

Leadership Styles and Total Quality Management Integration: A Cross-Sector Analysis of Operational Excellence in Business and Academic Institutions

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ABSTRACT

This study examined the relationships among leadership styles, Total Quality Management (TQM) integration, and operational excellence in business and academic institutions, with TQM integration analyzed as a mediating variable. Using a quantitative descriptive–correlational and explanatory research design, data were gathered through a structured survey administered to respondents from selected business organizations and academic institutions. Leadership styles were operationalized in terms of transformational, transactional, and participative leadership, while TQM integration and operational excellence were measured using established multidimensional indicators. Data were analyzed using descriptive statistics, correlation analysis, regression analysis, and mediation analysis. The results indicated that leadership styles were generally practiced at a high level, with transformational and participative leadership more prevalent than transactional leadership. TQM integration and operational excellence were also rated high overall; however, employee involvement, process management, efficiency, and continuous performance improvement were rated at moderate levels, suggesting uneven institutionalization of quality practices. The findings further revealed significant positive relationships between leadership styles and TQM integration, with transformational and participative leadership showing stronger associations. Regression analysis confirmed that TQM integration significantly influences operational excellence, while mediation analysis demonstrated that TQM integration partially mediates the relationship between leadership styles and operational excellence. These results highlight the critical role of leadership-driven TQM integration in enhancing operational performance and provide empirical support for a cross-sector model that can guide leaders, managers, and policymakers in strengthening quality management systems and achieving sustained operational excellence in both business and academic contexts.

Keywords: Leadership styles; Total Quality Management; TQM integration; Operational excellence; Transformational leadership; Participative leadership; Business and academic institutions

INTRODUCTION

Organizations in both business and academic sectors are increasingly confronted with pressures to enhance efficiency, service quality, and overall performance amid rising stakeholder expectations. Customers, students, employees, and regulatory bodies demand faster services, higher standards of quality, and more effective use of resources. In response, organizations have adopted structured management frameworks to improve internal processes and institutional outcomes. Among these frameworks, Total Quality Management (TQM) has gained sustained attention for its emphasis on continuous improvement, stakeholder satisfaction, and systematic process management. Empirical studies consistently recognize TQM as a strategic approach that supports operational effectiveness and long-term organizational excellence across diverse institutional contexts (Antony et al., 2021; Psomas & Antony, 2023).

Leadership is widely acknowledged as a critical determinant of successful TQM implementation. Leadership styles influence how quality objectives are communicated, how employees engage with improvement initiatives, and how consistently quality practices are embedded in daily operations. Research indicates that transformational and participative leadership styles foster employee involvement, open communication, and shared accountability, which are essential for sustaining TQM practices (Dirani et al., 2020; Iqbal et al., 2021).

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Conversely, leadership approaches that discourage participation or feedback may undermine quality initiatives and limit their organizational impact. While business organizations often emphasize productivity, cost efficiency, and customer satisfaction, academic institutions focus on instructional quality, administrative effectiveness, and institutional performance. Despite these contextual differences, both sectors face common challenges, including resistance to change, resource constraints, and complex governance structures, particularly within higher education environments (Manatos et al., 2022).

Operational excellence represents a key outcome of effective leadership and TQM integration, reflecting an organization's capacity to deliver reliable, high-quality services while continuously improving processes. Prior empirical evidence demonstrates that organizations with strong leadership commitment to TQM achieve superior operational performance, reduced process variability, and higher stakeholder satisfaction (Talapatra & Uddin, 2022). In emerging and developing contexts, leadership-driven quality management has been identified as essential for building institutional resilience and performance. Betito, Sario, and Bacay (2025) provide quantitative evidence that leadership commitment significantly influences TQM integration and institutional performance in higher education. However, despite growing scholarly interest, limited research has examined the combined effects of leadership styles and TQM integration on operational excellence across both business and academic sectors. Addressing this gap, the present study employs a quantitative, cross-sector approach to examine how leadership styles influence TQM integration and operational excellence in schools and businesses.

