

Total Quality Management as a Tool for Marketing Performance Improvement: A Case of Oil and Gas Company in Iraq

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Abstract

The objective of this research was to explore how the implementation of Total Quality Management (TQM) affects Marketing Performance within a significant oil and gas corporation in Iraq. To achieve this, a quantitative and explanatory research design was utilized, collecting cross-sectional data through a survey instrument. The study focused on a specific company, surveying 320 employees by electronic questionnaire, of which 186 usable questionnaires were received and deemed an acceptable sample size based on the Table of Krejcie & Morgan (1970). The collected data was analyzed using SPSS v.29 statistical software through Pearson correlations and regression modeling. The results indicate that TQM practices have a significant and direct impact on improving marketing performance in Iraq's oil and gas companies. Therefore, it is advised that organizations seeking to improve their overall performance integrate TQM across all disciplines, increase employee engagement, dedication, and TQM awareness, enhance the company's structure, and allocate resources toward overcoming any barriers to effective TQM implementation. This study provides valuable insights into the potential benefits of TQM implementation in the oil and gas industry in Iraq. The findings support the importance of TQM practices in fostering organizational excellence and improving marketing performance. Hence, companies must prioritize TQM implementation to achieve their organizational goals and objectives.

Keywords

Total Quality Management, Practices, Marketing Performance, Oil and Gas Company, Iraq

1. Introduction

The oil and gas sector is a crucial part of Iraq's economy, contributing significantly to its GDP with around 143 billion barrels of oil reserves, ranking fifth in the world. However, the industry is facing some challenges, particularly regarding marketing effectiveness. To overcome these challenges, it is essential to optimize and efficiently utilize existing marketing tactics and procedures to achieve marketing objectives. Constructive efforts can improve marketing performance and contribute significantly to the country's economic growth.

Total Quality Management (TQM) is one of the most important means to achieve the development and growth objectives of organizations. Its effective contribution can improve marketing performance and enhance its position and competitive position. While there has been some academic interest in exploring TQM practices in Iraqi oil companies, limited studies examine the correlation between TQM practices and marketing performance, particularly in the Iraqi oil and gas industry. This study is one of the first to explore the impact of TQM methods on enhancing marketing performance at a leading oil and gas firm in Iraq, driven by the fact that Iraqi oil companies are still in the early stages of implementing TQM. This study aims to highlight to senior executives in companies the significance of TQM and comprehend how continual improvement of service quality provided to clients and supplier quality management impacts business operations. Customers place great importance on enhancing marketing performance, including achieving high profitability rates, expanding market share, and attaining customer satisfaction and loyalty to the company. Therefore, the critical inquiry of this research is: How do implementing TQM practices contribute to improving the marketing performance of the chosen oil and gas company in Iraq?

Several sub-questions stem from this central inquiry, which can be phrased in the following manner:

- 1) What is the extent to which TQM practices impact the enhancement of marketing performance at the chosen oil and gas enterprise?
- 2) What are the dimensions and levels of TQM application within the selected oil and gas company?

2. Literature Review

In this section, we shall delve into the theories of total quality management, emphasizing four pivotal practices, namely, top management commitment, continuous improvement, customer focus, and supplier quality management, alongside marketing performance. Furthermore, we shall furnish a comprehensive overview of Iraq's gas and oil sector, as outlined in international reports.

2.1. Oil and Gas in Iraq: Reserves and Production

Iraq is a country that possesses significant energy reserves concentrated in a belt along its eastern border. According to the United States Department of Com-

merce International Trade Administration report, the country has a total of nine super-giant oilfields, each with more than 5 billion barrels and 22 known giant fields with more than 1 billion barrels. The southeastern region of Iraq has the world's largest known concentration of super-giant fields, accounting for 70% to 80% of Iraq's proven oil reserves. It is worth noting that about 20% of Iraq's oil reserves are located near Kirkuk, in Northern Iraq.

Iraq's oil and gas sector is one of the most promising industrial sectors for economic growth. With approximately 143 billion barrels of oil reserves and confirmed natural gas reserves of roughly 132 trillion cubic feet, Iraq has the potential to become a significant player in the global market and compete with other major oil-producing nations like Saudi Arabia. However, the sector has challenges, such as issues with marketing effectiveness and high levels of natural gas flaring.

