

The Degree of Implementing Total Quality Management at An-Najah National University from the Faculty Members' View Point

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Abstract:

This study aimed to identify the degree of implementing the Total Quality Management at An-Najah National University from the faculty members' viewpoint. The researchers used (Al-Mousawi, 2003) questionnaire, which was applied to a sample consisted of (151) of An-Najah National University staff who are (639) members. Percentages, arithmetic averages, and standard deviations were extracted to answer the main question of the study. Generally, the study results indicated that the university provides quality requirements in education in terms of systems, laws, non-systematic activities, services, and other requirements. Based on the results, the researchers proposed several recommendations, the most important of which were: The need for continuity in the application of total quality management, and the emphasis on effective follow-up and accountability, and an emphasis on the culture of collective decision.

Keywords: Total Quality Management, Faculty Members.

Introduction:

The rapid changes in the scientific, cultural, knowledge, and technological structures at the global international level in general and the Arab level, in particular, have shown the importance of the increasing need to apply total quality management in educational institutions, especially the universities, because of the tough competition they face in order to reach the competitive advantage that characterizes them, for the sake of continuity, survival, achieving financial and prestigious gains, increasing employees satisfaction, raising their level, and serving the surrounding community. Furthermore, if universities are responsible for raising human resources, they have to keep pace with this era's nature, which requires using knowledge-based management. Therefore, in the light of the rapid changes in this modern era, the transition to new developments for education as a whole must take place and defining the features of the new role that it should play, and work to create the desired change and administrative reform in the light of the emergence of globalization. The introduction to total quality management is considered one of the modern management concepts. Japan and some

industrialized countries followed this system to solve their production problems and increase the total quality in the second half of the twentieth century. (Ritzer,2017).

One of the important ways to evaluating the university performance is the Total Quality Management (TQM), which is a set of standards and procedures whose implementation aims to continuous improvement in the educational product, bearing in mind that these procedures are not limited to an individual without another in the institution nor to a specific job. However, it preferably includes all material and human resources of the educational institution. (Chan& Wan,2019)

Although it began as a primary school and eventually turned into a university, An-Najah National University plays a significant role in preparing professional human cadres qualified for leadership and developing them in all life fields. It strives to be internationally respected at the level of higher education quality, a world leader in scientific research, and an adequate base in community service and leadership. The goals of the university's strategic plan are: to support, develop and strengthen higher education in all fields, advance scientific research in all scientific and humanitarian fields, activate the university's developmental and pioneering role to serve society, and contribute to solving its problems, develop the efficiency of organizational performance at the university and to enhance it to improve administrative services for the sake of helping the university to achieve realizing its mission. (Elahi & Ilyas,2019)

An-Najah National University was chosen to apply this study, as it is the largest Palestinian university in terms of majors at the bachelor's level, the diversity of its master's and doctoral programs, and the number of students.

Problem Statement:

The researchers try to highlight the problem of this study by answering the following main question:

What is the degree of total quality management at An-Najah National University from the faculty members' viewpoint?

Research Significance:

1. The importance of the study arose from the importance of the topic it addressed, as choosing An-Najah National University to implement total quality management is a pioneering step forward in progress and development.
2. This study's results can benefit the university administration, the university's quality assurance office, faculty members, and students.
3. This study could be useful for futuristic research on the application of TQM and its relationship to some other variables.

Research Objectives:

This study aimed to identify:

1. Concepts related to Total Quality Management.
2. Determining the degree of implementation of Total Quality Management at An-Najah National University from the faculty members' viewpoint.
3. The benefits of this application and the feedback on the quality assurance office's efforts at the university.

Research Limitations:

- 1-The study sample is limited to the opinions of faculty members at An-Najah National University only.
- 2-This study is limited to identifying the degree of total quality management at An-Najah National University from the faculty members' viewpoint.
- 3-This study's results are limited to identifying the degree of implementation of total quality management at An-Najah National University from the faculty members' viewpoint in the first semester of the academic year 2009-2010.

Research Terminology:

Quality: A set of characteristics or features that express the extent to which the inputs, processes, and outputs in the educational institution meet specific levels that in their entirety constitute comprehensive quality standards.

Choucair defined it as a workable approach to comprehensive and continuous development based on team effort and is characterized by sustainability and continuity. It includes cooperative teamwork, and it concerns calculating the cost of quality within the organization. (Choucair, Chakrapani, Chakravarthy, Katsaras, & Johnston,2007).

