

Obstacles to the Implementation of Total Quality Management in Family Businesses

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ABSTRACT

This study examines the obstacles to the implementation of Total Quality Management (TQM) in family businesses, focusing on companies located in Tripoli, Lebanon. The research emphasizes the importance of TQM as a modern managerial concept that enhances efficiency, competitiveness, and sustainability. The study clarifies the concept of TQM, identifies weaknesses and barriers hindering its adoption, and explores methods of application within family firms.

Using a descriptive methodology supported by literature and previous studies, alongside an analytical method with SPSS for statistical validation, the research tests two primary hypotheses: whether demographic variables influence TQM implementation and whether multiple organizational factors affect its adoption. Six aspects were analyzed: leadership, organizational, cultural, societal, material, and technological/information systems.

The study concludes that while no absolute obstacles prevent the adoption of TQM, certain shortcomings remain, particularly in organizational and technological dimensions. Addressing these weaknesses can enhance efficiency, strengthen competitiveness, and ensure the sustainability of family enterprises. The research contributes by providing a comprehensive framework linking TQM practices to the development and continuity of family businesses within the broader economic cycle

Key Words: Family Businesses; Total Quality; Economic Business

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Introduction

Total Quality Management (TQM) holds significant importance at both the corporate and national levels. Given that quality serves as a crucial determinant of employee behavior and performance, companies are increasingly compelled to implement such management systems. Beyond its necessity, TQM offers substantial benefits to organizations that embrace it.

The emergence of TQM as a modern managerial concept began in the second half of the twentieth century, originating in the United States. However, its most effective implementation was pioneered by the Japanese. Initially introduced in the business sector, TQM quickly evolved into an essential management approach for all modern institutions and commercial enterprises seeking to deliver high-quality products that align with consumer preferences and societal needs.

A closer look at major global corporations reveals that they widely adopt TQM due to its critical role in enhancing efficiency and competitiveness. Examining these companies demonstrates the profound impact of management systems on global expansion and market leadership. Consequently, TQM plays a crucial role in fostering the growth and efficiency of various types of companies, whether family-owned, government-run, or publicly traded.

1. Significance of the Study

The significance of this study lies in clarifying the concept of Total Quality Management (TQM) implementation, identifying the weaknesses and barriers that hinder its adoption, and examining the methods of

its application. The study also explores the impact of TQM on family businesses, the challenges they face, and the ways in which TQM can be effectively adopted to provide a more comprehensive understanding of business operations. Furthermore, it aims to reinforce the importance of TQM among employees and workers, ultimately enhancing operational efficiency to a professional level. This is particularly crucial for family businesses, given their unique characteristics and the need to safeguard their resources from waste and inefficiency.

2. Research Problem

Family businesses, in general, often suffer from weaknesses in their administrative structures and technical capabilities—whether in terms of equipment, organization, or strategic thinking. These limitations cannot be overlooked, especially considering the significant role that family businesses play in the economy. Allowing these companies to operate in an unstructured manner leads to negative consequences, including business failure and an inability to remain competitive. This, in turn, results in resource depletion and inefficiencies. Conversely, the development and success of these businesses contribute to resource growth and create better opportunities for stakeholders.

The implementation of TQM can play a pivotal role in transforming family businesses and positioning them for global success. This is particularly true when TQM influences operational frameworks, which are the foundation of corporate growth and sustainability. To comprehensively address the study's objectives, a set of research questions is formulated to guide the investigation:

1. Do all family businesses adopt and implement TQM systems?
2. Does the operational framework of family businesses adhere to specific standards of training, qualification, and awareness, similar to leading companies in this field?
3. Do family businesses benefit from the experiences of global companies that have successfully implemented TQM?
4. What are the key barriers preventing the adoption of TQM in family businesses?
5. How does TQM contribute to enhancing efficiency and improving business performance in family enterprises?

3. Research Objectives

This study aims to:

1. Promote a culture of Total Quality Management (TQM) among business owners, enhancing the professionalism and efficiency of family businesses.
2. Identify the key challenges that hinder the adoption of TQM in family businesses.
3. Determine the essential requirements for implementing TQM in family enterprises.
4. Examine the impact of TQM implementation on the development and sustainability of family businesses.
5. Provide a comprehensive framework on family businesses, consolidating scholarly perspectives and literature to serve as a valuable reference.

4. Research Hypotheses

This study is based on two primary hypotheses:

Primary Hypothesis 1:

There are no statistically significant differences between the surveyed sample and the implementation of TQM based on demographic variables (gender, job position, educational qualification, and experience).

