

Total Quality Management Its Impact on the Performance of Educational Institutions

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Abstract- The study aimed to Definition the total quality management and its impact on the performance of education institutions in the University of Samarra , This study was based on the analytical descriptive approach, which was composed of the top management and middle administration of the university. The study sample was 52 individual. It found a set of results of which, there is a statistically significant effect of total quality management on the performance of education institutions in the University of Samarra. Based on the findings of the study were presented a set of recommendations was the most prominent of the permanent work on the dissemination of comprehensive quality culture at the University, Engaging employees in the process of strategic planning for quality and benefit from their experience in the field of the application of total quality management.

Keywords- Total quality management, Institutional performance, Effectiveness, Efficiency, educational institutions

INTRODUCTION

Today, institutions are living in various types, especially educational ones, in an environment characterized by dynamism, rapid economic transformation, and technological development, University education has experienced a significant change in recent years by registering a remarkable growth in terms of the student's number enrolled in universities and the number of professors. as well as, the expansion of the number of universities and colleges (Al Khatib,2006), Which had a great impact in the search for everything new And modern to organize the quality management of universities and educational institutions (Al-Samarrai and Al-Nasser, 2012).

This is Prompting the institutions of higher education to apply the standards and procedures of total quality management and to keep pace with the scientific development in various fields in order to obtain the standards of academic accreditation in university education and its application to the administrative aspects in order to provide the best service for internal and external audiences (Al-Mamouri, 2015).

Modern organizations have to achieve total quality in a rapidly changing and highly competitive world of service delivery. Accordingly, these institutions are no longer immune from the face of multiple and diverse challenges but have become a restriction on their performance. Sometimes these restrictions turn into threats in the event of an inability to adapt to (Abu Fara, 2006).

Total quality management has become an entry point for a change of organizations and a target for most institutions, including education. As a result, the total quality, which is considered by many organizations as a successful means of bringing about radical developments in the philosophy of quality management and the participation of all participated parties within the organization to face risks and threats (Kayani, 2012).

studies and researchers published in the field of total quality have confirmed that there is an interest in the issue of total quality in the education sector. Increasingly, this concern with the growing awareness of the importance of this approach and the important role played by the total quality management in the provision of quality education services when applied effectively (Kerr, 2011).

the importance of this study Where is the concept of total quality of modern application topics in the global institutions of higher education field (Al-Mamouri, 2015). So this study came in order to contribute to providing Iraqi universities with a new field study on the reality of the application of total quality management at the University of Samarra .

There is a growing interest in the content of total quality management applications in universities around the world. However, we did not find the concept of total quality in Iraqi universities. In addition to the very slow in its application at the university in question. This is noted by the researcher through field survey of the university under study. also, The researcher identified the problem of the study Through the recommendations and objectives of previous studies Including (fram, 1995) , (Mustafa, 1997) , (Hilali, 1998) , (Nagy, 1998) , (Gandhi,2015) and (couch, 1997). so this study came to know the impact of the application of total quality management in the performance of educational institutions and in terms of administrative aspects, Therefore, the search problem can be limited by answering the main question : " Total quality Management impact the performance of educational institutions : a field study of opinions top management middle management at the university of samarra" ?.

CONCEPTUAL FRAMEWORK

total quality management- Has acquired the concept of total quality management increasing interest by academics in our time today. As well as being one of the contemporary entrances of business organizations And one of the tools of success and continuation of those organizations. total quality is described as an inherent and comprehensive belief in the leadership and operational style of the organization. With the aim of continuously improving long-term performance by focusing on the requirements and expectations of customers, shareholders and all other stakeholders (Al-Azzawi, 2005). total quality management is an integrated philosophy based on customer satisfaction as the most important goal of the organization in the long term. Through a sharing responsibility between management and staff to pursue continuous improvement of all activities and at all levels of the organization. Which requires constant commitment and strong support from top management to ensure quality in all its aspects and from all sections of the organization (Al-Saman and Saleh, 2005). as an organized methodology that ensures the conduct of activities that have been planned in advance, It is the optimal method that helps to prevent and avoid problems by motivation and encourage administrative and organizational behavior in the optimal performance and use of human and material resources efficiently and effectively (alnhway, 2013).

