Uluslararası İleri Doğa Bilimleri ve Mühendislik Araştırmaları Dergisi
Sayı 8, S. 349-356, 6, 2024

Araştırma Makalesi

IJANSER

International Journal of Advanced Natural Sciences and Engineering Researches
Volume 8, pp. 349-356, 6, 2024

Research Article

https://as-proceeding.com/index.php/ijanser
ISSN: 2980-0811

The Relationship between Supply Chain Management and Total Quality Management: Impact on Business Performance and Productivity

Ayşenur ERDİL[*] [1]

[1] *Faculty of Political Sciences, İstanbul Medeniyet University, Türkiye*
[*] *runesyalidre@gmail.com - ORCID ID: 0000-0002-6413-7482*

(Received: 24 July 2024, Accepted: 25 August 2024)

(4th International Conference on Scientific and Academic Research ICSAR 2024, July 19 - 20, 2024)

ATIF/REFERENCE: Erdil, A. (2024). The Relationship between Supply Chain Management and Total Quality Management: Impact on Business Performance and Productivity, *International Journal of Advanced Natural Sciences and Engineering Researches*, 8(6), 349-356.

Abstract – The great competitive environment in the world markets forces business managers to do the best of the best. Today's managers want to achieve the best, not better, in quality, customer service, job satisfaction and innovation and differentiation. A measurement and audit system to improve performance for performance management on the way to achieve excellence gains particular importance. In a global competitive environment, businesses need to be involved in a supply chain in order to survive and adapt to competitive conditions because it is very difficult for them to survive and increase their market shares alone. It is no longer a question of competition between businesses, but of competition between the supply chains in which these businesses are located. With the effective management of the supply chain, higher quality products have started to be produced at lower costs. The fact that businesses produce better quality goods causes them to gain competitive advantage and increase their market share. Therefore, the importance of the concept of quality has started to be realized and they have understood that quality must be ensured throughout the entire supply chain. Businesses that cannot fully grasp the concept of quality and do not attach importance to it are doomed not to survive much in this competitive environment. For this reason, businesses need to focus more on Supply Chain Management and Total Quality Management to improve their performance. Within the scope of the study, the concept of performance of enterprises, its importance, supply chain, supply chain management and total quality management concepts are emphasized. The impact of business performance and productivity on the supply chain management of the business and the relationship of these approaches and impact with the total quality management of the business were tried to be evaluated.

Keywords –Business, Performance, Supply Chain Management, Total Quality Management.

I. INTRODUCTION

The Global Supply Chain Forum defines Supply Chain Management (SCM) as the coherence of fundamental business procedures that offer goods, services, and information that enhance customer value from the supplier to the final consumer. SCM aims to deliberately and methodically manage the plans, functions, and processes of all businesses in the chain, maximizing their long-term performance. This covers every company in the chain. Businesses work together in supply chain management to assess

strategic positioning and boost operational effectiveness. As a result, businesses' supply chain partnerships' surroundings also mirror their strategic inclinations (Yayla, 2019; Yıldırım, 2009; Bowersox et al., 2002).

SCM, which is a relatively new field of study aids companies in carrying out their operations and developing sustainability. In general, raw material supply chain management has been a positive, cash-back, two-way information process. According to literature, supply chain management is the skill of overseeing operations across several sectors. Furthermore, indicators showing how supply chain operations such as ownership and inventory sharing affect corporate performance have surfaced. It is important to note that this topic has not received adequate scholarly attention. It involves business customer requirements, requirements management, technology and strategy, and actions linked to being able to forecast their demands with accuracy (Mahdiraji et al., 2012; Kuei et al., 2001; Shin and Wilson, 2000; Tan et al., 1998).

Importance of Supply Chain: The objectives of businesses include ensuring their continued existence, adjusting to market situations, creating high-quality goods, and turning a profit. Reaching these objectives at the lowest possible cost is essential. Participating in a supply chain is the only way to make purchases while minimizing expenses. SCM gives businesses a competitive edge, which is an additional advantage. Companies may boost their competitiveness by striving to introduce innovation into the market and create new goods with the support of supply chain partners (Yayla, 2019; Ross, 2008).