Primary Hypothesis 2:

Various factors influence and integrate to facilitate the implementation of TQM in family businesses. This hypothesis is further divided into sub-hypotheses:

A conceptual framework will be provided to illustrate the study variables in detail.

Figure (1) above illustrates the study's variables. The first variable is the dependent variable, which is the **implementation of Total Quality Management (TQM) in family-owned businesses**. The second variable is the independent variable, which consists of a set of aspects that reflect the principles of TQM, including:

- Commitment of top management
- Customer satisfaction
- Focus on process improvement
- Training and education
- Continuous development
- Teamwork
- Employee motivation
- Collaboration
- Strategic planning

In this way, we can identify the barriers to implementing TQM across various aspects, such as leadership, organizational, cultural, employee-related, financial, and community service aspects.

5. Study Methodology

Theoretical Aspect

The descriptive method will be used to present various aspects of the study and its problem in a manner that serves its objectives. This will be done by relying on previous research, references, and studies that have addressed the subject of the study in order to verify the accuracy of the proposed hypotheses.

Practical Aspect:

The analytical method will be used, relying on the statistical program (SPSS) to analyze the results and answer the previously posed questions.

Seventh: Study Scope and Limitations

- **Spatial Limitations:** A sample of family-owned businesses located in the city of Tripoli, Lebanon.
- **Human Limitations:** The upper management, leadership, as well as administrators and workers, all of whom are concerned with the implementation of Total Quality Management (TQM).
- **Time Limitations:** From (28/2/2013) to (1/9/2013).

Discussion and Difference Between the Current Study and Previous Studies

As noted above, there have been many studies on Total Quality Management (TQM), family businesses, and the challenges they face. The significance of this study lies in clarifying the role of TQM and the benefits that family businesses can achieve by applying this type of system, as well as highlighting the challenges and obstacles that hinder the implementation of TQM in family businesses.

What distinguishes this study from previous studies are the following:

1. Identifying the obstacles to the implementation of TQM in family businesses.
2. Demonstrating the importance of TQM in improving performance in family businesses.
3. Providing an overview of family businesses in general.

All previous studies related to family businesses agree on their importance in the national economy and the necessity of paying attention to them, as well as shedding light on the problems they face. This was emphasized in studies by (Al-Toufiq, Al-Saddoun, Al-Jilaiti, Al-Salman). Some studies focused on the importance of top

management or family relationships in maintaining and ensuring the continuity of family businesses, as highlighted in studies by (Al-Hamza, Al-Jilaiti, Al-Saddoun). Others agreed on the importance of transforming family businesses into joint-stock companies, as seen in studies by (Al-Jilaiti, Al-Saddoun). Additionally, a study by (Al-Salman, Alexander) exclusively focused on the importance of strategic planning in family businesses.

On the other hand, studies related to TQM have been applied to industrial companies, non-profit organizations, and various other businesses, as studied by (Al-Qandil, Al-Badr, Abdul-Aal). Some studies focused on customer satisfaction, continuous improvement, and development, as seen in studies by (Badr, Qandil, Abdul-Aal). Some studies, such as (Abdul-Aal), specifically highlighted the importance of allocating a budget for TQM implementation.

Thus, our study will focus on Total Quality Management in family businesses and identify the obstacles that prevent the implementation of these systems, while recognizing the unique characteristics and significant importance of family businesses in the overall economic cycle.

Ninth: Some Terminological Definitions

- **Quality:** The high degree of excellence in value, which is taken from the Oxford Dictionary, in addition to several definitions provided by quality pioneers:
 1. **"Customer Satisfaction":** According to "Arman Feingenbaum."
 2. **"Conformance to Requirements":** According to "Philip Crosby."
 3. **"Fitness for Use as Per the User's Perspective":** According to "Joseph Juran."
 4. **"The Expected Degree of Consistency and Reliability Suitable for the Market at a Low Cost":** According to "Deming."
- **Total Quality Management (TQM):**
The Federal Quality Institute defines it as a cooperative approach to performing work based on the combined capabilities of both management and workers, aiming for continuous improvement in production quality through teamwork. Stephen Cohen and Ronaldo Yiran defined it as follows:
 - **Management:** Refers to developing and maintaining the organization's capabilities to improve quality continuously.
 - **Quality:** Refers to meeting the beneficiary's requirements.
 - **Total:** Involves applying the principle of searching for quality in all aspects of work, starting from identifying the beneficiary's needs and ending with evaluating whether the beneficiary is satisfied with the service or products provided.

Others argue that there is no fixed definition of quality; instead, it is defined according to who defines it and what the product or service pertains to. Based on this, quality is used as a degree of excellence in goods or services, leading to increased capability in meeting customer needs.