Total Quality Management: It is an administrative philosophy for university leadership that is based on satisfying the needs of students and the surrounding community, achieves achieving continuous growth and development for the university, reaches reaching the achievement of its goals, guarantees great effectiveness and high efficiency in the scientific and research fields and ultimately leads it ultimately leads to excellence, uniqueness, and competition. (Evans,2018)

Total Quality Management in Education: A comprehensive philosophy of life and work in educational institutions that determines a method of administrative practice aimed at achieving to achieve a continuous improvement of teaching and learning processes and the development of educational outcomes based on teamwork to ensure the satisfaction of teachers, students and parents. (Mukhopadhyay,2020).

Literature Review:

In light of the researchers' review of previous studies on the subject of the study, the researchers found many studies that dealt with total quality management in higher education institutions, including:

Jrace study (2017), which aimed at knowing to know the opinions of faculty members, administrative staff, and students in the majors in which total quality management should be applied on Birzeit University related to the academic, administrative and financial process and the university's relationship with the local community. The results of the study reached many results, the most prominent of which were: adequate support for the scientific research process, especially in terms of allowing academic sabbatical leave for members of the faculty or colleges of commerce, arts, and engineering to apply total quality management more than the College of Science and Graduate Studies.

Qadada study (2017), which aimed to develop a proposed model for the use of Total Quality Management to achieve high value for the work of Jordanian private universities, and the study found a significant relationship between the high value of the work of private Jordanian universities and the application of TQM.

Alawneh and Ghonim study (2015) aimed to identify the degree of An-Najah National University's commitment to total quality management principles from the point of view of its employees. The results indicated that An-Najah National University is committed to applying total quality principles to a large degree in terms of age and position.

Hirtz study (2018) aimed to identify the relationship between the prevailing educational leadership style and the possibility of applying total quality management in higher education institutions. The study was limited to academic departments at the University of Missouri. The study results showed a strong relationship between the prevailing leadership style in educational institutions and the possibility of implementing TQM and that the shift from a leadership style to another has a direct relationship with the possibility of applying total quality management.

Gopal and Tambi study (2009) discussed how the principles of total quality management and the organization's basic concepts lead to an emphasis on the importance of institutional quality in many internal processes in higher education institutions in the United Kingdom. The study results concluded that measuring the basic principles in this administration and its fundamental concepts represents essential success factors, all of which are reflected in the level of performance in the organization and affect excellence at work.

Research Methodology:

The researchers used the descriptive analytical approach due to its suitability for the study.

Sample and Sampling:

The study population consisted of all faculty members at An-Najah National University for the first semester of the academic year (2009-2010), whose number was (639), and the study sample consisted of (151) members, that is, 24% of the study population and they were chosen by the stratified random sampling method.

Research Instrument:

The researchers used (Al-Mousawi, 2003) questionnaire for measuring total quality management in higher education institutions. It was presented to a group of doctoral holders specialized in education, then the instrument stability factor was extracted, using Alpha Cronbach's equation, and the reliability coefficient was (0.96).

Research Results:

The results related to the study question which is:

What is the degree of implementing total quality management at An-Najah National University from the faculty members' viewpoint?

To answer this question, the arithmetic averages, standard deviations, and percentages of the items of the application of the total quality management degree at An-Najah National University were

extracted from the viewpoint of the faculty members, and the two researchers adopted the following scale to estimate the degree of implementation of TQM in the College of Graduate Studies: (80% - 100%) is very high, (70% - 79.9%) is high, (60% - 69.9%) is medium, (50% - 59.9%) is low, (less than 50% is very low).

Tables (1), (2), (3), and (4) show these results:

Table No. (1)