A number of studies have contributed to enhancing the current study orientation on About Total Quality Management including "Total Quality Management and its impact on improving financial performance " (aldaeasu, 2010). A practical study in a sample of Jordanian commercial banks". pointed Study "The impact of Total Quality Management practices on competitive advantage and organizational performance"(Munizu, 2013). including The study " the impact of Total Quality Management on the running performance of South Korean companies"(Kouame,2017). The researcher found the current study in harmony with the study " Transnational education and total quality management a stakeholder-centered model "(Shams, 2017). also The study " The impact of total quality management on service company performance evidence from Spain"(Psomas and Jaca 2016). And the study " Total quality management performance in multinational companies A learning perspective " (Jimenez el.at,2015).

Strategic Planning- is one of the most important dimensions of Total Quality Management (Jawad, 2010). Where the strategic plan is developed by the Quality Council With the possibility of adaptation and coexistence with this change the application of Total Quality Management and the course that the institution will pursue in order to achieve what it wants from the goals (krdi, 2011).

that strategic planning is the first step to reach total quality Educational institutions that seek to achieve using this type of planning and Contributions to decision-making and educates leaders about their goals and determinates the means to achieve them (Fawzi, 2017).

Employee participation- Employee participation is a cornerstone of total quality that motivates and encourages Employees to articulate their ideas, and give them sufficient flexibility in their work. They are in fact working directly and they have practical and realistic ideas must take advantage of the optimization processes and solving problems. The introduction of any change must be through them, and therefore the question of integrating them into all operational matters is imperative, necessary and indispensable (Lleo et al., 2017). The human resource is an important part of the total quality of being who will take the leadership process .Therefore, it must be treated as a partner, not as subordinate, and this will deepen loyalty and belong to the organization also create a spirit of creativity, innovation, achieve job satisfaction which in turn will improve performance, achieve total quality (qadat ,2012). Participation is a process of mental and emotional interaction with working groups mobilizing the necessary efforts and energies to achieve the objectives of the Corporation (Irawanto, 2015).

Continuous development- It has become the continuous improvement and development of permanent core features of total quality management process Using different methods and means of certified and innovative. It is a comparison of reference of the most efficient methods to activate the development and improvement approach (Mamouri 2015). The quality management program is based on continuous development efforts, and that opportunities for improvement do not end no matter how efficient and effective performance. The level of quality that satisfies the desires and expectations of beneficiaries is constantly changing so, the quality of the service provided is continuously improved and developed to achieve the desired goal (Akbar and Hosseinpour, 2016).

Performance evaluation - The performance evaluation process is essential for Total Quality Management because it's important to give sufficient information about the performance performed by the employees Through feedback this in role will motivate employees and raise their morale When praising them or honoring them financially or morally in return for their outstanding efforts, As what is produced by the workers according to the specifications required is the basis for achieving the overall quality (Ayesh, 2008).

Institutional performance - Performance means the final results of the organization's activities, The best performance is to achieve the objectives of the organization efficiently and effectively. So the final outcome of the performance of individuals within the organizational units and the performance of other organizational units. Within the overall strategy of the Organization and the Organization's performance in its natural, social and work environment (Alwehabie, 2017). Accordingly, the performance focuses on Competencies and Unique Factors In which the Organization was unique to other competing organizations It is a basis for assessing the performance Through financial indicators and valuation of tangible assets and intangible assets (Al-Ali et al., 2006). Public performance can be affected by the efficiency and effectiveness of organizations (Ozcan, 2014).