Supplier Management and Demand Forecasting: When Supply Chain Management (SCM) first emerged as a concept, it differed from logistics management. It is characterized as a novel idea that combines logistical tasks with customer-supplier interactions. Recognizing the importance of SCM, all aspects of the chain, with the exception of logistics management, must now be managed. As a result, a supply chain management plan encompasses all areas, from setup to client delivery and after-sales care. It becomes a managerial tool. Predictions are employed in the planning of choices and actions. Future event prediction is the main goal. Successful organizations must foresee future developments and make ongoing plans in accordance with such developments. Demand, projections, and related planning are crucial components. Forecasting demand is essential for companies. Important decisions are influenced by several factors such as the demand for the product or service, workforce size, number of machines acquired owing to raw material supply, lead time, quantity and quality, etc. Highlighting how inventory may boost a company's profitability; stressing the value of marketing, pricing, precise demand forecasts, and plan allocation. Demand categorization looks at how often consumers buy items based on their attributes and is customer-focused. Demand categorization comes in several forms. Management, dependability, and oversight of the business-consumer connection are the primary goals of the supply chain. Preventing resource loss is the goal of these procedures. Everyone might be surprised to learn how much vendor performance affects the competitiveness, productivity, and quality of many managers. Numerous resources are allocated to different materials and services, which lowers the product's production cost. As a result, choosing suppliers carefully is crucial to making effective use of resources. It contributed significantly to its success. Improving quality by outsourcing as opposed to new manufacturing; examples include lowering inventory, integrating supplier systems, and forming alliances. The approach makes clear how crucial supplier performance is. However, the uncertainties brought about by globalization are growing faster, and organizations are becoming less efficient in their operations and placing less focus on making strategic decisions. To manage supply chain risks, cooperation and effective communication with suppliers are essential. In the last few decades, supply base management has grown associated with the issue of supplier relationships. This seems to be a popular topic. Business activity-oriented activities have evolved over the last two decades beyond ordinary office operations and customer-supplier connections. Competitive weaponry with increased market influence owing to management of Supply base management and supply chain, Choi and Kreuse (2006) describe a supplier base as a company's purchasing activities. Defining it as the supplier network it uses. Supplying bases management is an evolving procedure that necessitates frequent communication and involvement with suppliers (Papatya and Bıçakcı, 2017; Alomar, M. and Pasek, 2014; Mahdiraji et al., 2012; Krajewski et al., 2009; Li et al., 2006; Choi and Krause, 2006; Kuei et al., 2001; Beamon, 1999).

II. MATERIALS AND METHOD

Performance measurement assesses if a company is meeting its planned goals. Based on discourses that cannot be measured or managed, they must first enter the realm of performance measurement in order to achieve their desired performance level. Development is necessary. Stewart conducted a benchmarking analysis and determined that distribution performance, flexibility and reactivity, logistics costs, and asset management are critical to achieving Chain excellence. Furthermore, in order to achieve an integrated supply chain, businesses must modify their policies, practices, and processes, as well as their organizations, structural components, and system elements. emphasize the need. In accordance to supply chain research, a good supplier chain structure promotes competitiveness. The integrated movement of goods, services, and information from the place of origination to the destination is referred to as supply chain management. A survey of the literature reveals that while there isn't a single, widely accepted definition of supply chain management, most of them emphasize certain similarities. The concept of a supply chain also includes the primary goals of guaranteeing the efficient movement of products, services, and information, which eventually results in the creation of value, performance improvement, and risk reduction (Alomar and Pasek , 2014; Shin et al., 2000; Tan et al., 1998).

A. Performance measurement Assessment on Management of the Supply Chain and Crucial Issues

The supply chain procedures used today are troubles ome in a number of ways. First, supply and logistics operations have grown increasingly complicated as a result of globalization. Participants in supply chain procedures include a wide range of individuals, businesses, and organizations. Transactions involving several documents may occur across national boundaries, with distinct customs and legal frameworks, all of which are subject to the variables that make up the supply chain of today. It is highly documentable since it is multifaceted, multilateral, and multi-institutional. Because the present supply chain system lacks transparency, it is currently impossible for customers or purchasers to determine the actual value and origin of a product. Multiple international frontiers, customs barriers, buyer-seller scenarios, and logistics firms are all potential components of complex supply chain activities. Production has gone global, which has complicated things. It has been noted that cooperation both inside and between businesses during supply chain activities improves performance either directly or indirectly. Coordinating the parties' actions is the primary obstacle to accomplishing cooperation in Supply Chain Management (SCM). But the degree of involvement and dedication from each partner determines the effectiveness of the partnership in the end. The literature has conducted study on the topic of collaboration and process coordination between partners in SCM (Papatya and Bıçakcı, 2017; Alomar and Pasek, 2014; Deshpande, 2012; Gunasekaran et al., 2001; Beamon, 1999).