To overcome these challenges, it is crucial to optimize and efficiently utilize existing marketing tactics and procedures to achieve marketing objectives. The newly concluded agreement with Total Energies to raise production at the Ratawi field is a significant step towards improving the sector's performance and contributing more significantly to the country's economic growth. The agreement plans to increase oil production at the Ratawi field in Basra to 120,000 barrels per day within two years and 210,000 barrels per day within four years.

To achieve high profitability rates, expand market share, and achieve customer satisfaction and retention, Iraq's government and oil and gas companies must work collaboratively. It is essential to ensure the integration of Total Quality Management across all disciplines, increase employee engagement, dedication, and TQM awareness, enhance the company's structure, and allocate resources toward overcoming any barriers to effective TQM implementation.

By doing so, Iraq can enhance its marketing performance, increase its loyalty to the company, and ultimately contribute to the country's economic growth and development. Iraq's oil-producing capacity in 2023 was kept stable in previous years at around 5 million barrels per day, intending to compete with Saudi Arabia, the world's largest oil producer, whose output of 12 million barrels per day meets more than one-tenth of global demand.

Although Iraq boasts approximately 132 trillion cubic feet of confirmed natural gas reserves, ranking it twelfth globally, the sector is not without its challenges. The effectiveness of marketing efforts and the high incidence of natural gas flaring are among them. In 2019 alone, Iraq flared a staggering 632 billion cubic feet of natural gas, making it the second-greatest source of flared natural gas worldwide, behind only Russia. Despite these obstacles, however, it remains clear that Iraq's oil and gas sector holds immense potential as the country's most promising industrial sector.

2.2. Total Quality Management Practices

According to [Mardani et al. \(2013\)](#) research, Total Quality Management (TQM) is an organizational culture that prioritizes customer satisfaction by utilizing

various techniques, tools, and practices. TQM is a management philosophy that aims to optimize an organization's resources, including both human and material assets. When executed effectively, this approach can lead to success in the organization's work and achieving its ultimate goal of continuity (Chen et al., 2022). To achieve the highest levels of customer satisfaction, management must be committed to quality, continuous improvement, customer focus, and strong relationships with suppliers. These factors can help organizations gain market share and increase profitability.

This study focuses on measuring TQM through critical practices, which are the dimensions used in the study. The following subsections provide detailed information on each of these practices:

2.2.1. Top Management Commitment

Top management commitment is a practical, goal-oriented action focused on creating and implementing an original vision (Aletaiby et al., 2021).

Top management commitment is practical, goal-oriented action focused on developing and implementing a distinctive vision. Employees will regard their managers as role models if their perspectives encourage quality and persistent improvement, leading to the organization's goals (Dubey et al., 2018; Dedy et al., 2016). It is a force that attaches a person to a course of action relevant to several objectives (Meyer & Herscovitch, 2001).

Furthermore, top management commitment is critical for successfully adopting TQM methods. Top management's central role and responsibility is establishing a culture encouraging TQM implementation (Aletaiby et al., 2017). This goal can be achieved by establishing internal operations and procedures that reflect the organization's mission, developing a comprehensive plan based on quality, motivating individuals to strive for continuous improvement, emphasizing learning, developing innovations, developing effective training programs, bridging the gap between different hierarchical levels in the organization, and supporting TQM implementation (Kafetzopoulos et al., 2015).

2.2.2. Continual Improvement

The establishment of production systems based on TQM is achieved through continual improvement. TQM is a method of managing a quality-oriented organization through the participation of all its members and, accordingly, the pursuit of continual improvement, along with the gradual introduction of new processes to achieve higher excellence in organizations. Continual improvement is one of the most critical factors for organizational development, as TQM supports the development of good practices and results in organizations (Gabriella-Livia, 2021).

Continual improvement is considered one of the basic principles for the success of TQM, as it allows the organization to outperform and continuously differentiate itself from its competitors. This process is an integrated, practical way that requires the interaction of all people in the company by applying many me-

thods and procedures and using tools necessary for continual improvement in the products and provided services (Sultan, 2018).