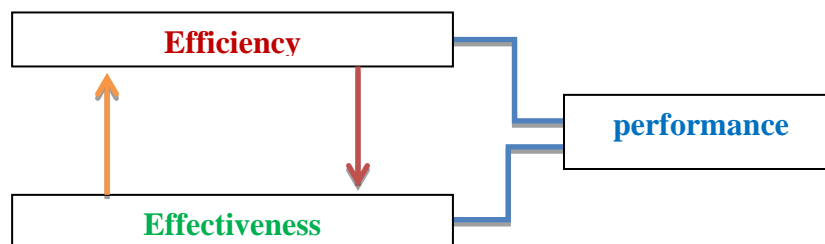


Figure 1.
Components of performance

There are many studies that dealt with the performance of institutions in general, which have been reviewed in order to develop the current study, including "Impact of Leadership Style of Academic Administrators on Institutional Performance A South Asian State University Case Study" (Khalil and Raheel, 2016). pointed study " Impact of Leadership on Institutional Performance: Evidence from Public Sector Universities of Faisalabad"(Murad and Gill, 2016). The researcher found the current study in harmony with the study " Efficiency and productivity of hospitals in Vietnam "(Linh,2011). also The study " Measuring efficiency, effectiveness and performance of Indian public sector banks "(Kumar and Gulati 2009) .and the study " Logistics firms performance efficiency and effectiveness perspectives "(Wong et .al, 2015).

Efficiency - is defined as the best use of available resources, that is, the difference between inputs and outputs in order to achieve added value, Where efficiency is linked to management and when management uses its various tools to better plan, organize, command and control And it is directed towards all functional departments investment inputs for output low cost. When you can get the integration of all activities to achieve the objectives of the organization (al-Azzawi, 2005). Based on the above, efficiency is only the process of converting inputs to outputs at the lowest cost of time (Memon et al., 2017).

Effectiveness - Is the degree which the organization achieved its objectives Which are achieved when managers choose those organizations to have the appropriate objectives they can achieve It. therefore, reflects the extent to which senior management has access to material and human resources From the external environment and the internal environment and their optimal utilization (Al-Salim, 2015).also, organizational effectiveness is seen as the organization's ability to create a balance Between internal factors and their external influences With the possibility of fully adapting to the internal and external variables and ensure the achievement of its objectives (Kumari, 2017)

PROCEDURE.

HYPOTHESES

Ho. No effect is statistically significant at ($\alpha= 0.05$) For the impact of total quality management on the performance of educational institutions at the University of Samarra.

H1. the effect is statistically significant at ($\alpha= 0.05$) For the impact of total quality management on the performance of educational institutions at the University of Samarra.

CONCEPTUAL MODEL

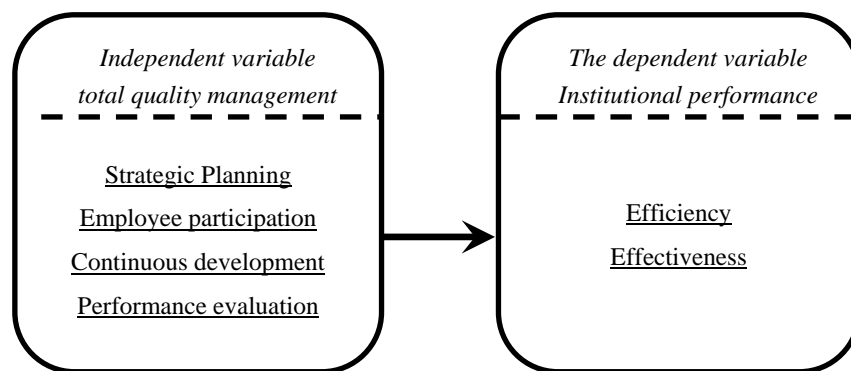


FIGURE 2
STUDY MODEL

POPULATION

The study community consists of senior management and middle administration at the University of Samarra, The sampling unit was formed (University President, Assistant President of the University, Dean, Associate Dean, Head of Scientific Department, Center Director, Head of Administrative Section) (60) individuals. The research sample was taken in a stratified sample method. The questionnaire forms were distributed to the sample of the research sample by (60) forms (52) forms were retrieved Thus it became the sample size is (52) of males and females of a recovery ratio (86.6%).

DETERMINANTS

Most research faces difficulties and challenges during the research period In this research can be summarized as follows:

- 1- lack of seriousness of some samples in dealing with researchers, where some of them refuse to answer the questionnaire.
- 2- the lack of conformity between the theoretical concepts on the dimensions of total quality management and what is applied in practice at the University of Samarra the subject of research.

- 3- The results of this study were determined by the degree of validity of the study instrument, its stability, objectively the response of the respondents of the study sample and the scientific secretariat.