B. Quality and Total Quality Management

Quality is a notion that is influenced by several factors such as the surrounding environment, time, country, culture, and level of technological advancement. There might be variations because of a variety of reasons. Instead of emphasizing the operations and outputs of the company, Total Quality Management (TQM) is a process and customer-oriented strategy. According to this perspective, client pleasure is the most crucial factor. Increasing employee qualifications, quality from start to finish, continuous improvement, continuous and error-free products/services, and providing service by guaranteeing all employees participate in the process are other areas they concentrate on. TQM is a management approach that bases its long-term goals on quality and calls for all staff members to participate in quality research in order to please customers, benefit consumers, and benefit workers. To put it another way, TQM is a management philosophy that advocates that all employees bear the responsibility for ensuring excellence by embracing the values of teamwork, providing the best value to customers, encouraging change, and rewarding new ideas (Güzel and Sayan, 2023; Foster and Gardner, 2022)

C. Supply Chains and Total Quality Management

Businesses make smaller-scale purchases as opposed to larger-scale purchases because they collaborate with their suppliers. That being said, there are instances in which other companies are compelled to maintain a substantial level of safety stock due to the primary supplier failing to provide the required information.

Suppliers are therefore required to cover these expenses. because suppliers fear that the big corporation may stop working with them. Just-in-time shipping can occur in supply chains that have implemented Total Quality Management (TQM), eliminating the need to create inventory. In order to do this, the primary firm prepares a defined delivery timetable based on realistic estimates produced by the marketing departments and requests from the last links in the supply chain. As a result, the following chart details the modifications that took place within the chart's validity period. Reductions in stock lead to hidden issues, which can be resolved by improvement initiatives. Because of their assignment as a consequence of the TQM strategy, staff are able to act quickly to correct production problems. Defective items are therefore either discarded or maintained in stock. A supply chain is made up of a number of different business processes, such as obtaining the parts and raw materials needed to produce products, turning those materials and raw materials into finished goods, adding value to those goods, distributing them to customers and retailers, and facilitating communication and information sharing among various business stakeholders along the chain. It is a framework that permits individuals to behave in unison (Yayla, 2019; Yıldırım, 2009; İslamoğlu, 2006; Casadesús and de Castro, 2005; Hugos, 2003; Croxton et al., 2001).

D. Relationship Between Total Quality Management and Supply Chain Management

The material is among the most important variables that determine quality. It is crucial that the provided material have the appropriate level of quality. As a result, it is important to make sure that there is harmony and continuity in the relationships with the material suppliers. High-quality product inputs are necessary if we are to produce high-quality goods. Establishing cooperative quality development initiatives with the businesses that will supply these inputs is required for this. For the supply chain to work well, the businesses involved in it need to regard one another as fellow businesses rather than as external entities. Consequently, all companies that are a part of the supply chain have to use total quality management as a management approach. The supply chain becomes less competitive if any company does not comply with this. According to Yıldırım (2009), these factors are crucial for choosing a supplier and maintaining a working relationship. In order to accomplish the intended outcomes, total quality management includes the design and operation of supply systems, the execution of logistical activities, and the management of results. It also extends beyond quality control and monitors product performance beyond manufacturing. The common goal of Supply Chain Management (SCM) and Total Quality Management (TQM) is satisfied customers. Therefore, these two approaches share the common goal of achieving this goal and play a role together in increasing organizational competitiveness. The similarities between TQM and SCM focus on definition, development phases, goal focus tools applications, scope, primary integration practices, management philosophy, integration of all levels and organizational functions, continuous improvements, quality products and services, and customer satisfaction. There are many similarities between these two approaches. Using these two at the same time will provide more benefits to the organization. However, many studies have considered these two approaches separately. These two approaches need to be harmonized in order to use them as a powerful Strategy (Talib et al., 2011; Vanichchinchai and Igel, 2011; Yıldırım, 2009; Amirov, 2006; Flynn, B.B. and Flynn, E.J., 2005).