2.2.3. Customer Focus

Customer focus is considered one of the most crucial TQM principles (Padró et al., 2020). Successful organizations are based on the satisfaction and loyalty of their customers. An organization must operate according to customer-oriented standards.

In addition, the most critical aspect of production is customer focus (Sawaeen & Ali, 2020); it entails creating and delivering goods and services that meet present and future client desires and expectations (Dedy et al., 2016).

According to Richard (2012), quality is determined by the client, not by the organization, product, or service producer, because quality is what the end user desires. "Customer first" is the organization's slogan and belief. Thus, the success of any organization is based on consistently meeting the needs of its customers efficiently and effectively (Wassan et al., 2023).

2.2.4. Supplier Relation Quality-Management

Companies have recently begun to focus their attention on the methods of selecting suppliers, primarily through the quality element, and have come to believe that the quality of products cannot be better than the quality of resources, which comes in the priorities of the determinants of the final product's quality. Said the supplier has become critical in assisting the company in meeting the needs of its clients (Sultan, 2018). Lettice et al. (2010) stressed the critical relevance of the supplier's performance, on which businesses rely.

As a result, the company must select its suppliers while constantly evaluating them based on quality, price, and delivery performance. It is based on the principle that when suppliers significantly contribute to helping the organization meet some or all of its customer's needs, the organization prefers them. Working with a few of them, particularly those who give them high-quality products and consistently produce consistent, high-quality performance, they can receive these things at a lower cost.

2.3. Marketing Performance

In marketing, O'Sullivan and Abela (2007) define marketing performance as the degree of alignment between the results of marketing actions and strategies and the specific objectives set for such activities and strategies. This performance can be gauged by utilizing different metrics, such as financial (sales volume, prices, profits, customer profitability, and other financial indicators) and non-financial (customer satisfaction, customer loyalty, company reputation, number of customer complaints, and other non-financial indicators) measures.

In the present study, marketing performance, the dependent variable, is assessed through three key indicators: profitability, market share, customer satisfaction, and loyalty. These indicators were evaluated in the questionnaire through

a series of items. The aim is to obtain a comprehensive understanding of the marketing performance of the organization by analyzing different aspects that influence it and identifying areas for improvement.

2.3.1. Profitability

The profitability of a company is directly related to how efficiently and effectively its management utilizes its assets to generate profits. Essentially, this means that the success of a company can be measured by how much profit it generates compared to the capital invested in it. It is an essential metric that reflects the economic success of the company and its ability to create value for its stakeholders.

A company with efficient and effective management practices is likely to generate higher profits, providing a better return on investment to its shareholders (Pimentel, 2005).

2.3.2. Market Share

Market share is a crucial metric that businesses use to measure their success and profitability. It is obtained by calculating the percentage of total sales that a company generates in comparison to the total sales of all the other firms that operate within the same market. This metric provides valuable insights into a company's competitive position, growth potential, and market dominance. By analyzing market share data, businesses can identify areas of opportunity for expansion, make informed decisions about pricing, marketing, and product development, and adjust their strategies to stay ahead of the competition.

According to Buzzell et al.'s (1975) research, companies that increase their market share typically experience greater profits, reduced purchase-to-sales ratios, lower marketing costs as a percentage of sales, and offer higher quality and more premium products/services. In their influential article, "Market Share-a Key to Profitability", published in *Business Harvard Review*, they also found that businesses selling products to a more homogeneous consumer base greatly benefit from having a significant market share.

As a result, companies that dominate the markets they serve are usually more profitable than their smaller rivals. Business leaders and consultants alike acknowledge that market share and profitability are closely linked, and this connection can be attributed to three plausible factors: economies of scale, market power, and managerial prowess.

2.3.3. Client Satisfaction and Retention

The satisfaction of customers is a critical factor in the achievement of any company's success. It serves as an indicator of how well a company's products, services, and processes align with the needs and wants of its customers. To attain this, companies may conduct surveys and assessments to pinpoint areas that require improvement and modification in their offerings (Owusu-Kyei et al., 2023).