Statement of the Problem

Organizations in both business and academic sectors continue to face increasing demands to improve quality, efficiency, and overall operational performance in increasingly complex environments. Leadership styles and Total Quality Management (TQM) have been widely recognized as critical drivers of operational excellence; however, empirical evidence indicates that their integration and effects vary across institutional contexts. Recent findings show that while transformational and participative leadership styles are generally practiced at high levels, transactional leadership is only moderately evident, and although TQM integration and operational excellence are rated high overall, key dimensions such as employee involvement, process management, efficiency, and continuous performance improvement remain at moderate levels. Moreover, leadership styles exhibit significant but differing relationships with TQM integration, with transformational and participative leadership demonstrating stronger associations than transactional leadership, while TQM integration significantly influences operational excellence and partially mediates the relationship between leadership styles and operational performance. In view of these conditions, this study seeks to answer the following research questions:

1. What leadership styles are predominantly practiced in business organizations and academic institutions in terms of transformational, transactional, and participative leadership?
2. To what extent is Total Quality Management integrated in business and academic institutions with respect to continuous improvement, process management, employee involvement, and stakeholder focus?
3. What is the level of operational excellence in business and academic institutions in terms of efficiency, service quality, process reliability, and continuous performance improvement?
4. Is there a significant relationship between leadership styles and Total Quality Management integration in business and academic institutions?
5. Does Total Quality Management integration significantly influence operational excellence in business and academic institutions?
6. Does Total Quality Management integration mediate the relationship between leadership styles and operational excellence? and

7. Are there differences in the structural relationships among leadership styles, TQM integration, and operational excellence between business organizations and academic institutions?

Framework of the Study

The framework of this study conceptualizes the theoretical and empirical relationships among leadership styles, Total Quality Management (TQM) principles, organizational enabling conditions, and operational excellence in business and academic institutions. Leadership styles—operationalized through transformational, transactional, and participative leadership—are theorized as antecedent behavioral constructs that influence organizational quality orientation and employee engagement, consistent with leadership theory and empirical research on leadership-quality linkages (Dirani et al., 2020; Iqbal et al., 2021). Parallel to this, the core principles of TQM—continuous improvement, process orientation, and stakeholder focus—provide the quality management foundation for institutional processes and outcomes (Antony, Sony, & Gutierrez, 2021; Psomas & Antony, 2023). Together, these constructs form the basis for examining how leadership and quality management systems interact in diverse organizational contexts.

Central to the framework is the leadership-driven TQM integration mechanism, which represents the process through which leadership behavior is systematically aligned with TQM principles to produce quality outcomes. This mechanism emphasizes quality-oriented decision making, strategic alignment of leadership practices with quality frameworks, and the institutionalization of a culture that supports continuous improvement. Empirical evidence suggests that leadership commitment and strategic alignment are both necessary to translate TQM from a formal structure into effective practices that enhance operational performance (Dirani et al., 2020; Iqbal et al., 2021). This mechanism is further enabled by organizational conditions—such as culture, readiness, and change management capacity—that facilitate the adoption, implementation, and sustainability of integrated quality systems.

The outcome of this framework is operational excellence, defined as the organization's ability to deliver efficient, reliable operations, high service or product quality, stable processes, and continuous performance improvement. Recent research by Betito, Dela Cruz, Sario, and Labalan (2025) underscores the role of leadership support and institutional enablers in facilitating the integration of quality management systems and technology-driven quality initiatives, reinforcing the importance of leadership-driven quality integration in achieving superior institutional outcomes. Consistent with broader TQM literature, organizations that effectively align leadership styles with TQM principles within supportive organizational environments are more likely to achieve operational excellence across both business and academic settings (Antony, Sony, & Gutierrez, 2021; Psomas & Antony, 2023). This integrated framework provides a rigorous basis for hypothesis development and quantitative analysis, enabling a cross-sector examination of leadership, quality integration, and performance outcomes.

