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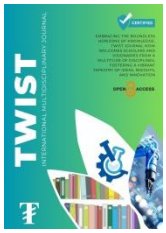

The Mediated Moderated Role of Organizational Culture and Employee Involvement in the Relationship between Total Quality Management and Sustainable Organizational Performance

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Abstract
This study aims to examine the relationship between total quality management (TQM) and sustainable organizational performance (SOP), focusing on the mediating effect of organizational culture (OC) and the moderating effect of employee involvement (EI) in the banking industry of Bangladesh. Based on these insights, a questionnaire was developed, and academicians, research scholars, and field experts of this sector checked it for reliability. The results were summarized and analyzed through Partial Least Squares Structural Equation Modeling 4.0. According to the analysis, the findings reveal the positive direct effect of TQM on OC and SOP. The results also indicate the positive indirect effect of OC while strengthening the relationship between TQM and SOP. The outcome also demonstrates the positive impact of EI in moderating the relationship between TQM and SOP. TQM programs, to be successful and achieve SOP, require EI through empowerment, creativity, capacity building, organizational vision, mission, participation in management, and a supportive OC of innovation and learning. From the contextual perspective, the paper adds value in its originality through its exploration of the relationships, both direct and indirect, of CSFs of TQM in the banking sector of Bangladesh, gaining a deeper understanding of how effective TQM practices increase the likelihood of SOP, and paying attention to how the factors of OC and EI would strengthen the relationship.

Keywords
total quality management, sustainable organizational performance, organizational culture, employee involvement, banking industry

INTRODUCTION

The current environment, characterized by rapid changes in technology, consumer demands and preferences, governmental regulations, social structure, and ideology, urges us to raise the bar for excellence, adopt new ways of thinking, and embrace comprehensive methods to survive in this highly competitive business world. In the current complex business environment, companies are compelled to confront and address numerous challenges, including shifting macroeconomic factors (e.g., demographics, inflation rates, and deflation rates, as well as local versus external products), competitors' innovations, and evolving trends in consumer expectations (Ababneh, 2021). Due to the current global competitive environment, organizations are compelled to enhance their performance by applying innovative thoughts and strategies to secure a market position (Al-Dhaafri et al., 2016). The era of globalization, with increasing competition and advances in communication and information technology, is the indicator of the contemporary economy, which requires companies to adopt approaches to total quality management (TQM) over traditional management dogmas, in combination with sustainable organizational performance (SOP), because the significance of sustainability is growing for all sorts of

organizations (Sancha et al., 2016). TQM, which started in the manufacturing sector, gradually evolved into a management philosophy and spread to the service sector, where implementation became more challenging compared to the manufacturing sector (Salhieh & Abu-Doleh, 2015). Undeniably, the success of service organizations, such as banks, is based on providing the best service. The financial sector of Bangladesh is small and underdeveloped, comprising the banking sector and the emerging capital market, which is still in its developing phase. This industry is confronting organizational efficiency challenges, stiff competition, the complex demands of real-time and digital customers, the shift from high in-house costs to more responsive and manageable services, changes in government regulations, difficulty in keeping up with central bank regulations, and customers' changing demands for technology-friendly services. In this highly competitive era, quality has been recognized as a deliberate tool for measuring business performance. The effect of globalization addresses organizational performance by ensuring a sustainable market presence. The term quality management, in relation to sustainable performance, defines a new approach, specifically the process of change (Stanciu et al., 2014).

Because banks are the cornerstones of a modern economy, quality service from banks is highly required. In this regard, careful consideration should be given to the quality of the service, which significantly influences customer loyalty in the banking sector. In response to the challenges of globalization, along with the rapid advancement in information technology, companies have not only intensified competition in the business sector but also adopted various strategic approaches to gain competitive advantages. As a result, quality management is becoming a substantial aspect, especially in a competitive sector like global banking. The concept of TQM in banking has developed over the years with a new and strong focus on customer relationships (Talib et al., 2012). According to Venkateshwarlu et al. (2011), TQM is a management attitude that engenders the intention to uphold the standard in procuring inventories for raw materials, enables maintenance of the standard quality of goods, allows the practice of standard qualities in manufacturing processes and logistics and distribution processes, and engages the satisfaction of traders and end purchasers with the first-rate performance of products and services. Globalization, industry growth, technological advancements, and intense competition in the banking sector continually enhance the role and importance of TQM implementation, focusing on the realignment of operational strategies to manage internal and external environments with changing levels of dynamism and complexity. TQM integrates all organizational and managerial functions with the goal of meeting customer needs, thereby improving organizational performance. The adoption of TQM principles is becoming increasingly essential for both service and manufacturing organizations, given the growing concern among customers about quality expectations (Acquah et al., 2023). This aligns with the growing focus on organizational sustainability, whereby business establishments aim to achieve sustainable performance by enhancing their core capacities (Adebisi & Bakare, 2019; Ljunghom, 2016). Presently, business organizations are considering leveraging quality tools to innovate products, which safeguard sustainable development, with the highest priority. The ascendance of TQM, considered a predominant management philosophy, plays a leading role among competitive strategic clusters.