Regardless of whether it is a manufacturer, wholesaler, retailer, government agency, service provider, or non-profit organization, the top priority should always be to satisfy customers (Kurdi et al., 2020). By meeting customer needs, companies can forge long-term relationships and ensure sustainable success.

2.4. Relationship between TQM Practices and Marketing Performance: Evidence from Previous Studies in Developing Countries

Numerous studies have provided evidence of the significant correlation between Total Quality Management (TQM) and enhancing performance, especially in Marketing Performance (MP). Previous research conducted in developing countries, such as Saudi Arabia, Jordan, Egypt, and Algeria, highlights the positive influence of TQM practices on improving MP, strengthening competitive position, and boosting overall performance. For instance, a study conducted in Saudi Arabia revealed that TQM implementation resulted in a significant enhancement in the financial performance of organizations. Similarly, another research conducted in Jordan demonstrated that TQM practices led to substantial improvements in customer satisfaction and organizational performance. Additionally, a study conducted in Egypt reported that TQM practices positively impacted the competitive advantage of organizations. These findings suggest that TQM can be a valuable tool in improving organizational performance, particularly in developing countries.

2.4.1. The Study of Abu-Tair (2020)

Abu-Tair conducted a study in 2020 that aimed to investigate the effects of Total Quality Management (TQM) on marketing performance from 2010-2018. The study focused on The Carrefour Group, a leading product marketing organization in Jordan that operates 43 branches nationwide.

The study's results revealed that TQM had a significant impact on marketing performance, with top management commitment, continuous improvement, and customer focus being identified as critical factors in achieving marketing success. However, the study also found that decision-making did not have a significant impact on marketing performance. The findings of this study provide valuable insights for organizations seeking to improve their marketing performance through implementing TQM practices.

2.4.2. The Study of Kilani (2016)

According to Kilani's (2016) research, TQM techniques have a significant impact on marketing performance. By prioritizing profitability, market share, and customer satisfaction, TQM practices are critical in promoting long-term corporate sustainability. The study suggests that managers should encourage TQM practices and pursue ISO certification to demonstrate the benefits of these approaches to overall organizational success, particularly in marketing.

Additionally, TQM practices enable managers to focus on critical functions that directly impact business performance, allocate resources effectively, and achieve lasting growth. The research underscores the importance of TQM practices in identifying strengths and weaknesses, developing innovative strategies, and improving market positioning. Overall, the study highlights the crucial role of TQM practices in enhancing marketing performance and driving organizational success.

2.5. Conceptual Framework and Hypotheses Development

In the field of management, a conceptual framework has been developed to demonstrate the intricate connections between the various themes that are explored in theoretical and empirical literature reviews. This framework, which is presented in **Figure 1** highlights how TQM and its four practices can improve marketing performance. The framework comprises a set of interrelated variables that include both TQM practices and marketing performance indicators. By utilizing this framework, organizations can gain a better understanding of the complexities involved in enhancing marketing performance through TQM practices.

- Independent variables: TQM and its practices (top management commitment, continuous improvement, customer focus, and quality management of supplier relationships).
- Dependent variable: Marketing Performance.

The following hypotheses are presented based on the conceptual framework:

- Hypothesis 1.1: Implementing TQM practices positively impacts the marketing performance of Iraq's selected oil and gas company.
- Hypothesis 1.2: A significant positive correlation exists between TQM practices and marketing performance in Iraq's selected oil and gas company.
- Hypothesis 2.1: TQM practices such as top commitment management, supplier management quality, continuous improvement, and customer focus are