E. The Effect of Total Quality Management on Inventories in the Supply Chain

Businesses have different reasons for holding inventory. The most important of these is uncertainty. Inventories in enterprises can generally be divided into three basic categories. These are; Raw material stocks, semi-finished product stocks and final product stocks. However, holding stocks means extra costs for businesses. For these reasons, stock can prevent companies from producing quality products. The Total Quality Management (TQM) system can reduce the stock level to zero by eliminating these problems with just-in-time production philosophy. Just-in-time production provides an increase in quality standards by creating a natural mechanism that realizes the principle of TQM to get it right first and every time. Since businesses work in cooperation with suppliers, they make smaller purchases rather than large purchases. However, sometimes the main business in the supply chain does not share the necessary information, so other businesses have to keep excessive safety stocks. As a result, suppliers have to bear these costs. Because suppliers are afraid of terminating the cooperation of the main business with them. In supply

chains that have adopted TQM, just-in-time shipment is possible without creating inventory. For this purpose, the fixed delivery schedule of the parent company is prepared with the demands from the last links in the supply chain and realistic forecasts made by the marketing departments. Accordingly, the changes that occur during the validity period of the schedule are indicated in the next schedule. Since hidden problems arise as a result of decreases in stocks, they can be eliminated through improvement Efforts. As a result of the TQM approach, since the personnel are assigned, they can intervene in errors during production at that moment. Thus, faulty products are prevented from being kept in stocks or scrapped Abukhader and Onbaşıoğlu, 2021; Vanichchinchaı and Igel, 2011; Flynn, B.B. and Flynn, E.J., 2005; Bundred, 2004; Martineau et al., 2003; Yenersoy, 1997).

III. THE APPLICATION OF THIS CONCEPT

For a lengthy amount of time, management practice and theoretical study have focused on quality as a key factor in sustaining competitive advantage. The service industry's understanding of Total Quality Management (TQM) has grown dramatically during the past 20 years. According to Talib et al. (2011), TQM places a greater emphasis on quality with the goal of giving end users high-quality goods and services. TQM is a strategy to continually enhance the quality of products and services provided by involving people in all organizational levels and activities, which aids in the development of fresh, creative ideas to please clients. As such, it necessitates a thorough overhaul of an organization's personnel, management, structure, and culture, among other things. Conversely, TQM lowers costs by implementing improvements in service and quality. Everyone may use health organizations as an example of a sector that uses Total Quality Management. When TQM is applied in healthcare facilities, service quality improves, resource waste is avoided, expenses are decreased, customer happiness rises, and working conditions are made better. Employee motivation and productivity both rises. Furthermore, the national economy benefits from the macro-level efficient utilization of resources. As a result, research on TQM's effects on SCM is required (Talib et al., 2011; Siddiqi et al., 2009).

IV. THE IMPACT OF TOTAL QUALITY MANAGEMENT ON THE SUPPLY CHAIN: AN EXAMPLE OF APPLICATION IN HEALTH CARE

Medical supplies, equipment, and medications are all supplied to public hospitals. Public hospitals or other entities connected to the State Supply Office are contacted if the necessary material cannot be obtained from the stock pool. By forming needs assessment committees, this union keeps hospitals informed about their requirements. Manufacturers of pharmaceuticals: The following entities make up the supply chain: providers of raw materials, producers of pharmaceuticals, primary distributors, dealer warehouses, retail or institutional pharmacies, and patients. While public medications with great demand are provided through suppliers, medical equipment and specialty medicines, whose manufacturing is restricted and expensive, are obtained directly from the manufacturer. Wholesale Distributors: In the pharmaceutical industry, wholesalers work to guarantee that goods are supplied to independent retailers, hospitals, pharmacies, big-box stores, and chain pharmacies as well as to pharmaceutical manufacturers. In this country, pharmacies that conduct retail sales receive their medication from pharmaceutical warehouses, which in turn receive their medication from manufacturers or importers. Pharmacies are now defined as a business authorized by the Ministry to import medications for individual use. This definition has been updated. This definition makes it possible for pharmaceutical warehouses to import medications from overseas that aren't able to be made in Türkiye and resell them at retail. Pharmacies are referred to as retail distributors in the pharmaceutical industry. In light of the ongoing changes in healthcare, pharmacies are now required in both public and private hospitals. The National Data Bank of Türkiye for Medical Devices and Pharmaceuticals seeks to enhance the effectiveness and efficiency of the procurement process. Beginning the moment the medication enters the facility and ends until it leaves, the Pharmaceutical Tracking System was implemented. All medications are therefore tracked and documented. Hospitals provide patients with certain medications. As a result, the profitability of free pharmacies declined. (Karahüseyinoğlu, 2021; Yaş, 2021; Acar and Bük, 2017; Lega et al., 2012, Nachtmann and Pohl, 2008).