To date, banks have received less attention in studies on TQM. In Bangladesh, the issue of TQM is new, but this sector is thriving and at the same time facing challenges in the issue of quality to keep up with the global environment. Given the considerable lack of literature on TQM and the relevance of SOP in the banking sector, this study aims to bridge the gap. The aim is to observe the relationship between TQM and SOP through examining the mediating effect of organizational culture (OC) and the moderating effect of employee involvement (EI) in the banking industry of Bangladesh.

REVIEW OF LITERATURE & HYPOTHESIS DEVELOPMENT

Critical Success Factors of TQM Practices

Critical success factors (CSFs) may be observed as variables that govern firms' performance in the successful implementation of TQM. The factors and practices essential for the effective implementation of TQM can be considered as CSFs (Yusof & Aspinwall, 1999). These might be the predominant settings and drivers that are essential for a firm to attain its vision. According to Karuppusami and Gandhinathan (2007), CSFs of TQM are fundamental to the triumph of organizations, which require efficient management and proper monitoring for further improvement. Many researchers have identified CSFs of TQM (Capolupo et al., 2024; Chen, 2024; Georgiev & Ohtaki, 2020; Reinaldo et al., 2021; Sreedharan & Sunder, 2018).

Scholars (Akanmu et al., 2023; Gupta et al., 2023; Nogueiro et al., 2022; Venkatraman, 2007) have recognized and addressed TML as the CSF for TQM implementation. In general, they have contended that top management's capability to form a vision and endorse change is at the core of the effective implementation of TQM. The strong role of top management, driven by a fierce commitment, is critical in the implementation process of TQM and typically acts as a front-runner and driving force for generating values, goals, and structures that fulfill customers' needs (Yunoh & Ali, 2015). Top management commitment is ranked first and established as fundamental for successfully implementing TQM initiatives, as found in the study by Gupta and Mittal (2020). Through active participation in quality improvement programs, top management can demonstrate its commitment (Durairatnam et al., 2020). In a recent study on the leadership of TQM, Bouranta (2021) disclosed that transformational leadership has a positive effect on customer focus, human resource management, process management, strategic planning, and learning, which they addressed as TQM implementation regardless of the industry type, manufacturing area, or service. Moreover, the author concluded that the service industry requires employee education and transformational leadership.

"Quality begins with the customer" is a recognized statement for TQM practices. In banking parlance, the customer accepts the services offered by the banks. Currently, all types of organizations, from the smallest to the largest, are under pressure to satisfy end customers due to the globalization of the economy (Krishnan, 2013). Some researchers have addressed TQM as a culture of an organization devoted to total customer satisfaction through continuous quality improvement rather than merely management perception (Gupta et al., 2023; Talib et al., 2011; Vouzas & Psychogios, 2007). The customer's upshots are constantly unanticipated in the service industry (Ordanini et al., 2014). As a result, the banking sector should focus more on its customers' needs and expectations. Al-Swidi and Mahmood (2012) emphasized the necessity to gauge the comprehensive knowledge of customers' needs, requirements, and expectations in designing services offered by banks. Customer satisfaction can be gained by capturing the customer's voice (Chiguvi, 2016). At each level of the product development process, the integration of customers' judgment should be respected (Wang & Meckl, 2020).

Quality performance is highly influenced by supplier quality (Flynn et al., 1994; Saraph et al., 1989). According to ISO 9000-2000, suppliers are considered as quality partners in the process of upgrading products and services. A deadline that is impossible to meet can result in an underwhelming selection of suppliers based on inadequate evidence about supplier specifications (Islam & Haque, 2012). Supplier quality management is considered an indispensable aspect of TQM implementation, focusing on effective supplier quality management that enables organizations to establish long-term, supportive relationships with their suppliers, particularly in terms of supplier efficiency, following supplier quality audits and participation in supplier quality events (Zhang et al., 2000).