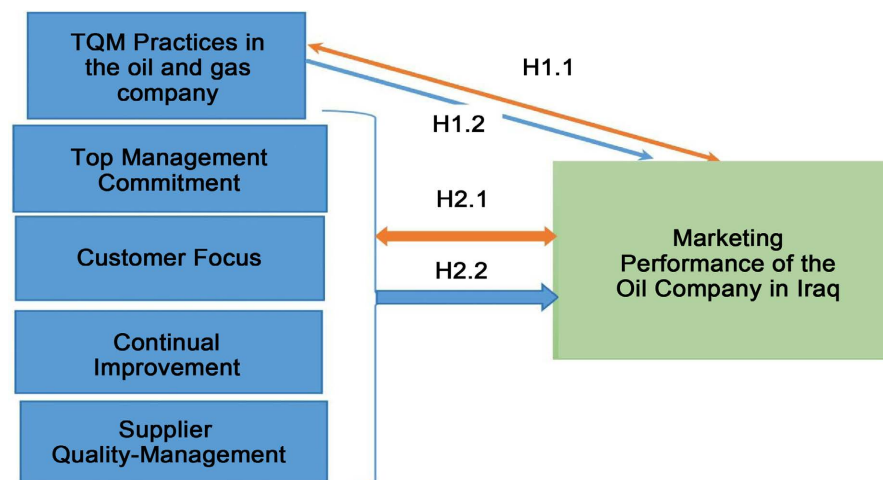


Figure 1. Conceptual framework source: Abu-Tair, 2020; Kilani, 2016.

linked to the marketing performance of the selected Iraqi oil and gas company.

- Hypothesis 2.2: The TQM practices of top commitment management, supplier management quality, continuous improvement, and customer orientation significantly and positively affect the marketing performance of the selected Iraqi oil and gas company.

3. Materials and Methods

3.1. Data Collection and Sample Selection

The research conducted a descriptive-analytical study to establish a correlation between variables and uncover their underlying causes and outcomes. The study focused on supervisors, managers, and employees engaged in Total Quality Management (TQM) within a specific oil and gas company in Iraq. A random sample of 320 individuals was taken for this study. An electronic survey questionnaire was distributed, and 186 significant responses were analyzed statistically, making the findings of this study highly reliable.

To evaluate the research variables of TQM procedures and marketing performance, a questionnaire was used. The TQM practices were assessed using a set of indicators organized under four constructs, namely top management commitment, training and education, continuous improvement, and employee involvement. Marketing performance was evaluated through 18 items covering three constructs: profitability, customer satisfaction, and market share. The measurement items were presented on a Likert five-point interval scale, with the highest score indicating the greatest extent or degree.

Overall, this study provides valuable insights into the correlation between TQM practices and marketing performance and highlights the importance of implementing TQM practices in organizations to improve their marketing performance.

3.2. Data Analysis

Based on Yin's (2014) research, the process of data analysis involves a thorough examination of quantitative evidence to address a study's initial thesis or findings. To analyze the data in this particular study, both descriptive and inferential statistical methods were utilized. The descriptive analysis component included a frequency and percentage table, while the inferential statistics segment primarily employed simple and multiple regression linear modeling to assess the research hypotheses. Pearson correlation was also used to determine the relationship between variables, a crucial analysis component.

3.3. Results of the Quantitative Study

3.3.1. Test of Reliability Analysis of the Research Instrument

Our data analysis process began by thoroughly evaluating the constructs used to measure the variables we were interested in. We understood that the reliability

of our results depended on the quality of our measurements. To ensure our measurements were reliable, we conducted a widely accepted measure of reliability in the social and behavioral sciences known as Cronbach's alpha test.

We used SPSS v.29 for the test and are proud to report that all variables showed remarkably high reliability. Our Cronbach's alpha coefficients, which ranged from 0.85 to 0.97, all exceeded the minimum recommended value of 0.70, indicating strong internal consistency of the tested items. This means that the items used to measure each variable were highly correlated with each other and provided an accurate representation of the concept being measured. It is worth noting that previous research has suggested that a higher Cronbach's alpha value indicates a stronger association between the tested items, which further validates the reliability of our results.

3.3.2. Demographic Characteristics of the Respondents

Table 1 presents the frequency and percentage distributions of the demographic characteristics of the respondents. These data were used to examine their profiles.

Table 1. Demographic characteristics of the respondents (N = 186).

Demographic variables	Sub-Categories	Frequency	%
Gender	Male	149	80.1%
	Female	37	19.9%
	Total	186	100
Age	Under 30 years	58	31.2%
	31 - 40 years old	85	45.7%
	41 - 50 years old	22	11.8%
	51 - 60 years old	12	6.5%
	61 and above	9	4.8%
	Total	186	100
Education	Bachelor	149	80.1%
	Master	35	18.8%
	Ph.D.	2	1.1%
	Total	186	100
Organizational Level	Employee	45	24.2%
	Supervisor	75	40.3%
	Manager	66	35.5%
	Total	186	100%

Source: SPSS v.29 Outputs.