Figure 1: Research Paradigm of the Study

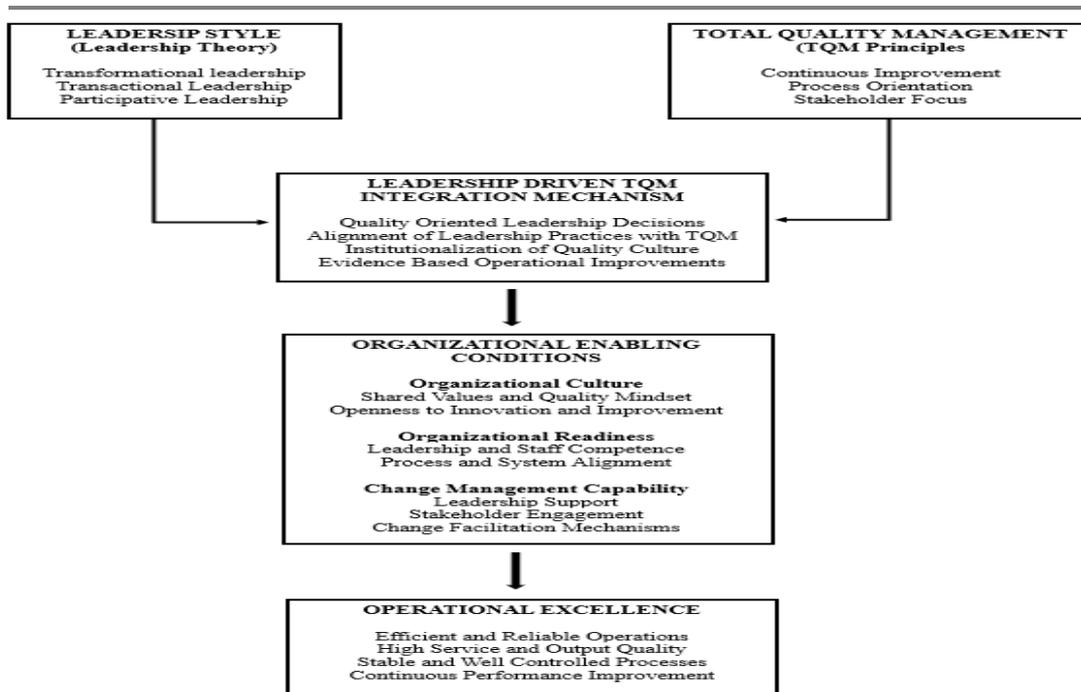


Figure 1 illustrates the framework of the study and highlights its value in clearly explaining the logical relationships among leadership styles, Total Quality Management (TQM) integration, organizational enabling conditions, and operational excellence in business and academic institutions. The framework is beneficial because it provides a structured and theory-driven representation of how leadership behaviors influence the integration of TQM practices and how this integration, supported by organizational conditions, leads to improved operational outcomes. By explicitly identifying antecedent variables, mediating mechanisms, and outcome variables, the framework guides hypothesis development, variable operationalization, and quantitative analysis, ensuring alignment between the study’s objectives, methodology, and analysis. Moreover, its cross-sector perspective enhances the applicability and relevance of the study by allowing comparisons between business and academic contexts, thereby strengthening both the theoretical contribution and practical usefulness of the research.

RESEARCH METHOD

This study employs a quantitative research method to examine the relationships among leadership styles, Total Quality Management (TQM) integration, and operational excellence in business and academic institutions. Quantitative methods are appropriate as the study focuses on measuring constructs objectively and testing hypothesized relationships using statistical techniques.

Research Design

A descriptive–correlational and explanatory research design is adopted. The descriptive component determines the levels of leadership styles, TQM integration, and operational excellence, while the correlational and explanatory components assess the relationships and directional effects among variables. The study uses a cross sectional design, collecting data at one point in time to enable comparison between business and academic sectors.

Population, Sample Size, and Sampling Technique

The population comprises managers, supervisors, administrators, faculty members, department heads, quality assurance personnel, and operations staff from selected business organizations and academic institutions. These respondents are directly involved in leadership practices, quality initiatives, and operational processes.

The sample size follows established guidelines for multivariate analysis, with a minimum target of 200–300 respondents to ensure adequate statistical power for regression and Structural Equation Modeling (SEM), with proportional representation from both sectors.

A stratified random sampling technique is employed. The population is divided into two strata—business institutions and academic institutions—and respondents are randomly selected within each stratum to support cross-sector comparability.