Lahidji and Tucker (2016) demonstrated that the organizations have experienced high growth, which has led to the entrenchment of continuous improvement in their corporate policy. In a competitive banking business, due to the very essence of success, customer satisfaction is a thoughtful consideration (Siddiqi, 2011). As a result, various organizations invest in innovation to maintain customer satisfaction, which is a direct outcome of continuous improvement. In the literature, the association between TQM and innovation is proclaimed as a close and complex relationship (Hoang et al., 2006; Martinez-Costa & Martinez-Lorente, 2008). Continuous improvement not only improves outcomes but also enhances the capability to produce future results. Improvement never stops, and an organization must recognize that no process, product, or service ever reaches perfection if it remains static (Al-Khalifa, 2000). To achieve continuous improvement, all processes should be integrated, and all employees should contribute through active participation (Wang & Meckl, 2020).

TQM and Sustainable Organizational Performance

TQM is an integrative firm-wide management philosophy aimed at continuously improving the quality of the processes, products, and services by focusing on meeting or exceeding customer expectations to enhance customer satisfaction and organizational performance (Prajogo & McDermott, 2005; Sadikoglu & Olcay, 2014). TQM practices enhance robustness in their external social networks through establishing stronger external social networks, which in turn make substantial contributions to strategic flexibility and organizational learning (Perez & Gutiérrez, 2013). TQM contributes to achieving a competitive advantage by outperforming competitors (Santos-Vijande & Álvarez-González, 2007). Recently, researchers have found a positive relationship between TQM implementation and firms' performance (Al-Dhaafri et al., 2016; Herzallah et al., 2014; Kanapathy et al., 2017; Panuwatwanich & Nguyen, 2017; Sadikoglu & Olcay, 2014; Valmohammadi & Roshanzamir, 2015). TQM is a potential tool for reinforcing competitive advantage, meeting customer needs, and improving organizational effectiveness through the system efficacy of production lines, planning, design, quality instruments, and techniques implemented, as well as customer satisfaction (Khanam et al., 2015). The application of TQM initiatives is being continuously explored for fostering and sustaining organizational manifestation and reinvigoration (Baird et al., 2011). Literature evidences the positive association of TQM and SOP (Sin et al., 2021a; Sin et al., 2021b; Wassan et al., 2022). To effectively lead their team and meet objectives for the organization's stakeholders and customers, managers must possess sustainable excellence and a well-defined mission (Akanmu & Mohamad, 2021). According to Busse et al. (2016), sustainability is considered to be economic growth that satisfies current demands without compromising the ability of future generations to meet their own needs. TQM factors have a positive impact on proximal performance outcomes, which enhance sustainability in performance (Sin et al., 2021b).

TQM & Employee Involvement

TQM is a collaborative effort among management, employees, suppliers, and dealers aimed at meeting and exceeding customer satisfaction levels (Gupta & Mittal, 2020). The success of TQM leads to commitment to quality by the entire workforce of the organization (Singh & Dubey, 2013). Various attempts have been made by different researchers to demonstrate that TQM practices have a noteworthy relationship with HRM (Human Resource Management) practices, which leads to gaining competitive advantages (Ahmed & Siddiqui, 2020; Hataani & Mahrani, 2013; Sin et al., 2021b). Knowledgeable employees are the primary requirement for maintaining high quality, and to better comprehend quality-related matters and their contribution to TQM practices, employees should receive training and be assigned specific responsibilities (Wang & Meckl, 2020). The researchers also emphasized the necessary knowledge employees need to make constructive contributions to TQM in the direction of innovation, which is important for achieving complete reimbursements and business superiority. Positive employee work attitudes should be fostered, which will act as

mediators leading to propelling quality performance (Durairatnam et al., 2020). Employee engagement functions as a predictable mechanism to support the effective implementation of TQM (Ababneh, 2021).