In this research conducted, **Table 1** provides a comprehensive overview of the sample's demographic characteristics. The study was primarily participated by male respondents, accounting for 80.1% of the total sample size, and predominantly below the age of 40, comprising 76.9% of the respondents. Moreover, the survey revealed that a large percentage of the participants held a bachelor's degree at 80.1%, while 18.8% reported possessing a master's degree.

The participants' occupation was also considered, and the results indicated that a significant percentage of respondents were supervisors or managers, accounting for 40.3% and 35.5%, respectively. The study suggests that these findings could be attributed to the specific field of activity and the nature of the TQM topic. These detailed insights can help understand the sample characteristics better and provide a better context for interpreting the results.

3.3.3. Hypotheses Testing: Pearson Correlation and Regression Analysis (SPSS v.29)

1) Hypotheses (H1.1) & (H1.2)

➤ **Table 2** presents the statistical analyses of (H1.1) and (H1.2). The results are as follows:

- TQM is significantly and positively associated with MP in the oil and gas company ($r = 0.973^{**}$) due to its four practices. Therefore, H1.1 is accepted.
- Regarding H1.2, a Simple Linear Regression was conducted to examine the impact of TQM on MP. The SLR Modeling results indicate that:
- The multiple correlation coefficient (R) is a critical factor in Simple Linear Regression, which reflects the accuracy of the dependent variable prediction. A result of 97.3% indicates that TQM practices provide high-quality prediction of MP.
- The study's R^2 value of 0.947 indicates that the four independent variables explain a significant portion (95%) of the dependent variable, a remarkable achievement.

Table 2. Pearson correlation and simple linear regression results (MP and TQM) (H1.1 and H1.2).

Dependent Variable	Independent variable	TQMP	R	R ²	(F)	t	Sig.	Result
	Coefficients							
MP	α	0.027	0.973**	0.947	3288.752	57.348	0.000	H1.1 and H1.2 Supported
	β	0.983						
			N = 186					
			F (1, 188) = 3.8415 ($\alpha = 0.05$)					
			t = 6.314 ($\alpha = 0.05$)					

Source: SPSS v.29 outputs.

- The F-ratio, which indicates how well the regression model matches the data, demonstrates that the independent factors are highly predictive of the dependent variable. The computed F value of 3288.752 is much higher than the critical F value of 3.8715, with a p-value of ≤ 0.05 . This result confirms that the regression model fits the data well.

The empirical evidence indicates that TQM practices have a combined effect on MP, as demonstrated by the value of $\beta = 0.983$ ($p \leq 0.05$). The general form of the prediction equation is derived from **Table 2** and **Figure 2**.

$$MP = 0.03 + 0.98 \times TQM$$

Upon careful analysis of **Table 2**, the research study has determined that Total Quality Management (TQM) practices have a significant and positive impact on Marketing Performance (MP), with a p-value of less than or equal to 0.05. This means that hypothesis H1 and its derivatives have been accepted, highlighting the critical role of TQM practices in improving marketing performance in Iraq's oil and gas industry. The study emphasizes the importance of prioritizing TQM implementation across all disciplines, engaging employees, improving company structure, and allocating resources to overcome obstacles to effective TQM implementation. By adopting these strategies, companies can gain a competitive advantage in the market and significantly enhance their marketing performance.

2) Hypotheses (H2.1) & (H2.2)

Based on the statistical analysis presented in **Table 3**, it can be concluded that TQM has a solid and positive relationship with key elements of Marketing Performance, including market share, customer satisfaction, and profitability. Pearson's correlation coefficients show a significant association between TQM and market share ($r = 0.819^{**}$), customer satisfaction ($r = 0.842^{**}$), and profitability ($r = 0.848^{**}$), providing evidence to support the acceptance of hypothesis