- **Family Firms:**
 - **Company:** A private organization, either individual or collective, that engages in an economic activity beneficial to society with the goal of making a profit.
 - **Family Firms:** Involve the participation of multiple members from a single family, either through creation, inheritance, or ownership of the company's capital, with controls in place to ensure the company's continuity from one generation to the next.

The definition to be used in this research:

Family businesses are companies controlled by a single family, with ownership and management typically under the family's control. Often, the company's name is the family's name or that of its founder or a senior family member, such as Al-Rajhi in Saudi Arabia, Al-Hallab in Lebanon, or Al-Ghurair in the United Arab Emirates.

Fifth: Statistical Analysis of the Study Hypotheses

Table 1: Correlation Coefficients Between Barriers to Implementing Total Quality Management in Family Businesses and Each Studied Aspect

Variables	Pearson Correlation	Sig. (1-tailed)	Sample Size
Leadership Aspects	.812	.000	30
Organizational Aspects	.596	.000	30
Cultural Aspects	.895	.000	30
Community Aspects	.872	.000	30
Material Aspects	.779	.000	30
Technical and Information Systems Aspects	.683	.000	30

- There is no statistically significant relationship between the barriers to implementing Total Quality Management in family businesses and leadership aspects (top management commitment to quality, selection of managerial leadership, alignment between senior leadership and quality requirements, competency selection by senior management, strategic planning).

The correlation coefficient was calculated to determine the relationship between barriers to implementing Total Quality Management in family businesses from a leadership aspect perspective. From Table (28), the correlation coefficient was found to be **0.812**, and the significance value was **0.000**, which is less than **0.05**, indicating a very strong positive correlation between the barriers to Total Quality Management in family businesses and leadership aspects at a significance level of **0.05**.

This means that leadership aspects, and all components within them, significantly influence the application of Total Quality Management in family businesses. Therefore, it is crucial for management to commit to the implementation of TQM, as these leadership aspects serve as the foundation from which the company's policies and practices will evolve. Senior management's commitment is essential, as the members of senior management have a significant influence on every decision and action within the company.

- **There is no statistically significant relationship between the barriers to implementing Total Quality Management (TQM) in family businesses and organizational aspects** (e.g., work conditions, adequacy of human resources for implementing quality, achieving collaboration and participation among administrators and workers, defining tasks and responsibilities). The correlation coefficient was calculated to assess the relationship between barriers to TQM in family businesses from an organizational aspect. From Table (28), the correlation coefficient was **0.596**, and the significance value was **0.000**, which is less than **0.05**, indicating a strong positive correlation between the barriers to TQM and organizational aspects at a **0.05** significance level. This suggests that organizational aspects play a crucial role in the implementation of TQM in family businesses. Therefore, all necessary organizational measures should be taken to facilitate the implementation of TQM, as organizational aspects can significantly influence the application of TQM in family businesses.
- **There is no statistically significant relationship between the barriers to implementing TQM in family businesses and cultural aspects** (e.g., sufficient information about TQM in the organization, performance standards, process improvement, commitment to work, and care for the company and its components). The correlation coefficient for cultural aspects was found to be **0.895**, and the significance value was **0.000**, which is less than **0.05**, indicating a very strong positive correlation between barriers to TQM and cultural aspects at a **0.05** significance level. Based on the previous result, it is clear that cultural aspects and awareness of TQM play a significant role in its implementation. It is essential to promote TQM-related courses within the company and foster the mindset that TQM is a daily way of life, not just a program for implementation and celebration.
- **There is no statistically significant relationship between the barriers to implementing TQM in family businesses and community aspects** (e.g., customer satisfaction, strengthening relationships with suppliers, commitment to delivery times, commitment to quality suitable for the community, and appropriate products). The correlation coefficient for community aspects was found to be **0.872**, and the significance value was **0.000**, which is less than **0.05**, indicating a very strong positive correlation between barriers to TQM and community aspects at a **0.05** significance level. This suggests that meeting the needs of the community and satisfying customers is at the core of TQM, as customers drive business growth and continuity. The strong

correlation obtained indicates that community aspects are influential on TQM, and they should be prioritized at all levels.