TQM and Organizational Culture

Culture has been generically defined as the set of norms, beliefs, and values shared by members of the organization (Cameron & Quinn, 1999; Detert, et al., 2000; Stock et al., 2007). OC, according to De Long and Fahey (2000), is a broad concept that implies diverse levels of values, rules, and practices. One of the most vital critical success or failure factors of TQM practices for improving organizational performance is OC, which has been firmly recognized in many studies (Araújo et al., 2019; Gimenez-Espin et al., 2013; Green, 2012). OC is positively associated with successful TQM implementation, which is frequently referred to by many researchers (Gimenez-Espin et al., 2013; Gozukara et al., 2018; Green, 2012; Hilman et al., 2020).

An environment that fosters operational and organizational performance can be developed by OC (Cadden et al., 2013); however, it is essential to understand the role of OC in relation to TQM and organizational performance (Hilman et al., 2020). Therefore, examining the association among TQM practices, organizational performance, and OC is a profound need (Ebrahimi & Sadeghi, 2013). Investigating the mediating role of OC in the relationship between TQM and performance is also greatly needed (Kanapathy et al., 2017). Therefore, investigating the direct and indirect role of OC in the relationship between TQM and SOP would be an extended perspective in the context of Bangladesh. Consequently, it becomes apparent that a significant shift in the OC of the company is necessary for effective TQM deployment (Ababneh, 2021).

Conceptual Framework

While undertaking a deeper review and thorough analysis of literature, a framework has been developed for the study, and hypotheses have been constructed accordingly from a hypothetical standpoint.

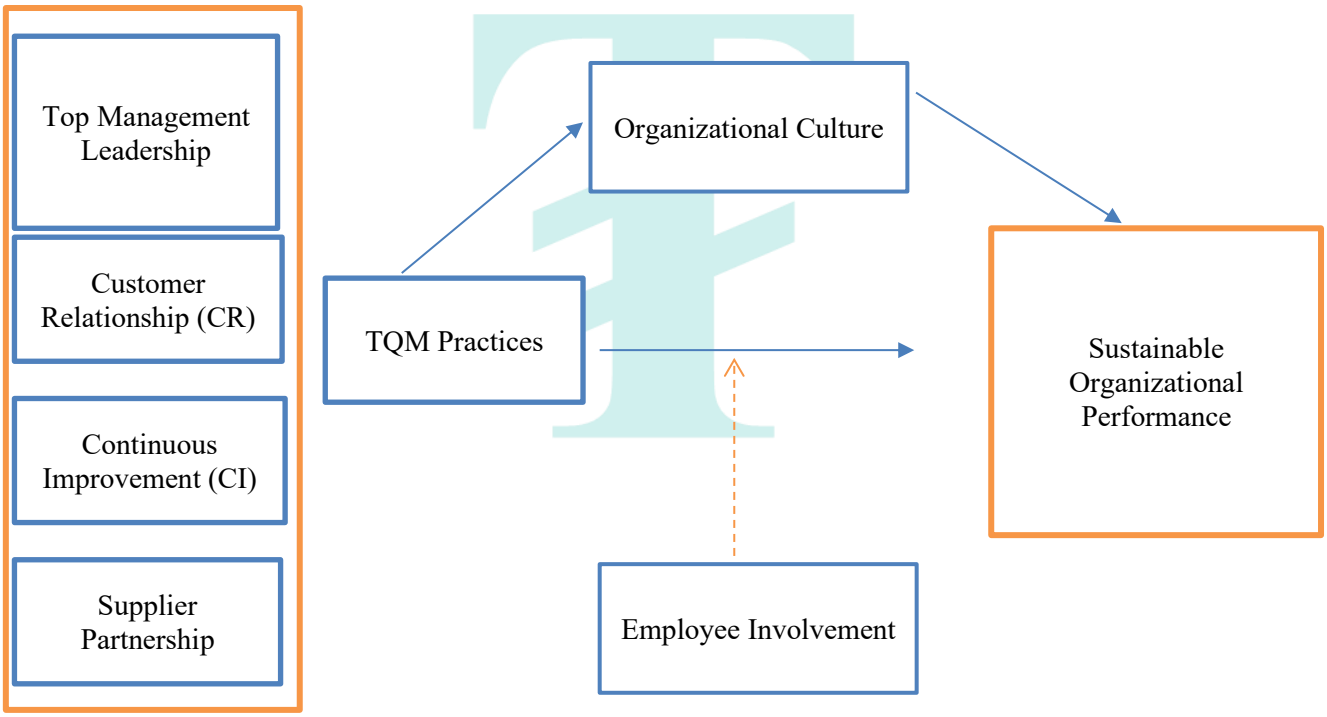

Fig. 1 Conceptual framework

H1 TQM practices affirmatively influence SOP
H2 TQM practices affirmatively influence OC
H3 OC strengthens the interrelation between TQM and SOP
H4 EI moderates the relationship between TQM and SOP