Research Instrument

The primary data-gathering instrument used in this study is a structured survey questionnaire developed based on established and validated measurement scales in leadership, Total Quality Management (TQM), and operational excellence literature. The questionnaire is designed to capture respondents' perceptions of leadership styles, the extent of TQM integration, and the level of operational excellence within their respective business or academic institutions. It is organized into four sections covering leadership styles (transformational, transactional, and participative leadership), TQM integration (continuous improvement, process management, employee involvement, and stakeholder focus), operational excellence (efficiency, service or output quality, process reliability, and continuous performance improvement), and the demographic profile of the respondents.

All survey items are measured using a 4-point Likert scale, with response options ranging from 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, to 4 – Strongly Agree. The use of a forced-choice scale is intended to minimize neutral responses and encourage more definitive assessments from respondents. To ensure the instrument's validity and consistency, the questionnaire undergoes expert content validation and pilot testing prior to full administration. The internal consistency of each construct is evaluated using Cronbach's alpha, with values of 0.70 or higher considered acceptable. These procedures ensure that the instrument reliably measures the intended constructs and is suitable for quantitative analysis.

Data Gathering Procedure

Prior to data collection, formal approval is secured from the management of participating institutions. Respondents are informed of the study's purpose, assured of confidentiality and anonymity, and advised that participation is voluntary. Questionnaires are distributed either in printed form or via an online survey platform, depending on institutional preference.

Completed questionnaires are collected within the designated period, screened for completeness, and encoded for statistical analysis. Data handling adheres to ethical research standards, ensuring secure storage, confidentiality, and responsible use of information throughout the research process.

RESULTS AND DISCUSSION

1. The extent of leadership styles practiced in business and academic institutions

The results indicate that leadership styles are practiced at a generally high level (Overall Mean = 2.59), with transformational leadership ($M = 2.78$) and participative leadership ($M = 2.55$) rated higher than transactional leadership ($M = 2.43$), which falls at a moderate level. This pattern suggests that leaders in both business and academic institutions rely more on vision-driven and participatory approaches than on control-oriented or reward-based leadership.

This finding aligns with Dirani et al. (2020), who emphasized that contemporary organizations increasingly require leaders who can inspire commitment, foster adaptability, and encourage shared responsibility rather than merely enforce compliance. The moderate level of transactional leadership indicates that while performance monitoring and formal controls are present, they are not the dominant leadership approach. This is particularly relevant in academic institutions, where collegial governance and professional autonomy limit excessive reliance on transactional mechanisms.

The results are further supported by Iqbal et al. (2021), who found that transformational and participative leadership styles are more effective in quality-oriented environments than purely transactional leadership. In the context of this study, the leadership profile suggests a favorable environment for quality management

initiatives, as transformational and participative leadership behaviors are known to support collaboration, learning, and continuous improvement.

Table 1: Extent of Leadership Styles Practiced in Business and Academic Institutions

Leadership Style	Mean	SD	Interpretation
Transformational Leadership	2.78	0.66	High
Transactional Leadership	2.43	0.71	Moderate
Participative Leadership	2.55	0.68	High
Overall Mean	2.59	—	High

Scale used: 1.00–1.75 = Low | 1.76–2.50 = Moderate | 2.51–3.25 = High | 3.26–4.00 = Very High

2. The extent of Total Quality Management (TQM) integration in business and academic institutions

The findings reveal that TQM integration is practiced at a high overall level (Overall Mean = 2.62); however, notable variations exist across its dimensions. Continuous improvement (M = 2.86) and stakeholder focus (M = 2.74) are rated high, while process management (M = 2.47) and employee involvement (M = 2.39) are rated at a moderate level. This indicates that while organizations are committed to improvement and stakeholder satisfaction, the systematic operationalization of TQM through standardized processes and broad employee participation remains limited.

This pattern reflects a commonly observed gap in TQM implementation, particularly in service-oriented and educational organizations. Antony et al. (2021) noted that many institutions adopt the philosophy of TQM but struggle with embedding it fully into daily operations, especially in terms of process discipline and employee level engagement. Similarly, Psomas and Antony (2023) emphasized that partial TQM maturity is typical when quality initiatives are driven primarily by management rather than organization-wide involvement.