A quality health service is one that meets established guidelines, ensures that all medical staff members have equal access to the authority to evaluate and plan services, and prioritizes the lives and well-being of patients at all times. Establishing a system for monitoring and controlling patient care is the aim of quality management in the healthcare industry in order to give all patients the best possible medical treatment. Healthcare companies may switch from an audit-driven to a customer-driven quality improvement approach by using TQM. In order to talk about TQM in the field of health, it is necessary to allocate the necessary resources effectively, to provide effective services, to be fair both in resource allocation and in the access of the target group to services, and to ensure customer satisfaction during the service (Hayran and Uz, 2008; Karabeyoğlu, 2007; Joiner, 2007; Manjunath et al., 2007; Li, 1997; Çoruh, 1994).

V. CONCLUSION

In the more competitive landscape brought about by globalization, companies are beginning to work with suppliers based on quality rather than the more conventional criterion of cost. enterprises have begun to view suppliers as an extension of themselves as they have realized that supply chains, rather than suppliers and enterprises, are the actual competitors. They thus came to the realization that other factors in addition to cos are more crucial. because a supply chain with proper planning already has lower costs. It has become clear that the idea of quality plays a key role in fostering greater corporate collaboration. Because of this, companies have been using Total Quality Management (TQM), which maintains that quality is now the duty of several departments. It has become clear that the idea of quality plays a key role in fostering greater corporate collaboration. As a result, companies have been using TQM, which maintains that all personnel and all procedures are accountable for quality rather than just one department. It has been discovered that the firm gains from the process's removal of mistakes. As a result, every employee was expected to assume accountability for doing their duties to the best of their abilities. The TQM method promotes better ties between suppliers and enterprises. A connection built on trust may be established between the business and its suppliers thanks to the decline in the number of providers. Regarding supply chain performance, whether it is demanding management or distribution management, supply base management practices have a great impact. Demand management of supply chain performance is very close to distribution management. Supply chain performance and on-demand supply base management application Management and distribution management. Our primary goal is to understand the importance of demand management for supply chain performance. It can be accepted that we have obtained results in this direction. Application requirements for managers who have a say in the field of corporate supply chain management. This is an important result that encourages management to pay more attention. Supply base management practices should not be ignored, as they can have significant performance-enhancing effects on supply chain performance and companies will not have much difficulty in implementing it. Distribution management practices have been found to have high explanation rates for distribution management performance. Successful distribution management can be achieved by focusing on transportation management and warehouse management. The impact of process commitment and demand forecasting on demand management performance should be considered. Supply chain performance management and supply chain risk management are a subset of enterprise performance methodologies and enterprise risk management. Common interests, goals, and long-term connections should all be recognized in order to foster trust between firms. Additionally, supply chain performance should be optimized. The research largely agrees that the ideas of trust and cooperation in supply chain management are positively correlated. In logistics and supply chain management, the value and function of teamwork are highlighted. Instantaneous data and information exchange between manufacturers, distributors, sales channels, and suppliers has been completely realized with these technologies. With all the potential it presents, cooperation is made feasible by information technology. The continuity of today's cooperation is guaranteed by the interconnected functioning of enterprise resource planning systems. Because managing advancements alone is insufficient for collaboration, it has been suggested that, in addition to managing technological factors, adjustments in the organisational management and leadership perspective be made, and trust between enterprises be established. As a result, while technology progress is collaborative, there are challenges in coordinating

and managing change. In this setting, an extensive comprehension founded on transparency, compromising and mutual confidence is necessary.

ACKNOWLEDGMENT

I would like to appreciate the executives, the employees of this organization in this sector, and specialists who gave vital expertise and conversations.