METHODOLOGY

Sampling Method

The sample size was determined according to Bartlett et al. (2001), giving 119 with margins of error of .03 and alpha of .05 for continuous data for a population of 10,000 or more, and the number of populations in this study is compatible with the requirement (Bangladesh Bank Annual Report, 2022–2023). 400 questionnaires were distributed to 150 respondents from the top level and 250 respondents from the mid-level. They were chosen as a sample due to their good understanding and detailed knowledge of operations and quality management in banks. The generation of banks, the number of employees, and the number of branches were considered as selection criteria for banks. The purposive sampling technique was used.

Framing the Research Constructs

The questionnaire is the research instrument used in this study for collecting data. The questionnaire was prearranged to use a 5-point Likert scale, which enabled the collection of data based on the level of agreement or disagreement of the respondents with the statements in the questionnaire.

Table 1 Sources of measured items and Cronbach's Alpha of the factors

Constructs	No. of Items	Sources	Cronbach's Alpha
TML	3	Zhang et al., 2000	0.722
EI	3	Lau et al., 2004 Valmohammadi, 2011	0.759
CR	3	Zhang et al., 2000	0.703
SP	3	Zu et al., 2010	0.719
CI	4	Antony et al., 2002	0.775
OC	4	Durairatnam et al., 2020 Irfan & Kee, 2013	0.768
SOP	4	AlShehail & Ajmal, 2022	0.732

Analysis Process

Partial least squares structural equation modeling (PLS-SEM) (SmartPLS-3) was chosen as the statistical tool for analyzing the survey data. The choice of using PLS-SEM for data analysis in this study was based on the ability to handle both normal and non-normal datasets. The SEM is recognized as a more inclusive and spontaneous technique for research design and data analysis than any other statistical model (Hafeez et al., 2006). Originally developed by Wold (1974, 1980, 1982), PLS-SEM, although once used only in scientific disciplines, is now widely applied in many social science areas, and in TQM research (Acquah et al., 2023; Akanmu et al., 2023; Ali AlShehail et al., 2022; Fotopoulos & Psomas, 2010).

Ethical Issues

In this study, the researcher sought approval to conduct the research and prepared a letter that was delivered to the HR departments of each bank. Additionally, the confidentiality and privacy of the information were strictly maintained, and the purpose of the research was explained to the respondents before they were asked to complete the questionnaires and participate in the interviews.

ANALYSIS & INTERPRETATION

Assessment of the Measurement Model

The items of each construct were verified using confirmatory factor analysis via SmartPLS version 3. According to the results, the factor loading of all the items were higher than the reference value of 0.708 (Hair et al., 2019). To assess reliability, the researcher used Cronbach's alpha and composite reliability (CR) test, where each of the constructs should have a value higher than 0.700. The average variance extracted (AVE) was also used to measure convergent validity, which should be higher than 0.500. In addition, the heterotrait–monotrait ratio (HTMT) was calculated to examine the discriminant validity, where a value lower than 0.850 indicates that the constructs are conceptually different (Hair et al., 2019). Based on the research data, all constructs met the minimum reference value to be declared reliable and valid (Tables 2 and 3).

The variance inflation factor (VIF) of each study item should be less than 5 to prevent significant multicollinearity issues. A possible collinearity problem is indicated by a VIF rating between 3 and 5. To avoid potential collinearity problems, a VIF value less than 3 is preferred (Hair et al., 2019). In this study, all items in each factor have a VIF score of less than 3 (Table 4).

Table 2 Measurement Model

Items	Loadings	Cronbach's Alpha	CR	AVE
CI1	0.734	0.768	0.851	0.589
CI2	0.725			
CI3	0.830			
CI4	0.776			
CR1	0.804	0.755	0.855	0.664
CR2	0.901			
CR3	0.731			
EI1	0.774	0.759	0.861	0.675
EI2	0.827			
EI4	0.861			
OC1	0.729	0.780	0.859	0.604

OC2	0.773				
OC3	0.835				
OC5	0.767				
SP1	0.848				
SP2	0.716	0.743	0.851	0.657	
SP4	0.858				
SOP1	0.751				
SOP2	0.796	0.776	0.854	0.595	
SOP3	0.799				
SOP4	0.738				
TML1	0.759				
TML2	0.895	0.778	0.869	0.69	
TML3	0.832				

