

# Obstacles to the Application of Total Quality Management in the College of Princess Rahma University of Al- Balqa Applied University from the Point of View of Faculty Members and Ways to Overcome Them

Dr. Jamal Fawaz Mansour Al-Omari

Associate Professor of Educational Administration Participants in the Department of Basic Sciences / Princess Rahma University College

Prof. Adnan Abdessalam Al-Ahmad Adaileh

Professor of Educational Administration / Department of Educational Sciences / Princess Alia College / Balqa Applied University

## Abstract

The study aimed at identifying the obstacles to the application of TQM at Al-Balqa Applied University from the point of view of the faculty members. Specifically, this study attempts to answer the following questions:

- What are the obstacles to applying TQM at Al-Balqa Applied University from the point of view of faculty members?
- Are there any differences in the application of TQM in BQU (gender, academic level)?
- What are the ways to overcome obstacles to the application of TQM in Al-Balqa Applied University from the point of view of faculty members? The study sample consisted of (51) faculty members

The results indicated that the main obstacles to the application of TQM include the following: lack of financial resources to implement quality management, failure to develop and renew the organizational structure in line with the principles of quality management

The study also showed that there are no significant differences in the constraints of applying TQM according to the variables (gender and academic level).

One of the most important ways to overcome obstacles to the application of TQM: Holding seminars and workshops to develop the capabilities of the employees towards the total quality management system, providing the classrooms with modern educational means. The study presented a number of recommendations, the most important of which is the establishment of a new structure for the college that adapts the educational quality applications.

**Keywords:** Obstacles , Total Quality Management ,College of Princess Rahma University ,Al-Balqa Applied University

## 1. Introduction:

In the past decades, most countries of the world have witnessed rapid developments and continuous changes in all areas of life and management in various institutions. This imposes on educational administrative institutions to change their traditional methods of management and adopt modern administrative concepts if they want to achieve their goals efficiently and effectively, These include increased global competition among productive institutions, rapid scientific and technological development in the world and in various fields, as well as changes in all types of institutions such as integration or twinning, Yeh to the decentralization of (Ibrahim, 2009).

In order for educational institutions to achieve their objectives, they need an effective management that works to achieve their goals and develop their society so as to improve the administrative performance of these institutions and universities. Therefore, they follow modern management theories such as TQM.

Quality is one of the most important means and methods to improve the quality of education and raise the level of performance in the current era, which some thinkers call the era of quality, quality is no longer a luxury for the educational institutions or alternative to take or leave the educational systems, but became an urgent necessity dictated by the movement of contemporary life, It is evidence of the spirit and spirit of survival of the educational institution. (Hassan, 2010)

Quality is one of the competitive indicators that the contemporary manager seeks to achieve. It is an important competitive weapon used by companies to attract consumers, achieve excellence and lead in the market. Quality is the common denominator of the interests of managers and professionals around the world. The quality of the product and the service has taken priority in order to improve productivity, after it became clear that it represents the main factor in the success of the institution. Quality means the degree of preference, conformity to use with the requirements, and To focus on the customer (Ghazawi, 2002).

Al-Fadl and Al-Taii (2004) stressed that modern administrative thought has listed several concepts of quality. It has been defined as the degree of conformity of the characteristics of the product or service with the

requirements of that product. Therefore, the concept of quality will remain the effort and activities carried out by the consumer or product Or any entity to reach the best characteristics and characteristics of a particular good or service to meet the requirements.

Total Quality Management (TQM) is the result of scientific research and efforts. The total quality management (TQM) is the administrative structure that includes a number of tasks and burdens through which all the tasks and objectives that are required of the specifications of goods and services that should be characterized by certain levels of quality are accomplished. It is possible to say that TQM is the most important modern ideas and trends that have a full view on the management of operations and thus study the organization as a whole and in an integrated manner.

The implementation of the total quality in all sectors, especially the higher education sector, is one of the most important criteria for competition in attracting investment capital domestically and globally under the implementation of the mechanisms of the GATT. It is expected that the competition in the application of the quality system in the higher education sector will be more than Commercial and industrial sectors, in order to prepare and train human resources for all fields of work and production, conducting research and studies and applying technology for community service and development (UNESCO, 1999).

At the beginning of the twenty-first century, education systems continue to face the challenge of improving the quality of education provided by educational institutions. Therefore, the scientific, economic and technological challenges, the strong social demand for a broad range of education, the need for better use of physical and human resources, All of which forced governments to respond to this demand. Improving the quality of education has become a key objective for the better improvement of existing educational policies (Badah, 2003).

There are many studies on the concept and application of TQM in different countries of the world. The researchers reviewed the previous studies and research related to the subject of the study in order to identify the most important general results and indicators that resulted from these researches and studies. The following is a review of the most important of these studies:

Daradka (2005) conducted a study on "The Degree of Application of Total Quality Management at the University of Balqa Applied from the point of view of educational leaders" The aim of this study was to know the views of the educational leaders on the degree of application of TQM at Al-Balqa Applied University. The aim of this study was to find out the extent of the different views according to the job title, specialization, years of experience and academic rank.