The field of preparing quality requirements in higher education	Disagree	Neutral	Agree
The University prepares the requirements for classroom activities for students (computers, references, laboratories, teaching aids)	5(4.8)	15(14.3)	69(65.7)
The University shall determine all regulations and regulations related to the organization of final exams and the approval of their results	4(3.8)	8(7.6)	66(62.9)
The University of Education pursues the principle of continuous development of teaching and learning processes	3(2.9)	14(13.3)	66(62.9)
Students are provided with extracurricular activities (halls, sports fields, theater halls)	5(4.8)	26(24.8)	61(58.1)
The University provides specialized professors to teach all courses	12(11.4)	19(18.1)	57(54.3)
The University administration encourages employees to initiate and improve performance	6(5.7)	16(15.2)	57(54.3)
The University offers classes, laboratories, and laboratories that accommodate all students	18(17.1)	12(11.4)	56(53.3)
The University develops mechanisms to develop services within quality standards	4(3.8)	30(28.6)	55(55.4)
The University provides the systems, forms of admission, acceptance, conversion, return, and behavioral sanctions	3(2.9)	28(26.7)	55(52.4)
The University provides students with a clear indication of the study requirements	2(1.9)	14(13.3)	55(52.4)
The development of the university mechanisms to verify the efficiency of new faculty members scientifically and professionally	18(17.1)	19(18.1)	51(48.6)
The University shall apply sound procedures to ensure the scientific level of students prior to enrollment	20(19)	27(25.7)	36(34.3)

Results show that 96% of workers agree that the university prepares requirements for classroom activities that students need. 66% agreed that the University sets rules and regulations for the organization and approval of final tests. The university follows the principle of continuous development of learning and teaching processes. The University provides students with non-school activities for schools, schools, etc., which were awarded half of the total, reaching 61%. About 57% agree that the university provides specialized professors, encourages them to improve their performance, and provides laboratories that accommodate all students. Provide students with an

indicator of the requirements of the study and develop mechanisms to verify the competence of new teachers. During the university's application to the appropriate procedures to ensure the level of scientific students before registration, received a weak approval, about 36%. The workers' approval of the quality requirements of the university exceeded half of them.

Table No. (2)

The field of preparing and developing the educational process	Disagree	Neutral	Agree
1.The programs and educational decisions are reviewed and developed in the light of scientific developments	12(1.4)	11(10.5)	68(64.8)
2.New programs are being developed to keep abreast of scientific developments and the needs of society	5(4.8)	15(14.3)	64(61)
3.The University continues to collect students by monitoring absenteeism and continuous evaluation results throughout the semester	2(1.9)	13(12.4)	63(60)
4.Specific measures are taken to ensure the validity of the study equipment (laboratories, laboratories, learning aids, furniture, and equipment)	8(7.6)	25(23.8)	56(53.3)
5.Curriculum content is developed and updated to keep abreast of scientific developments	9(8.6)	30(28.6)	53(50.5)
6.The University takes specific actions to develop evaluation methods based on the results of the continuous follow-up of teachers' performance	15(14.3)	25(23.8)	53(50.5)
7.The University sets specific admission criteria that take into consideration the health and social status of students	14(13.3)	29(27.6)	51(48.6)
8.The University takes specific measures to facilitate the physical admission and care of students in need	11(10.5)	38(36.2)	50(47.6)
9.The University shall follow the teaching methods followed by the professors and take the necessary measures to develop them	12(11.4)	28(26.7)	47(44.8)
10.Action is taken to preserve and ensure confidentiality of student information	4(3.8)	38(36.2)	46(43.8)
11.Activities and activities aimed at achieving the integrated growth of the student personality are organized	15(14.3)	32(30.5)	44(41.9)
12.The University maintains a particular file that contains information about each student's behavior, activities, academic and health level	9(8.6)	52(49.2)	32(30.5)

The results showed that nearly two-thirds of workers agreed that the review and development of educational programs had taken place in the light of scientific developments. The development of new programs to cope with scientific developments was approved by 64%. Employees agreed that the university collected students by monitoring absenteeism and results. Specific measures were taken to ensure the health of teaching equipment was approximately 63% and 56%, respectively. About half of the workers agreed that the university develops the methods and methods of evaluation, and it sets the criteria for acceptance and physical care for students. The university's

employees agreed that the university followed the teachers' methods and took the procedures to keep the student's information close to 46%. 44% agreed that the university organizes growth activities, while only one quarter of the employees agreed that the university maintains the student's behavior, activities, academic, and health level. The degree of approval for the development of the educational process was therefore acceptable.