LIMITS

The study limits were as follows:

Place Boundary: The study will be limited to the University of Samarra.

Time Boundary: The study was completed during the first quarter of 2018.

Human Resources Boundary: Employees at the University of Samarra are (University president, assistant president of the university, dean of faculty, assistant dean, head of the scientific department, director of the center, head of administrative department)

Scientific Boundary: investigate the relationship between the dimensions of the independent variable the Total Quality Management (Strategic Planning, Employee participation, Continuous development, Performance evaluation), and dimensions of the dependent variable. The Performance Of Educational Institutions (Efficiency and Effectiveness).

METHODOLOGY

The current research follows the descriptive and analytical statistical methodologies for examining and evaluating variables and hypotheses, analysis process was conducted using Statistical Package for Social Science Software (SPSS) including, measures of central tendency, measures of dispersion, multiple regression analysis, Cronbach's' alpha, VIF test, and Kolmogorov –Smirnov test. And the researcher has worked on Check the apparent truth of the questionnaire content by presenting it to (6) arbitrators of the faculty members with specialization from Iraqi universities (University of Baghdad, Babylon University, Mustansiriya University and Kirkuk University). As it was arbitrated by professors from outside Iraq where the questionnaire was sent with a copy of the research plan by e-mail for the purposes of arbitration, Some of the vocabulary judged by the arbitrators have been excluded, some of which have been rephrased in accordance with the culture of the respondents.

DISCUSSIONS

Below are the main characteristics and findings of this research:

In terms of gender distribution, The results showed that the percentage of male respondents was(96%), while the females were (4%). This is evidence that the senior and middle management of the university is male-dominated.

When we talk about the majority of the sample in terms Age groups The results showed that the percentage of the highest in this study was in the category 38-45, where they accounted (40%), while the age group 46-53 was (38%), and the age group 50 and above was (11%), and the age group 30-37 was 13%. By talking about Educational qualifications The highest percentage of respondents received a Ph.D. (65%). Which is the most prevalent in the study sample, followed by (23%) of the master's degree holders and (12%) of the holders of the bachelor's degree. And the Years of Experience showed that (33%) of the sample had 6-10 years of experience, followed by(25%) with 11-15 years of experience, while (19%)had more than 21 years of experience. Those with 16-20 years of experience were (14%), followed by (9%)with 1-5 years' experience.

| Table (1) The Arithmetic mean and dimensions of Total and The Performance Of | | No. Dimension | Arithmeti c mean | standard deviations | Degree of approval | standard deviations of all Quality Management Educational Institutions |
|---|------------------------|------------------|---------------------|------------------------|-----------------------|--|
| 1. | Strategic Planning | 0.50 | 4.23 | High | | |
| 2. | Employee participation | 0.57 | 3.58 | Medium | | |
| 3. | Continuous development | 0.59 | 3.47 | Medium | | |
| 4. | Performance evaluation | 0.56 | 3.92 | High | | |
| 5. | Efficiency | 0.47 | 3.93 | High | | |
| 6. | Effectiveness | 0.41 | 4.05 | High | | |

The results in Table (1) showed that the sample trends are positive towards the paragraphs mentioned in the strategic planning field And to a high degree. The general arithmetic mean was 4.23, And the standard deviation is (0.50). This explains the response of the study sample Which shows that strategic planning A factor for the success of organizations Which seeks to achieve total quality. While the sample trends are positive towards the paragraphs mentioned in the Employee participation field And to a medium degree. Where the general arithmetic mean was (3.58) , the standard deviation is (0.57). And The university does not depend On the application of the concept of total quality to involve employees. This is mainly explained by the results of this study. also, the general arithmetic mean was (3.47)and the standard deviation was (0.59). This explains that the answers of the sample of the study Which shows that the continuous development at the University of Samarra It was substandard To achieve the desired goals in the application of total quality. as well as, the general arithmetic mean was (3.92) and the standard deviation was (3.92). the direction of the paragraphs mentioned in the evaluation of performance So the university focuses and permanently To evaluation the performance of employees In order to correct performance Towards the right direction In an environment characterized by constant change, parts of the requirements of achieving total quality. The results of the study showed that the general arithmetic mean of the field of efficiency (3.93) and the standard deviation of (0.47). This explains that efficiency was a high degree According to the results of the study Which confirmed that the senior management of the University of Samarra Are working to invest the resources available to increase employee productivity And reduce excess activities For the best service. Table (1) showed That general arithmetic mean of the field of effectiveness (4.05) and a standard deviation of (0.41). This explains that the field of effectiveness was high degree According to the results of the study Which confirmed that the senior management of the University of Samarra acts effectively To serve the community and to achieve its goals Through the integration. linking of various departments and colleges, Harmonious with internal and external environment.