- The average views of the educational leaders to the degree of application of TQM at Al-Balqa are equivalent to the average degree of application.
- There are differences of statistical significance in the views of educational leaders attributed to the variable (job title) on the scale as a whole and subfields. The differences for the benefit of the category (Dean) with the exception of the fifth area (Information Management System) was for the two categories (Dean, Deputy Dean).
- There are differences of statistical significance in the opinions of educational leaders attributed to the variable (specialization) on the scale as a whole, and sub-areas in favor of the category of specialization of humanities.
- There are differences of statistical significance in the views of educational leaders attributed to the variable (years of experience) on the scale as a whole and the differences were in favor of the category (5 years and more).
- There were statistically significant differences in the opinions of educational leaders attributed to the variable (academic rank) on the scale as a whole and in the subfields and the differences were in favor of the category (professor).

Shawn (2008) conducted a study entitled "Quality Assurance in Education from an International Perspective.

"Quality Assurance in Education: An International Perspective"

The study aimed to identify the level of understanding of quality assurance between Australian universities and international institutions to highlight the driving forces of quality assurance and implementation of public policies within institutions. The study used interviews as a tool to study data collection from the Australian University and the Business School from a private university in Malaysia. To the following results:

- There are gaps in current quality assurance practices at the University of Malaysia.
- The level of senior management from both sides believes that the university bears overall responsibility for Quality assurance.
- There are special problems in the application of quality assurance in Malaysian private universities.

Laurie (2004), "Moving Towards a Quality Environment at the University of Cyprus"

"Moving towards, aquality climate at the University of Cyprus"

The study aimed at verifying the employees 'awareness of the quality environment at the University of Cyprus. The researcher applied a questionnaire to the members of the administrative and academic staff following the analytical descriptive method. The researcher relied on verifying the extent of the employees'

awareness of the quality environment on the Likert classification. , The consultative climate, and the climate of collective management. The study reached several results, the most important of which are:

- The university climate combines the climate of the authoritarian and the fair consultative climate.
- The existence of differences with a statistical function between the administrative and academic point of view, in favor of the administrative body in the fields of: official influence, cooperation and organizational structure and focus on students. In the areas of communication and job satisfaction, the differences were in favor of the academic body.
- There were statistically significant differences due to the variable of experience and for the longer experience.

In the study of Al-Ibrahim (2009), which aims to measure the degree of application of TQM in Yarmouk University from the point of view of the administrative leaders. In order to achieve this objective, the researcher developed a questionnaire by reference to the theoretical literature and previous studies, (48) divided into five areas, distributed to a sample of (68) administrative leaders of the deans of colleges and heads of departments and directors of departments and centers. The study concluded that the degree of application of TQM at Yarmouk University from the point of view of administrative leaders was within the degree Apply a medium, the study concluded In addition, there are no statistically significant differences at the level of significance ( $\alpha$  0.05 0.05) due to sex variables, job title and the existence of differences of statistical significance due to the variable number of years of experience for the benefit of those with 10+ years experience. A strategic phase based on research and scientific studies to implement the concepts of Total Quality Management in the Jordanian educational field.

Ghanem's study (2010) entitled "The extent of the application of quality management and its impact on the performance of the faculties of administrative and economic sciences in Palestinian universities". The aim of the study was to identify the extent to which the quality management system applied to the performance of the faculties of administrative and economic sciences in the Palestinian universities by improving their performance in the work methods, reducing costs, using teams and the satisfaction of the beneficiaries, achieving competitive advantage and providing the employees with good understanding skills. And the community service in accordance with the needs of the labor market. The researcher used the descriptive analytical method,

Universities, the sample of (120) individuals from all deans and faculty members applied in faculties of administrative sciences, and the study reached several results, the most important of which is that the application of the quality management system improves and improves performance, except for the satisfaction of the beneficiaries. • There are no statistically significant differences in the responses of the sample on the extent of application of quality systems in the performance of the colleges according to the variables of the study: the scientific level, the university, the specialization. The existence of differences of statistical significance indicates that some universities varied in terms of competency. A good understanding of how to do the work, for the benefit of Bethlehem University, Birzeit University, Islamic University, Arab American University.

Although the university is considered a source of scientific and cultural radiation to the society, many studies and research as a study of the 2003 study pointed to the weakness of the quality of higher education and its decline. There are many voices calling for the necessity of developing this sector and controlling its quality. But also to know how Jordanian universities are applying this concept.

## **2- The problem of the study and its questions:**

It is important that the quality of the educational process in Jordan is revealed in general. Quantitative expansion in this sector over the past decades requires taking the necessary measures to maintain high performance for this sector, It is imperative for the nation's comprehensive national development process.