- **There is no statistically significant relationship between the barriers to implementing TQM in family businesses and material aspects** (e.g., infrastructure, maintenance of buildings and machinery, continuous improvement of machinery, and budget distribution within the company). The correlation coefficient for material aspects was found to be **0.779**, and the significance value was **0.000**, which is less than **0.05**, indicating a strong positive correlation between barriers to TQM and material aspects at a **0.05** significance level. This highlights the significant relationship between budget allocation, capital investment, cost reduction, and operational efficiency. Ensuring the availability of reliable tools and capital investment is crucial for the effectiveness and continuity of the product, aligning with the findings of **Abd al-Aziz Abd al-Aal Zaki Abd al-Aal (2010)**.
- **There is no statistically significant relationship between the barriers to implementing TQM in family businesses and technical and information systems aspects** (e.g., communication tools, databases related to activities, methods for obtaining information). The correlation coefficient for technical and information systems aspects was found to be **0.683**, and the significance value was **0.000**, which is less than **0.05**, indicating a strong positive correlation between barriers to TQM and technical and information systems aspects at a **0.05** significance level. This correlation illustrates the impact of technical and information systems on the implementation of TQM in family businesses. Implementing TQM requires reliable and robust databases to facilitate decision-making, identify customer needs, and enhance customer satisfaction, ultimately leading to an increased market share.

Seventh: Testing the Core Hypotheses.

To test the hypotheses of the study, the following tests were used:

1. **Correlations (R):** The correlation coefficient is used to measure the strength and direction of the relationship between two quantitative variables, such as Total Quality Management (TQM) and the barriers to its application. For example, measuring the relationship between leadership aspects and the barriers to applying TQM in family businesses.
2. **(R²):** It expresses the responsibility of the independent variable in the changes occurring in the dependent variable.
3. **(T) and (Sig):** The null hypothesis (no relationship) is rejected and the alternative hypothesis is accepted if (Sig) is smaller than 0.05. The null hypothesis is accepted if (Sig) is greater than 0.05 and the T value is greater than 2.

Table 2: Results of conducting the T-test and correlation coefficients (R) to identify barriers to applying Total Quality Management attributed to different aspects.

Variables	T	Significance Level (Sig)	R	R Square
Leadership Aspects	7.374	0.000	0.812	0.660
Organizational Aspects	3.931	0.001	0.596	0.356
Cultural Aspects	10.633	0.000	0.895	0.802
Societal Aspects	9.435	0.000	0.872	0.761
Material Aspects	6.569	0.000	0.779	0.606
Technological Aspects and Information Systems	4.950	0.000	0.683	0.467

Sub-Hypothesis 1:

- **There is no statistically significant relationship between the barriers to implementing Total Quality Management in family businesses and leadership aspects.**

The results shown in Table 2 indicate that the value of (R) reflects a strong correlation between leadership aspects and the application of Total Quality Management, with a value of 0.812. The leadership aspects are responsible for 66% of the implementation of TQM, which is a very high percentage. Thus, it is clear that leadership aspects are significantly responsible for the application of TQM in family businesses.

Referring back to the hypothesis related to the application of TQM and leadership aspects, we find that the value of (T) is 7.374, and the (sig) value is 0.000, which is smaller than 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, meaning that there is a statistically significant relationship between the barriers to implementing Total Quality Management in family businesses and leadership aspects.

Sub-Hypothesis 2:

- **There is no statistically significant relationship between the barriers to implementing Total Quality Management in family businesses and organizational aspects.**

The results shown in Table 2 indicate that the value of (R) reflects a moderate correlation between organizational aspects and the application of Total Quality Management, with a value of 0.596. The organizational aspects are responsible for 35% of the application of TQM, which is a moderate percentage. Thus, it is clear that organizational aspects are moderately responsible for the application of TQM in family businesses.

Referring back to the hypothesis related to the application of TQM and organizational aspects, we find that the value of (T) is 3.931, and the (sig) value is 0.001, which is smaller than 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, meaning that there is a statistically significant relationship between the barriers to implementing Total Quality Management in family businesses and organizational aspects.

Sub-Hypothesis Three

There is no statistically significant relationship between the barriers to the implementation of Total Quality Management (TQM) in family businesses and the cultural aspects. The results in Table (35) show that the value of (R) indicates a strong correlation between cultural aspects and the implementation of TQM, with a value of (0.895). The responsibility of cultural aspects for the implementation of TQM is (80%), which is considered good. Consequently, it can be concluded that cultural aspects play a significant and important role in the application of TQM in family businesses.

Referring to the hypothesis regarding TQM implementation and cultural aspects, the value of (T) is (10.633), and the value of (sig) is (0.000), which is smaller than (0.05). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning there is a statistically significant relationship between the barriers to the implementation of TQM in family businesses and the cultural aspects.

• Sub-Hypothesis Four

There is no statistically significant relationship between the barriers to the implementation of TQM in family businesses and the societal aspects.