The findings are consistent with the study of Betito, Sario, and Bacay (2025), which demonstrated that higher education institutions often show strong commitment to quality ideals but encounter challenges in institutionalizing process-level quality practices. This suggests that leadership commitment alone is insufficient; effective TQM integration requires structural alignment, employee empowerment, and consistent process management.

Table 2: Extent of Total Quality Management (TQM) Integration

TQM Dimension	Mean	SD	Interpretation
Continuous Improvement	2.86	0.63	High
Process Management	2.47	0.72	Moderate
Employee Involvement	2.39	0.70	Moderate
Stakeholder Focus	2.74	0.65	High
Overall Mean	2.62	—	High

Scale used: 1.00–1.75 = Low | 1.76–2.50 = Moderate | 2.51–3.25 = High | 3.26–4.00 = Very High

3. The level of operational excellence in business and academic institutions

The results show that operational excellence is rated high overall (Overall Mean = 2.52), with service/output quality (M = 2.83) and process reliability (M = 2.52) performing better than efficiency (M = 2.28) and continuous performance improvement (M = 2.46), which are rated moderate. This indicates that organizations are relatively effective in delivering acceptable quality outcomes but face challenges in optimizing resource use and sustaining long-term performance improvement.

This finding is consistent with Psomas and Antony (2023), who reported that quality outcomes often improve earlier than efficiency indicators, particularly in organizations with complex structures such as universities and service-based enterprises. Efficiency gains typically require deeper process redesign and stronger integration of quality tools, which may explain the moderate ratings observed in this study.

Betito et al. (2025) similarly found that operational improvements in higher education are often constrained by administrative complexity and limited process automation, even when leadership and quality commitment are present. These findings suggest that operational excellence in both sectors remains uneven and strongly dependent on the depth of TQM integration

Table 3: Level of Operational Excellence

Indicator	Mean	SD	Interpretation
Efficiency	2.28	0.74	Moderate
Service / Output Quality	2.83	0.61	High
Process Reliability	2.52	0.69	High
Continuous Performance Improvement	2.46	0.67	Moderate
Overall Mean	2.52	—	High

Scale used: 1.00–1.75 = Low | 1.76–2.50 = Moderate | 2.51–3.25 = High | 3.26–4.00 = Very High

4. Significant relationship between leadership styles and TQM integration

The correlation results show that transformational leadership (r = 0.37) and participative leadership (r = 0.34) have moderate and significant relationships with TQM integration, while transactional leadership exhibits a weak but significant relationship (r = 0.21). This indicates that leadership styles emphasizing vision, empowerment, and participation are more strongly associated with effective TQM integration than control-based leadership.

These findings support the argument that leadership behavior is a critical enabler of quality management systems. Dirani et al. (2020) highlighted that transformational leadership enhances employee engagement and learning, which are essential for sustaining quality initiatives. Likewise, Iqbal et al. (2021) demonstrated that participative leadership strengthens TQM practices by encouraging employee involvement and shared ownership of quality outcomes.

The weaker relationship between transactional leadership and TQM integration suggests that compliance oriented leadership alone is insufficient for embedding quality practices deeply within organizations. This observation aligns with Betito et al. (2025), who emphasized that leadership support must go beyond formal controls to foster a genuine quality culture.

Table 4: Correlation Between Leadership Styles and TQM Integration

Leadership Style	r-value	p-value	Interpretation
Transformational Leadership	0.37	< .001	Moderate

Transactional Leadership	0.21	.008	Weak
Participative Leadership	0.34	< .001	Moderate

TQM integration significantly influence operational excellence

The regression analysis indicates that TQM integration has a significant and positive effect on operational excellence ($\beta = 0.39, p < .001$). This result confirms that improvements in quality management practices lead to measurable enhancements in operational performance, including service quality, process reliability, and continuous improvement.