REFERENCES

[1] Abukhader, K. and Onbaşıoğlu, D. (2021). The Effects of Total Quality Management Practices on Employee Performance and the Effect of Training as a Moderating Variable, Uncertain Supply Chain Management, 9(3), 521-528.
[2] Acar, Z. and Bük, T. (2017).Türk Sağlık Sektöründe tedarik zinciri yönetimine genel bir bakış. İşletme & Sosyal Bilimler Araştırmaları Dergisi, 6(5), 13-27
[3] Alomar, M. and Pasek, Z.J. (2014), Linking supply chain strategy and processes to Performance Improvement. Procedia 47th Conference on Manufacturing Systems CIRP 17, 628-634.
[4] Amirov, T. (2006). Tedarik Zinciri Yönetimi ve Toplam Kalite Yönetiminin İlişkisi, Yüksek Lisans Tezi, Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
[5] Beamon, B.M. (1999). Measuring supply chain performance. International Journal of Operations&Production Management, 19, 275-292.
[6] Bowersox, D. J., Closs, D. J. ve Cooper, M. B. (2002). Supply Chain Logistics Management. McGraw-Hill
[7] Bundred P, Martineau T. and Kitchiner D.(2004). Factors affecting the global migration of health professionals. Harward Health Policy Review, 5 (2), 77-78.
[8] Choi, T. Y. and Krause, D. R. (2006). The supply base and its complexity: Implications for transaction costs, risks, responsiveness, and innovation. Journal of Operations Management, 24(5), 637–652.
[9] Çoruh, M. (1994). Toplam Kalite Yönetimi, Hastane Uygulamaları Gerekçeler ve Güçlükler. Sağlık Hizmetlerinde Değişen Anlayış ve Politikalar Sempozyumu, Sağlık Sektöründe Toplam Kalite Yönetiminin Yeri, Editör: Mithat Çoruh. Ankara, Haberal Eğitim Vakfı
[10] Croxton, Keely L., Sebastian J., Lambert, Douglas M., Rogers and Dale S. (2001). The Supply Chain Management Processes, The International Journal of Logistics Management, 12 (2): 13-32.
[11] Casadesús, M. and de Castro, R. (2005). How Improving Quality Improves Supply Chain Management: Empirical Study, The TQM Magazine, 17(4), 345-357.
[12] Deshpande, A., (2012). Supply chain management dimensions, supply chain performance andorganizational performance: an integrated framework. International Journal of Business and Management, 7, 1-19.
[13] Foster, S.T. and Gardner, J.W. (2022). Managing Quality: Integrating The Supply Chain, John Wiley and Sons, New York.
[14] Flynn, B.B. and Flynn, E.J. (2005). Synergies Between Supply Chain Management and Quality Management: Emerging Implications. International Journal of Production Research, 43(16), 3421-3436.
[15] Gunasekaran, A., Patel, C. and Tirtiroglu, E. (2001). Performance measurement and metrics in a supply chain environment. International Journal of Operations & Production Management, 21, 71–87.
[16] Güzel, L. and Sayan, İ. (2023). Toplam kalite yönetiminin tedarik zinciri yönetimi üzerindeki etkisi. Verimlilik Dergisi, 57 (3), 533-548.
[17] Hayran, O. and Uz, H. Sağlık Hizmetlerinde Toplam Kalite Yönetimi. http://www.merih.net/m1/whulkuz11.htm (28.04.2008).
[18] Hugos, M. (2003). Essentials Of Supply Chain Management, New Jersey: John Wiley & Sons.
[19] İslamoğlu, A.H., (2006). Pazarlama Yönetimi, Beta Basım A.Ş., İstanbul [39] Lambert, D.M., Cooper, M.C., (2000). Issues in Supply Chain Management. Industrial Marketing Management, 29, 65–83.
[20] Joiner, T. A. (2007). Total Quality Management and Performance. International Journal of Quality and Reliability Management. 24(6), 617-627.
[21] Karabeyoğlu, Y. (2007). Toplam Kalite Yönetimi. Hastane Süreçleri. Editör: İ. Teoman Benli, Bir Vakıf Üniversitesi Tıp Fakültesi Hastanesi İçin Toplam Kalite ve Süreç Modelleri Projesi. Ankara, Rekmay Yayıncılık.
[22] Karahüseyinoğlu, E. (2021). Kalite yönetimi perspektifinde sağlık hizmetleri. Journal of Academic Value Studies, 7(3), 394-402.
[23] Krajewski, L.J., Ritzman, L.P. and Malhotra, M.K., (2009). Operations management-process and Supply chains. 9th Edition Pearson.
[24] Kuei, C.H., Madu, N.C. ve Lin, C. (2001). The Relationship Between Supply Chain Quality Management Practices and Organizational Performance, International Journal of Quality and Reliability Management, 18 (8), 864-872.
[25] Lega, F., Marsilio, M. and Villa, S. (2012). An evaluation framework for measuring supply chain performance in the public healthcare sector: evidence from the Italian NHS, Production Planning and Control: The Management of Operations, 24 (10/11), Taylor & Francis.