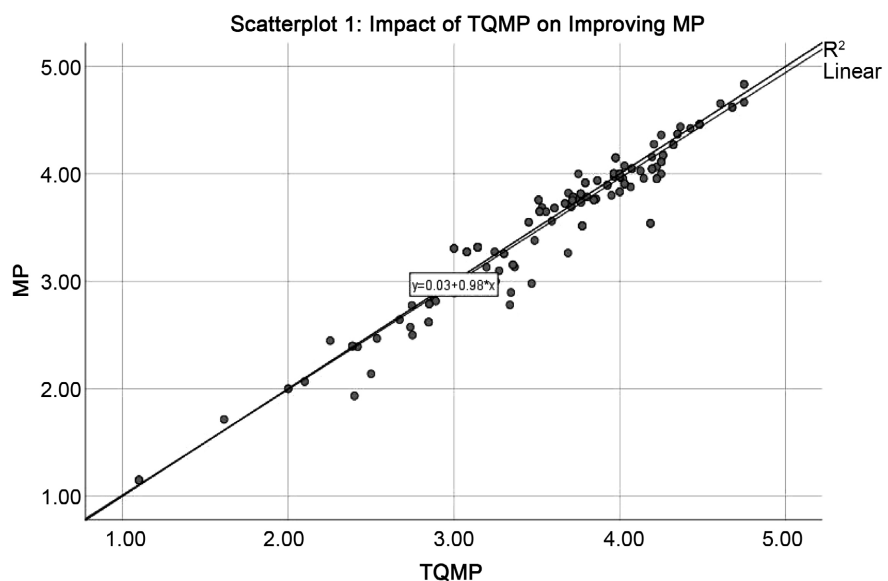


Figure 2. Scatterplot of the simple linear regression. Source: SPSS v.29 Outputs.

H2.1.

For testing hypothesis 2.1, we conducted a multiple regression analysis. As presented in **Table 4**. Summary of the Multiple Linear Regression Analysis Results (H2.2), the R-squared value indicates how much the four TQM practices can clarify the variation in MP. In this instance, an R^2 value of 0.950 suggests that the independent factors contribute to 95% of the variability in MP, a significant percentage.

The F-ratio, on the other hand, measures the degree of accuracy of the regression model to the data. As illustrated in **Table 4**. Summary of the Multiple Linear Regression Analysis Results (H2.2), the TQM practices predict MP with a high degree of statistical significance, as evidenced by $F_{\text{computed}} = 878.093 > F$

Table 3. Pearson correlation coefficients (TQMP and MP Dimensions) (H2.1).

		Correlations			
		Market Share	Client Satisfaction	Profitability	TQMP
TQMP	Pearson Correlation	0.819**	0.842**	0.848**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	186	186	186	186

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS v.29 Outputs.

Table 4. Summary of the multiple linear regression analysis results (H2.2).

Dependent Variable	Independent variables	R^2	(F)	t	Sig.	Result	
MP	Commitment, CF, CI, Supplier						
	Coefficients						
	α	0.015					
	β_1	0.261	0.950	878.093	10.607	0.000	H2.2 Supported
	β_2	0.187			7.859		
	β_3	0.353			9.078		
β_4	0.209			12.288			
		N = 186					
		F (4, 181) = 3.8415 ($\alpha = 0.05$)					
		t = 6.314 ($\alpha = 0.05$)					

Source: SPSS v.29 Outputs.

(1, 181) = 3.8715, with sig. < 0.05. This implies that the regression model is an appropriate fit for the data.

Moreover, our empirical analysis demonstrates that top management commitment ($\beta_1 = 0.261$, $p \leq 0.05$), customer focus ($\beta_2 = 0.187$, $p \leq 0.05$), continuous improvement ($\beta_3 = 0.352$, $p \leq 0.05$), and supplier quality-management ($\beta_4 = 0.209$, $p \leq 0.05$) all play a noteworthy role in predicting MP. Based on these findings and the effect coefficients, the prediction equation takes the following general form:

$$MP = 0.015 + 0.261 \times \text{Commitment} + 0.187 \times \text{CF} + 0.352 \times \text{CI} + 0.209 \text{ Supplier}$$

The results above suggest that TQM practices have a significant and positive impact on marketing performance. Continuous improvement in service quality was the most influential factor, accounting for 32.5% of the impact. Top management commitment closely followed, accounting for 26.1% of the influence, while supplier quality management impacted 21%. Customer focus was found to be the least influential factor, with an impact of 19%. These results support hypothesis H 2.2 and highlight the importance of implementing TQM practices to achieve better marketing performance in the oil and gas industry. These findings provide valuable insights for organizations in this sector, emphasizing the need to prioritize TQM practices to enhance their marketing performance.

