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POLISH JOURNAL OF MANAGEMENT STUDIES Kkoád. Hirul, II . lloP r. binoá, Oerv 2020 Vol.21 No.2 195 TOTAL QUALITY MANAGEMENT AS MANAGERIAL TOOL OF COMPETITIVENESS IN ENTERPRISES WORLDWIDE Kláková D ., Hairul, Gallo P., Gall. jnová V., Oerová E. ? Abstract:This research paper examines the issue of Total Quality Management (TQM) as a dynamic tool for managing and improving the performance and competitiveness of enterprises. The empirical analysis was focused on **the current state of** using this concept as well as identifying barriers that prevent its use in practice.

In order to verify the hypotheses, defined in accordance to the literature review research, the appropriate research methods were applied. **Statistical verification revealed that the size of the enterprise has the statistically significant impact on the use of the TQM and the lack of qualified workforce and financial resources are among the most noticeable barriers to the use of the TQM in managerial practice.**

Concerning **the managerial implications, the su**

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