Table 3 Assessment of HTMT

	CI	CR	EI	OC	SP	TI	TML
CI							
CR	0.749						
EI	0.516	0.651					
OC	0.863	0.611	0.785				
SP	0.550	0.548	0.719	0.675			
SOP	0.785	0.584	0.613	0.766	0.606		
TML	0.664	0.625	0.820	0.685	0.619	0.720	

Table 4 VIF

Items	VIF	Items	VIF	Items	VIF
CI1	1.481	EI2	1.639	SP4	1.497
CI2	1.412	EI4	1.666	SOP1	1.586
CI3	1.711	OC1	1.302	SOP2	1.475
CI4	1.440	OC2	1.599	SOP3	1.681
CR1	1.608	OC3	1.785	SOP4	1.527
CR2	1.638	OC5	1.652	TML1	1.574
CR3	1.394	SP1	1.657	TML2	1.912
EI1	1.395	SP2	1.391	TML3	1.549

Structural Model (Hypotheses Testing)

The study involved a two-stage approach where TQM practices were composed of four independent latent variables: CI, CR, SP, and TML. To evaluate multicollinearity, the researcher examined the outer weight and loading intensities, as well as the VIF. To avoid major multicollinearity problems, the VIF should be smaller than 3, as was previously described. Additionally, the outer weights should be sufficiently large to ensure the accuracy of the measurement model's higher-order dimensions (Ali et al., 2018). The study's lower-order variables were determined to be highly significant, and the VIF was confirmed to be less than 3, which is below the set point (Table 5). As a result, the higher-order context is legitimate enough to be employed in subsequent exploration.

Table 5 Validity Test for the Higher Order Construct

HOC	LOCs	Outer Weight	t Statistics	p Values	Outer Loadings	VIF
TQM	CI	0.591	9.855	0.000	0.905	1.715
	CR	0.103	1.693	0.045	0.670	1.593
	SP	0.305	5.467	0.000	0.718	1.415
	TML	0.239	3.496	0.000	0.742	1.605

The PLS algorithm was run using smart PLS-SEM to test the model and examine the direct and indirect relationships, as well as their significance, and the path coefficients generated by bootstrapping, which determine the t-values and p-values. Through proposed bootstrapping on 5,000 samples, the hypotheses were investigated (Hair et al., 2019). Because the hypotheses were discovered to be unidirectional based on the analysis of the preceding research, the bootstrapping was carried out using a one-tailed t-test.

According to the prior assumptions, both TQM and OC have a positive influence on SOP. The analysis based on the survey data yielded similar results ($\beta = 0.204$, $t = 3.659$, $p = 0.000$, and $\beta = 0.528$, $t = 9.400$, $p = 0.000$). Additionally, the influence of TQM on OC exhibits a direct positive relationship ($\beta = 0.748$, $t = 32.898$, $p < 0.001$). The analysis also revealed that the moderating effect of EI on the relationship between TQM and SOP is also significant and favorable ($\beta = 0.060$, $t = 1.720$, $p = 0.043$). Furthermore, OC significantly strengthens the relationship between TQM and SOP ($\beta = 0.395$, $t = 8.289$, $p < 0.001$). Overall, all the hypotheses were supported based on the analysis of the survey data.

Table 6 Hypothesis Testing

Path	Beta	Standard Error	t Statistics	P Values	Confidence Interval	
					5.00%	95.00%
TQM -> SOP	0.204	0.056	3.659	0.000	0.113	0.299
OC -> SOP	0.528	0.056	9.400	0.000	0.433	0.618
TQM -> OC	0.748	0.023	32.898	0.000	0.702	0.780
EI*OC -> SOP	0.060	0.035	1.720	0.043	0.008	0.122
TQM -> OC -> SOP	0.395	0.048	8.289	0.000	0.316	0.474

DISCUSSION

The aim of this research was to explore the association of TQM and SOP through examining the mediating effect of OC and the moderating effect of EI in the banking industry of Bangladesh. According to the analysis, a positive association has been observed among TQM, OC, and SOP, which aligns with other studies (Akanmu, 2021; Al-Otaibi, 2015; Hilman et al., 2020; Prajogo & McDermott, 2005; Sin et al., 2021b; Valmohammadi, 2015). The result also reveals a positive association between the indirect effects of OC and EI, thereby strengthening the relationship between TQM and SOP, as illustrated in other studies (Al-Swidi & Mahmood, 2012; Hilman et al., 2020; Isnaini, 2021; Valmohammadi & Roshanzamir, 2015).