[26] Li, L. X. (1997). Relationships between Determinants of Hospital Quality Management and Service Quality Performance-a Path Analytic Model. Omega. 25 (5), 535-545.
[27] Li, S., Ragu-Nathan, B., Ragu-Nathan, T.S. and Rao, S.S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. Omega, International Journal of Management Science, 34, 107-124.
[28] Mahdiraji, H., Arabzadeh, M. and Ghaffari, R. (2012). Supply Chain Quality Management, Management Science Letters, 2(7), 2463-2472.
[29] Manjunath, U; Metri, B. A. and Ramachandrab, S. (2007). Quality Management in a Healthcare Organization: A Case of South Indian Hospital. The TQM Magazine. 19 (2), 129-139.
[30] Martineau T, Decker K. and Bundred P.(2003). Briefing note on international migration of health professionals: Levelling the playing field for developing country health systems. Liverpool School of Tropical Medicine, 2003, www.liv.ac.uk/lstm/hsrmigration.html.
[31] Nachtmann, H. and Pohl, E. A. (2008). The State of Healthcare Logistics Cost and Quality Improvement Opportunities. Access Date: 13 Aralık 2014, http://www.ahrmm.org/ahrmm/resources_and_tools/cihl_report/index.jsp
[32] Papatya S. and Bıçakcı, S. Ü. (2017). Tedarik Zinciri Yönetimi Uygulamalarının Zincir Performansı Üzerindeki Etkileri. Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 367-386.
[33] Ross, D.F. (2008). The Intimate Supply Chain: Leveraging the Supply Chain to Manage the Customer Experience, CRC Pres Taylor & Francis Group: NW
[34] Siddiqi, S., Masud, T. I., Nishtar, S., Peters, D. H., Sabri, B., Bile, K. M. and Jama, M. A. (2009). Framework for assessing governance of the health system in developing countries: Gateway to good governance. Health Policy, 90(1), 13–25.
[35] Shin, H., Collier, D.A. and Wilson, D.D., (2000). Supply management orientation and supplier/buyerperformance. Journal of Operations Management,18, 317-333.
[36] Talib, F., Rahman, Z. and Qureshi, M. N. (2011). Analysis of Interaction among the Barriers to Total Quality Management Implementation Using Interpretive Structural Modeling Approach. Benchmarking: An International Journal, 18, 563-587.
[37] Tan, K.C., Handfield, R.B. and Krause, D.R., (1998). Enhancing the firm's performance through Quality and supply base management: an emprical study. International Journal of Production Research, 36, 2813-2837.
[38] Vanichchinchai, A. and Igel, B. (2011). The Impact of Total Quality Management on Supply Chain Management and Firm's Supply Performance, International Journal of Production Research, 49(11), 3405-3424.
[39] Yıldırım, T. (2009). Sağlık Çalışanları ve Uluslararası Göç: Göç Nedenleri Üzerine Bir İnceleme. Ankara Üniversitesi Tıp Fakültesi Mecmuası, 62(3), 87-94.
[40] Yenersoy, G. (1997). Toplam Kalite Yönetiminin Kamu Kurumlarında Uygulanabilirliği, Executive Excellence Dergisi, 8, 1997.
[41] Yaş. S. (2021). Toplam Kalite Yönetimi Anlayışının Sağlık Hizmetlerinde Uygulanması. Trakya Üniversitesi Kalite ve Strateji Yönetimi Dergisi, 1(1), 21- 43.
[42] Yayla, P. (2019). Toplam Kalite Yönetimi ve Tedarik Zinciri Yönetimi Uygulamaları Arasındaki İlişki ve Performans Etkisi. Avrasya Sosyal ve Ekonomi Araştırmaları Dergisi, 6(1), 1-19.
[43] Yıldırım, S. (2009). İşletmelerde Tedarik Zinciri Yönetimi ve Toplam Kalite Yönetimi İlişkisi. Süleyman Demirel Üniversitesi Vizyoner Dergisi, 1(1), 175-191.