Below is the discussion of the research’s hypotheses:

Table (2)
 Analysis of variance test to determine the impact of total quality management on the performance of educational institutions

| Source of Variance | Sum of Squares | DF | Mean Square | F Calculated | Sig | R Square | Adjusted R2 |
|--------------------|----------------|----|-------------|--------------|-------|----------|-------------|
| Between Groups | 4.073 | 4 | 1.018 | | | | |
| Within Groups | 2.861 | 47 | .0600 | 16.966 | 0.002 | 0.766 | 0.587 |
| Total | 6.934 | 51 | | | | | |

The results of statistical analysis showed in a table (2) showed That there was statistically significant effect total quality management on the performance of educational institutions level of significance in the levels of the total dimensions ($\alpha = 0.002$). Which is below the significance level ($\alpha = 0.05$) Thus, they are statistically significant. As well as the calculated (F) (16.966) While the (F) table (2.52) at degrees of freedom (4,47) Thus, the calculated F is greater than the table F. The correlation coefficient (R = 0.766) was at the significance level ($\alpha = 0.05$). The coefficient of determination (R2) was (0.587). Based on the above We rule out the hypothesis (H0) and accept hypothesis (H1) Which states Having an effect The dimensions of total quality management (Strategic planning, Employee participation, continuous development, performance evaluation) On the performance of educational institutions in its dimensions (efficiency, effectiveness) at the University of Samarra.

CONCLUSIONS

1. The existence fit strategic plans that put by the University Administration (top management, middle management) With the requirements of applying total quality management at the University of Samarra, This result is consistent with the study (alhijar,2004).
2. The results confirm and statistical indicators, However, the university shares all employees In improving the performance of the university And significantly, This result is consistent with the study (eulwan,2005).

3. as well The university implements continuous improvement approach is clearly Through training courses for employees In line with developments in the labor market, This result is consistent with the study (regauld, 1993) .
4. The results of this study confirmed that the university A fair and realistic set of procedures is used In the evaluation of performance within a specified quality standard Which are linked to a clear and declared reward system When the positive results, Away from the threat of punishment when negative evaluation results emerge, This result is consistent with the study (alquirean,2004).
5. The presence of the impact of the application of total quality management On the efficiency and effectiveness of the University of Samarra at the significance level Which will contribute to the achievement of quality goals And adapt to the changing environment, For community service , Achieving the integration of the University's goals and the goals of society as a whole, This result is consistent with the study (bduh,2003).

RECOMMENDATIONS

The researcher suggests a set of recommendations which are as follows:

1. To work continuously to spread the culture of total quality in the University And at all levels by organizing Seminars, conferences, and workshops for total quality management And organizing training courses for employees in this regard.
2. Giving employees in organizations that seek to achieve total quality Sufficient space for effective participation To apply field quality Taking views and the proposals they make.
3. Involving employees at the University of Samarra Who cares about the quality Strategic planning process for quality And benefit from their experience in the application of total quality management.
4. Statistical data collection and using them continuously With a view to continuous improvement and development, For different levels of performance Within the university institution, And confront any problem shown by interpreting these data.
5. Strive towards the application of an appropriate system of motivation In a scientific and thoughtful way to honor the distinguished After the completion of the process of evaluating the performance Aiming to motivate their colleagues towards better performance.
6. Preparation of a comprehensive quality management manual It includes both principles and special dimensions total quality management To serve as a roadmap for the work of the Iraqi universities.
7. Continuous updating and periodic review Of the mechanisms and means of applying the concept of total quality Followed by universities Local and regional levels in order to benefit from them.

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