The study demonstrates a positive correlation between TQM practices and a higher level of SOP, suggesting that robust TQM frameworks are more conducive to achieving long-term sustainability. The researcher addressed TML, customer relationship, continuous improvement, and SP as the CSFs of TQM to achieve high-quality outputs, operational efficiency, and competitive advantage, which are essential for ensuring SOP. Top management is accountable for establishing policies, guidelines, and strategic objectives, aligning quality policies with the quality statement, creating a culture of continuous improvement, and demonstrating leadership and direction for quality management within the organization. Enhanced customer satisfaction can be achieved through establishing a synchronized system to put forward customer feedback; developing and offering services that understand the needs and preferences of customers in terms of maintaining a long-term relationship; personal counseling before a purchase decision; identifying emotional and psychological needs of customers; providing service with consistent quality; ensuring guaranteed security, privacy, and confidentiality; and offering discretionary portfolio management and global accessibility. SP can be assessed by focusing on long-term partnerships, establishing principles for improving partnerships, providing information for suppliers' quality data, selecting suppliers based on their quality system rather than prices, establishing a proper supplier evaluation system, and understanding the need to incorporate suppliers as an input for quality services. Continuous improvement is a vital TQM factor for implementing impactful SOP through the proper utilization of resources, using TQM tools and techniques to measure performance, build capabilities, and create a culture of incremental enhancements to processes and systems.

The researcher considers OC as a vital mechanism for fostering the TQM practices to gain SOP. Nevertheless, as discussed in the literature review, TQM requires organizational change, and in this regard, the role of OC is highly valuable. OC can reinforce TQM principles, drive continuous improvement, value both continuous improvement and customer satisfaction, promote innovation, transparency, and collaboration, offer solace to EI, and drive sustainability.

EI strengthens the relationship between TQM and SOP, as it has been illustrated as a critical moderating factor that explains this relationship. Quality movement is employee-driven. Therefore, EI in making decisions regarding the development of quality goals and strategies, customer-related problem-solving, incorporating the voice of customers, increasing commitment and ownership, and fostering cultural integration of engagement, participation, and continuous improvement will leverage the full potential of TQM to achieve long-term sustainability.

IMPLICATION & CONCLUSION

The global economy has witnessed many extreme changes that put every type of business organization under pressure due to the impact of high information technology on decisions, planning, and action; tremendous growth in customers' value awareness and value demands; a breakdown in the conventional boundaries of entrepreneur leaders and managers; growing complexities of modern business functions and structures; and emerging markets with information, communication, and knowledge-based services. Considering all this, gaining a competitive advantage requires finding a new way, and TQM is getting attention as well as appreciation in this regard. The study is based on findings that examine the extent of TQM practices in the banking sector of Bangladesh, which recognizes the urgent need to respond to competitors' strategies as quickly as possible. TQM initially seemed confined to the manufacturing sector, but the service sector is increasingly appreciating the benefits of TQM. Doubtlessly, the epoch of TQM is upon us. But without proper planning and effective utilization of CSFs of TQM in relation to other vital factors, it may become just a fad. TQM is a relatively new spectacle in the banking sector of Bangladesh. Aiming to survive in this dynamic environment, organizations are experiencing an urgency to adopt and implement new management approaches for SOP. In this regard, TQM practices, along with the association of OC and EI, can become the most effective strategy. Effective TQM practices would lead to SOP through high employee orientation, fostering conducive participation, and creating a culture that promotes self-efficacy and personal valence for fruitful TQM implementation. Either way, a quality-oriented, supportive culture would create a fertile platform for increasing employee involvement and commitment, ultimately leading to the effective implementation of TQM and enhanced, sustainable organizational performance in the long run.

Better understanding of integrating the approach of TQM, EI, and OC through alignment of TQM goals with corporate culture; formulation of strategy; and communication infrastructure to strengthen the employees' involvement through adopting a self-development plan for career growth and applying TQM tools such as quality circles, team building, and problem-solving tools would impact on sustainable business performance to gain competitive advantages in the global marketplace.

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DECLARATION OF CONFLICT
The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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