Table No. (3)

Development of human resources	Disagree	Neutral	Agree
1.The performance of faculty members and administrators working in the institution is evaluated periodically	4(3.8)	16(15.2)	65(61.9)
2.The University provides opportunities to develop the capabilities of staff and employees in light of the needs of the profession	5(4.8)	31(29.5)	53(50.5)
3.The University organizes the first training programs for all employees to meet the requirements of the educational process	11(10.5)	29(27.6)	51(48.6)
4.Employees are trained at the university to improve their performance	7(6.7)	34(32.4)	49(46.7)
5.The University adopts objective measurement methods to evaluate the performance of its employees	16(15.2)	33(31.4)	49(46.7)
6.Employees shall be following the standards of competence and experience, taking into account the eligibility of the person to implement the requirements of the new position	11(10.5)	30(28.6)	48(45.7)
7.The University shall take into consideration the efficiency of the faculty member when choosing to carry out new academic or administrative tasks	16(15.2)	25(23.8)	48(45.7)
8.Employees' performance results are used to formulate the organization's plans and plan future programs	9(8.6)	40(38.1)	47(44.8)
9.The University applies mechanisms to ensure that employees are well-exploited for working time	15(14.3)	31(29.5)	41(39)
10.The University uses appropriate tools to identify the training needs of its employees	15(14.3)	39(37.1)	39(37.7)
11.On-the-job training programs are evaluated periodically to ensure their effectiveness and effectiveness	9(8.6)	54(51.4)	30(28.6)
12.There are training and rehabilitation programs for departmental managers and administrative departments	14(13.3)	55(52.4)	26(24.6)

The results showed that approximately 65% of the workers assessed that faculty members and administrators' performance was done periodically. The employees agreed that the university provides opportunities for developing staff abilities and organizes training programs for the employees, where they are trained to improve their performance. 48% agree that the university is employed according to the standards of competence and experience and takes this into consideration in selecting the tasks and uses using the results of the performance of the secretaries in the formulation of plans for the future programs. Two-thirds of the employees of the university agreed that the university applies mechanisms to ensure the exploitation of the needs of employees to

evaluate the university training programs and develop university employees in programs for managers by 30% and 26%, respectively. Thus, be the degree of workers' consent to the development of human resources in the university is medium.

Table No. (4)

Decision-making and community service	Disagree	Neutral	Agree
1.The University maintains strong working relations and ties with the community institutions	1(1)	18(17.1)	67(63.3)
2.Faculty members are encouraged to carry out field scientific research related to the needs of the community	4(3.8)	19(18.1)	59(56.2)
3.The University contributes to the implementation of important development projects in the country	7(6.7)	30(28.6)	55(52.4)
4.The University gives priority to field research of the country's economic and material benefits	6(5.7)	35(33.3)	54(51.4)
5.Chairpersons urge faculty members to participate in academic decision making	10(9.5)	21(20)	53(50.5)
6.Employees put their ideas and suggestions in meetings freely	13(12.4)	30(28.6)	46(43.8)
7.Urges working managers to contribute to decision-making at the departmental and administrative levels	13(12.4)	28(26.7)	46(43.6)
8.Special grievance committees are formed, and workers' complaints are reviewed	15(14.3)	36(34.3)	42(40)
9.The University is studying the complaints and suggestions of the community institutions regarding the quality of its services	5(4.8)	53(50.5)	38(36.2)
10.The staff proposals and ideas are discussed in plenary meetings and decided upon	16(15.2)	37(35.2)	38(36.2)
11.Students and faculty are allowed to participate in critical academic decisions through their professional associations	26(24.8)	37(35.2)	30(28.6)
12.The University adopts the principle of collective decision-making	18(17.1)	40(38.1)	29(27.6)

The results show that two-thirds of the employees are satisfied that the university maintains strong working relations with the community institutions. 59% agreed that the university encourages the faculty members to carry out scientific research in the field. About half of the university employees supported the university to carry out essential development projects. They are interested in field research and are urging them to participate in decision-making was 46% agreed that the university gives them the freedom to make the decision, while 42% of the workers agreed that the university forms complaints review committees. The university examines complaints and suggestions and discusses proposals and ideas of employees. The university prevents students and teachers from participating in academic decisions and adopts the principle of collective decision-making.

Conclusion :

The questionnaire results that targeted the university employees indicated that the university provides quality requirements in education from regulations, laws, non-curricular activities, services, and other requirements, which approved the approval of more than half of its employees. The University

has developed its educational programs, curricula, evaluation methods, study equipment, and activities. In university decisions and the extent of its service to the society, the results showed that the university maintains strong working relationships with the community institutions and encourages field research to contribute to the implementation of development projects. However, it does not discuss all complaints, suggestions, ideas, and students and teachers give a great opportunity to participate in academic decisions. Nevertheless, the development of human resources at the university was good; they evaluate faculty members and administrators' performance and provide opportunities to develop staff capacity. They are employed based on the experience and efficiency.

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