4. Discussion and Implications

TQM is a management philosophy that emphasizes continuous improvement, customer focus, and employee involvement in all aspects of an organization's operations. Scholars have defined TQM as a system of interconnected elements that work together rather than in isolation (Hansson & Klefsjö, 2003). Industry experts widely recognize TQM as a crucial corporate and strategic development tool. Its principles and practices have been shown to contribute significantly to the success of organizations (Deshmukh et al., 2023; Kumar et al., 2023; Alzoubi & Ahmed, 2019).

In recent years, research has focused on the relationship between TQM practices and marketing performance, with several studies confirming the positive impact that TQM can have on improving marketing effectiveness. Abu-Tair's (2020) key findings suggest that top management's commitment, continuous improvement, and customer focus are critical to achieving marketing success. Similarly, Kilani's (2016) study highlights the importance of adopting TQM practices to enhance marketing performance in the oil and gas industry, focusing on profitability, market share, and client satisfaction.

This study builds on previous research and underscores the positive correlation between TQM and marketing in promoting corporate sustainability. It highlights the critical role of TQM practices in enabling managers to focus on core practices that directly impact business performance, allocate resources effectively, and achieve long-term success. Additionally, it assists companies in

identifying their strengths and weaknesses, devising innovative strategies, and improving their market position.

Managers can encourage employees to adopt TQM practices and obtain ISO certification by highlighting the benefits of these approaches to overall organizational performance, particularly in marketing. By utilizing TQM techniques to elevate service quality and customer satisfaction, companies can improve profitability, customer retention, and market share, leading to better operational and overall performance.

In summary, this study provides valuable insights into the significance of implementing TQM practices to enhance marketing effectiveness and overall organizational performance for oil and gas companies. It offers crucial advice for industry professionals and practical guidance for managers, emphasizing the importance of continuous improvement, customer focus, and employee involvement in achieving marketing success and overall organizational sustainability.

5. Conclusions and Recommendations

The purpose of this study was to investigate the impact of TQM practices on marketing performance (MP) in a significant oil and gas enterprise in Iraq. The study analyzed the correlation and influence of TQM practices on the MP of the selected company using a quantitative analysis of 186 questionnaires distributed among the staff.

The study's findings indicate a significant positive correlation between TQM practices and a company's marketing performance. The Pearson Correlation Coefficients demonstrate that TQM practices, particularly those highlighting top management commitment, customer focus, continuous improvement, and effective quality management of supplier relationships, significantly improve MP. Thus, it can be concluded that TQM is a crucial element in a company's long-term success. The empirical evidence in this study supports the adoption of TQM practices by service firms to enhance marketing performance and promote sustainability.

However, it is essential to note that this study has limitations. Further research is needed to comprehend the factors contributing to enhance marketing performance fully and to identify the most effective TQM strategies to achieve this objective. TQM studies are primarily quantitative and rely solely on employees' viewpoints, which restricts our understanding of the subject. Integrating both qualitative and quantitative data would undoubtedly strengthen the outcomes.

Overall, this study provides valuable insights into the impact of TQM practices on marketing performance in Iraq's oil and gas industry, emphasizing the importance of implementing TQM practices to improve marketing performance and overall success. The research topic serves as a driving force for upcoming researchers to emphasize innovative approaches to TQM, including a deeper understanding of the nine critical success factors of TQM, their influence on customer satisfaction and marketing outcomes, and the integration of cutting-edge

technologies, such as Artificial Intelligence, into the field of TQM.

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Declaration of Conflict

The researchers explicitly stated that previous conflicts of interest did not influence them in conducting this study. They have clearly stated that there are no financial or personal relationships that could have affected the credibility or objectivity of their findings. This declaration ensures that the research was conducted with the highest level of integrity and transparency.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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