This finding is strongly supported by Psomas and Antony (2023), who demonstrated that organizations with integrated TQM systems consistently outperform those with fragmented or superficial quality initiatives. Antony et al. (2021) further argued that TQM serves as a strategic mechanism through which organizations align processes, people, and performance objectives.

Consistent with these studies, Betito et al. (2025) found that quality system integration significantly contributes to institutional performance, particularly when leadership commitment is coupled with organizational readiness and process alignment. The result underscores the central role of TQM as a driver of operational excellence across sectors.

Table 5: Regression Analysis: Effect of TQM Integration on Operational Excellence

Predictor	β	t-value	p-value	Result
TQM Integration	0.39	5.21	< .001	Significant

TQM integration mediate the relationship between leadership styles and operational excellence

The mediation analysis reveals that TQM integration partially mediates the relationship between leadership styles and operational excellence, with a small but statistically significant indirect effect ($\beta = 0.13, p = .012$). This indicates that leadership styles influence operational excellence both directly and indirectly through their effect on TQM integration.

The presence of partial mediation suggests that while effective leadership can independently enhance performance, its impact is substantially strengthened when leadership behaviors are aligned with systematic quality management practices. This finding supports leadership–quality integration models proposed in the quality management literature (Antony et al., 2021; Dirani et al., 2020).

Importantly, Betito et al. (2025) emphasized that leadership-driven quality systems act as a critical bridge between strategic intent and operational outcomes, particularly in higher education institutions. The results of this study extend this argument by demonstrating that the mediating role of TQM integration is also evident in a cross-sector context.

Table 6: Mediation Analysis of TQM Integration

Path	Standardized Effect	p-value	Interpretation
Leadership Styles → TQM Integration	0.33	< .001	Significant
TQM Integration → Operational Excellence	0.39	< .001	Significant
Leadership Styles → Operational Excellence (Indirect)	0.13	.012	Partial Mediation

Cross-Sector Comparison of Structural Relationships among Leadership Styles, TQM Integration, and Operational Excellence

The results of the comparative analysis indicate that the structural relationships among leadership styles, Total Quality Management (TQM) integration, and operational excellence are consistent in direction across both business organizations and academic institutions, but differ in strength. In both sectors, transformational and participative leadership styles demonstrate significant positive relationships with TQM integration, which in turn significantly influences operational excellence. However, the magnitude of these relationships is stronger in business organizations, particularly in the path linking TQM integration to operational excellence and efficiency related outcomes. In academic institutions, although the relationships remain statistically significant, they are relatively weaker, especially in areas related to process management and continuous performance improvement.

These sectoral differences suggest that while the proposed leadership–TQM–operational excellence framework is broadly applicable, its effectiveness is shaped by institutional context. Business organizations typically operate within more centralized structures and clearer performance accountability, enabling leadership-driven quality initiatives to translate more directly into operational outcomes (Antony et al., 2021). In contrast, academic institutions are characterized by decentralized governance, professional autonomy, and multiple stakeholder priorities, which tend to moderate the operational impact of leadership and quality management practices (Dirani et al., 2020). Consistent with the findings of Betito et al. (2025), quality initiatives in higher education often rely more heavily on cultural alignment and participatory mechanisms than on direct managerial control, resulting in a more indirect pathway from leadership to operational excellence. Overall, the findings underscore the importance of adopting sector-sensitive leadership and quality management strategies while affirming the general validity of the leadership-driven TQM integration model across both business and academic contexts.

SUMMARY OF FINDINGS

1. On the extent of leadership styles practiced, the study found that leadership styles are generally practiced at a high level across business and academic institutions. Transformational leadership emerged as the most prevalent style, followed by participative leadership, while transactional leadership was practiced at a moderate level. This indicates a leadership environment that prioritizes vision, motivation, and employee involvement over purely control-oriented approaches.
2. On the extent of Total Quality Management (TQM) integration, the results revealed a high overall level of integration, with continuous improvement and stakeholder focus rated higher than process management and employee involvement. The presence of moderate levels in selected TQM dimensions suggests that while organizations recognize the importance of quality management, full institutionalization of TQM practices remains uneven.
3. On the level of operational excellence, the findings showed a high overall level, particularly in service and output quality and process reliability. However, efficiency and continuous performance improvement were rated at moderate levels, indicating operational constraints related to resource optimization and sustained improvement initiatives.
4. On the relationship between leadership styles and TQM integration, the study established significant positive relationships, with transformational and participative leadership showing stronger associations than transactional leadership. This suggests that leadership approaches emphasizing inspiration, collaboration, and empowerment are more effective in supporting quality management practices.
5. On the influence of TQM integration on operational excellence, the regression analysis confirmed that TQM integration has a significant and positive effect on operational excellence. This finding demonstrates that organizations with more integrated quality management systems tend to achieve better operational performance outcomes.