The results in Table (35) show that the value of (R) indicates a strong correlation between societal aspects and the implementation of TQM, with a value of (0.872). The responsibility of societal aspects for the implementation of TQM is (76%), which is considered good. Consequently, it can be concluded that societal aspects are significantly responsible for the implementation of TQM in family businesses.

Referring to the hypothesis regarding TQM implementation and societal aspects, the value of (T) is (9.435), and the value of (sig) is (0.000), which is smaller than (0.05). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning there is a statistically significant relationship between the barriers to the implementation of TQM in family businesses and the societal aspects.

• Sub-Hypothesis Five

There is no statistically significant relationship between the barriers to the implementation of TQM in family businesses and the material aspects.

The results in Table (35) show that the value of (R) indicates a strong correlation between material aspects and the implementation of TQM, with a value of (0.779). The responsibility of material aspects for the implementation of TQM is (60%), which is considered good. Consequently, it can be concluded that material aspects play a significant role in the implementation of TQM in family businesses.

Referring to the hypothesis regarding TQM implementation and material aspects, the value of (T) is (6.569), and the value of (sig) is (0.000), which is smaller than (0.05). Therefore, the null hypothesis is rejected, and the

alternative hypothesis is accepted, meaning there is a statistically significant relationship between the barriers to the implementation of TQM in family businesses and the material aspects.

• Sub-Hypothesis Six

There is no statistically significant relationship between the barriers to the implementation of TQM in family businesses and the technological and information systems aspects.

The results in Table (35) show that the value of (R) indicates a strong correlation between technological aspects and the implementation of TQM, with a value of (0.683). The responsibility of technological and information systems aspects for the implementation of TQM is (46%), which is considered moderate. Consequently, it can be concluded that technological and information systems aspects play a moderate role in the implementation of TQM in family businesses.

Referring to the hypothesis regarding TQM implementation and technological and information systems aspects, the value of (T) is (4.950), and the value of (sig) is (0.000), which is smaller than (0.05). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning there is a statistically significant relationship between the barriers to the implementation of TQM in family businesses and the technological and information systems aspects.

Results

Since quality represents an essential determinant of employee behavior and performance, it has become imperative for companies to adopt such systems. Not to mention the significant benefits that companies can derive from the implementation of Total Quality Management (TQM). The importance of the study lies in clarifying the concept of implementing TQM, identifying the weaknesses and reasons hindering the adoption of this management system, and presenting how TQM can be implemented. The study also highlights the impact of TQM on family-owned businesses, the challenges they face, and how to adopt TQM in a way that enables all components of the company to gain a comprehensive understanding of the work. It also stresses the importance of fostering the application of TQM among employees and workers.

Based on the definition of TQM as "the effective contribution of the management and organizational system in achieving the investment efficiency of available resources, including raw materials, equipment, human resources, information, and administrative management, as well as strategic management, standards, and specifications, all of which contribute to the pursuit of achieving the institution's goal, which focuses on the optimal satisfaction of beneficiaries through delivering goods and services that meet distinguished quality standards," and defining family businesses as "businesses where a single family controls the capital and management, and the company's name is often that of the family or its founder," the study discusses TQM and its components, the difficulties and obstacles faced in implementing this system, the key benefits of TQM, and examines family-owned businesses, their challenges, and possible solutions. The study explores the significance of these businesses and seeks to connect TQM with family-owned businesses.

The theoretical findings indicate that TQM can be beneficial for family businesses, as some features of family-owned businesses can provide a solid foundation for the implementation of quality. As for the practical side of the study, after reviewing the statistical results showing correlations between each variable and the obstacles, the study concludes the following results:

Upon reviewing all the results, it is evident that there are no significant obstacles to implementing TQM, except for some shortcomings in certain aspects. The strong correlations between each studied aspect and its effect on TQM implementation in the surveyed family business indicate that the null hypotheses related to the study have been rejected. Therefore, it is clear that leadership, organizational, cultural, societal, material, and technical aspects, along with information systems, all play a significant role in the implementation of TQM in family businesses.

The study also identifies areas of weakness within the company after analyzing the responses to each item in the questionnaire, calculating the mean, standard deviation, and relative weight for each item. The majority of the responses were positive, with acceptable relative weights, except for a few items where the relative weight fell below the average. The study recommends focusing on these areas to ensure the company fully implements TQM. However, these findings may change if the study is conducted on other family-owned businesses or if the sample size is expanded. An increased sample size could reveal obstacles not present in the current company,

and the responses may reflect idealistic answers. Nonetheless, the results obtained are a reflection of the responses from the sample surveyed.

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