structural adoption of Total Quality Management (TQM) and innovation strategy and their joint impact on business excellence performance. The study was founded on the Resource-Based View (RBV), the Dynamic Capabilities Theory, and the Strategic Alignment Perspective to formulate and empirically align a mediation model according to which the innovation strategy is a transformative mechanism through which structured quality practises are related to sustained performance results. The results prove that TQM has a strong direct impact on the performance of business excellence and a strong indirect impact on the performance of the business excellence through the innovation strategy. The close association between TQM and innovation strategy indicates that the organisational infrastructure required to sustain disciplined innovation is offered by established quality systems, and the fact that innovation strategy has a great influence on the performance of an organisation provides evidence of its ability to change operational discipline into adaptive competitiveness. This study contributes to theoretical knowledge on the long-standing debate of quality innovation relationship by empirically proving the mediating role. Instead of helping to confirm the opinion that standardisation helps to suppress creativity, the findings allow one to prove that quality management practises could be offered as the facilitators of the development of innovation ability with a strategic alignment of the latter. By so doing, the study will fit into the body of research on the business excellence, as it will offer an integrated capacity model that would border operational proficiency and strategic renaissance under one explanatory frame. Although this has been done, there are a number of drawbacks that should be considered. Firstly, the cross-sectional design limits the chances of causality or the dynamic evolution over time. The longitudinal studies would contribute more insight on the nature of co-development of quality systems and innovation strategies and subsequent performance at various levels of organisational maturity. Second, the data on the reliance on the data on perceptual surveys can create potential common method bias, whereas the established procedural and statistical controls were used. In future studies, the strength can be enhanced through multi-source data, objective performance measures, or archival data. Third, the industrial context presented in the study could constrain the possibility of generalising the study findings in sectors or institutional settings. External validity would be taken a step further by replication in various industries, cultural orientations and size of organisations. Future research can also build upon this framework by considering possible moderating factors, including the environmental uncertainty, the intensity of digital transformation, the leadership orientation, or the organisational structure. The nonlinear relationship or mutual feedback between TQM and innovation strategy may also be investigated, which could be elaborated with more theoretical information. Moreover, the implementation of sustainability performance or digital excellence or resilience capability into the framework can further deepen the insight into the current business excellence. With developing these directions, additional academic research in the future can still enhance and deepen the knowledge regarding the means to

make organisations successfully match structured quality systems with innovation strategy in order to gain long-term competitive advantage.

REFERENCES

1. Alsadi, J., Alkhatib, F., Antony, J., Garza-Reyes, J. A., Tortorella, G., & Cudney, E. A. (2025). A systematic literature review with bibliometric analysis of Quality 4.0. *The TQM Journal, 37*(5), 1446–1470.
2. Anifowose, O. N., Ghasemi, M., & Olaleye, B. R. (2022). Total quality management and small and medium-sized enterprises' (SMEs) performance: Mediating role of innovation speed. *Sustainability, 14*(14), 8719. https://doi.org/10.3390/su14148719
3. Escrig-Tena, A. B., Garcia-Juan, B., & Segarra-Ciprés, M. (2019). Drivers and internalisation of the EFQM excellence model. *International Journal of Quality & Reliability Management, 36*(3), 398–419.
4. García-Fernández, M., Claver-Cortés, E., & Tarí, J. J. (2022). Relationships between quality management, innovation and performance: A literature systematic review. *European Research on Management and Business Economics, 28*(1), 100172.
5. Nwachukwu, C., Omofowa, S., & Omofowa, M. S. (2025). Systematic review of total quality management (TQM) using TCM and ADO frameworks.
6. Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. *Advances in Decision Sciences, 2014*, Article ID 537605.
7. Sadikoglu, E., & Zehir, C. (2010). Investigating the effects of innovation and employee performance on the relationship between total quality management practices and firm performance: An empirical study of Turkish firms. *International Journal of Production Economics, 127*(1), 13–26.
8. Sweis, R. J., Mahmoud Saleh, F. I., Dahiyat, S. E., Sweis, N. J., Saleh, R. A., & Diab, H. (2016). Benchmarking of TQM practices in INGOs: A literature review. *Benchmarking: An International Journal, 23*(1), 236–261.
9. Teece, D. J. (2014). The foundations of enterprise performance: Dynamic and ordinary capabilities in an (economic) theory of firms. *Academy of Management Perspectives, 28*(4), 328–352.
10. Zu, X., & Kaynak, H. (2012). An agency theory perspective on supply chain quality management. *International Journal of Operations & Production Management, 32*(4), 423–446.
11. Zu, X., Robbins, T. L., & Fredendall, L. D. (2010). Mapping the critical links between organizational culture and TQM/Six Sigma practices. *International Journal of Production Economics, 123*(1), 86–106.
12. Zehir, C., Ertosun, Ö. G., Zehir, S., & Müceldilli, B. (2012). Total quality management practices' effects on quality performance and innovative performance. *Procedia – Social and Behavioral Sciences, 41*, 273–280.