6. On the mediating role of TQM integration, the results indicated that TQM integration partially mediates the relationship between leadership styles and operational excellence. This implies that leadership influences operational performance both directly and indirectly through the effective integration of quality management practices.

Implications Of the Study

Theoretical Implications

This study contributes to the leadership and quality management literature by empirically validating the role of Total Quality Management (TQM) integration as a partial mediator between leadership styles and operational excellence. While prior studies have examined leadership and TQM independently, the findings extend existing theory by demonstrating that leadership effectiveness is not realized solely through direct influence on performance but is significantly strengthened through the systematic integration of quality management practices. The stronger effects of transformational and participative leadership, compared to transactional leadership, reinforce leadership theories that emphasize vision, empowerment, and collaboration as critical drivers of organizational quality systems. By applying this relationship across both business and academic institutions, the study also broadens the contextual scope of leadership–TQM theory, supporting its applicability beyond traditional corporate settings.

Practical Implications

The findings offer important insights for organizational leaders and managers in both business and academic institutions. The high but uneven levels of leadership practice and TQM integration suggest that organizations should move beyond symbolic adoption of quality initiatives toward deeper institutionalization. Leaders are encouraged to strengthen transformational and participative leadership behaviors, particularly those that promote employee involvement and shared responsibility for quality outcomes. Given the moderate levels observed in process management, efficiency, and continuous performance improvement, organizations should align leadership development initiatives with quality system implementation, ensuring that leadership decisions are translated into standardized processes and measurable operational improvements. The proposed leadership driven TQM integration model may serve as a practical guide for assessing leadership effectiveness, quality maturity, and operational performance.

Policy and Institutional Implications

From a policy and institutional perspective, the results highlight the need for governance frameworks that support leadership-driven quality management. In academic institutions, quality assurance policies should move beyond compliance requirements and emphasize leadership accountability, process integration, and stakeholder engagement. For business organizations, policymakers and industry regulators may use the study’s findings to promote leadership competency standards that explicitly incorporate quality management capabilities. The cross sector applicability of the proposed model suggests that national and institutional quality frameworks can benefit from integrating leadership development with TQM implementation strategies, thereby supporting sustained operational excellence and organizational resilience.

Leadership–Driven Total Quality Management (TQM)

Policy Framework for Operational Excellence

Policy Element	Core Components	Strategic Role	Policy Focus
Leadership Governance	Transformational, Participative, Transactional Leadership	Strategic direction and behavioral influence	Institutionalizes leadership accountability for quality and performance, prioritizing transformational and participative leadership while using transactional leadership for compliance and control.

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Quality Management Core	Continuous improvement, Process management, Employee involvement, Stakeholder focus	Quality system integration	Embeds leadership intent into formal quality policies, procedures, and performance standards to ensure systematic TQM implementation.
Operational Outcomes	Efficiency, Service/output quality, Process reliability, Continuous improvement	Organizational effectiveness	Defines measurable indicators for evaluating performance and sustaining operational excellence.
Cross-Sector Context	Business organizations, Academic institutions	Contextual adaptation	Adapts implementation to sectoral governance structures, emphasizing centralized efficiency in business and participatory governance in academia.
Accountability Pathways	Leadership → TQM → Operational excellence	Policy enforcement and evaluation	Establishes direct and mediated pathways to ensure leadership actions translate into operational results.
Monitoring Mechanism	Performance metrics, Quality audits, Leadership evaluation	Sustainability and compliance	Ensures continuous review, accountability, and alignment with institutional goals.

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