The educational sector in Jordan faces many challenges and difficulties. Therefore, it is imperative to exert efforts to win the trust of citizens by providing distinguished educational services and emphasizing the quality of education. The higher education sector in Jordan has been chosen for its important role in building the good citizen Which is looking at the future scientific methods and methods developed in various aspects of life, so they found that the basic aspect of the problem of higher education is the administrative aspect, and that management is a key to the development of education and quality, and the absence of the application of quality management there are a lot of administrative problems, Specifically, this study attempts to answer the following questions:

- 1 - What are the obstacles to applying TQM in Princess Rahma University College from the point of view of faculty members?
- 2- Are there any differences in the application of TQM at Princess Rahma University College (gender, academic level)?
- 3 - What are the ways to overcome obstacles to the application of TQM at the University of Balqa Applied from the point of view of faculty members?

### 3 - The importance of the study:

The importance of this study is highlighted by two important factors:

1 - The theoretical importance: It shows through the importance of the subject of the study in reality and the space it occupies, and it deals with a modern administrative issue is the management of total quality and its applications in the higher education sector, as this sector represents - educational - the educational, economic and social importance of the country, This sector needs to be covered with care and attention so that it can contribute to providing the community with qualified and skilled human beings of good quality, especially that the good quality among the qualified cadres is required under conditions of intense competition for employment, study and research, otherwise it can not compete in society In the labor market, because competition for quality has become a modern global feature.

2 - Practical importance: It is clear from the need to conduct such a study and also reveals the practical effectiveness of the concept of quality appear through the results will be interpreted as that knowledge of the obstacles that impede the application of TQM in universities will contribute to the scientific diagnosis of the shortcomings of Arab universities, Appropriate solutions to complement those aspects.

, So it is hoped that this study will work to provide information that helps in the development and improvement of the quality components in the performance of Princess Rahma University at the University of Balqa Applied to achieve its objectives, which will benefit from this study all those related to the subject of management and management of the overall quality, And eligibility.

In addition, this study will serve as a basis for other similar studies in other areas.

### 4. Limitations of the study:

The results of this study are determined by the following determinants:

1- Human Boundaries: This study is limited to faculty members at Princess Rahma University College in Al-Balqa Applied University who study in the first semester of the academic year 2009/2010.

2 - Spatial boundaries: The study is limited to Princess Rahma University College.

3. Time Limits This study was applied during the academic year 2009/2010

5. Procedural definition of the terms of study:

The following terms have been defined:

- Total Quality Management (TQM) is an administrative strategy used by organizations to improve and improve the quality and effectiveness of their services and to help them cope with the challenges and maintain the continuity of their organizational structure (Al-Lozi, 2003).

The university is an independent scientific institution with a specific organizational structure, regulations, customs and academic traditions. Its function is teaching, scientific research and community service. It consists of a number of colleges and departments. It offers various courses in different fields, What is at the postgraduate level. (Al-Thubaiti, 2000).

- Al -Balqa Applied University: An official Jordanian university established in 1997 in the city of Salt.

- Princess Rahma University College: a university college affiliated to the University of Balbqa applied educational specialties founded in 1965 joined the University in 1997, the degree of bachelor and higher and intermediate diploma in educational disciplines.

### 5-Method and procedures

Research Methodology: The researchers followed the descriptive approach.

#### 5-1-Community and Study:

The study community is composed of all members of the faculty of Princess Rahma University College at Balqa Applied University (60) in the first semester of the academic year 2009/2010.

The sample of the study consisted of all faculty members from Princess Rahma University College where the study tool was distributed to (60) faculty members. The number of questionnaires that were retrieved was (51) and 96%. Table (1) shows the distribution of the study sample by sex variable and academic rank. Table (1)

Table (1)Distribution of study sample members by sex and academic rank.

variables	level
Gender: male	31
Female	20
Academic rank	51
professor,	1
associate professor	3
Assistant professor	19
Teacher.	28
total	51

### 5-2- Study tool:

The researcher applied the questionnaire that was used by the Sherman study (2009) and Madouk (2008) with some amendments that were made up of (50) paragraphs. Each paragraph represents a handicap that impedes the application of TQM in the university. The following criterion was used to judge the degree of disability: The presence of the disabled person is very large (the number of people with disabilities is very high) 5), large (4), medium (3), low (2), very few (1)

Based on this, the values of the arithmetic averages will be treated as follows: If the value of the arithmetic average of the paragraphs is greater than (3.50), the degree of disability is high, and if the mean (2.25-3.49) is the average, The mean was less than (2.49) and the degree of disability was low.

### 5-3- Authenticity and Stability:

To verify the validity of the tool, it was presented to a group of specialized arbitrators, and in light of their observations, a number of paragraphs were modified, deleted and added. In terms of stability, the stability factor was calculated in the Cronbach Alpha method for the instrument as a whole. .

### 5-4- Study variables:

The study included the following variables:

Independent variables, namely:

- Gender: It has two categories: male and female.

- Academic rank: It has four levels: professor, associate professor, assistant professor, and teacher.

The dependent variable: the degree of response of the study sample members to the tool that determines the degree of impediments to the application of TQM in Princess Rahma University College at Balqa Applied University.

### 5-5- Statistical processing:

In order to answer the questions of the study, statistical analysis was used using spss. The descriptive statistics used in the arithmetical averages and standard deviations were used to determine the constraints of the application of TQM at Balqa Applied University. The triangular analysis was used to determine whether there were differences in averages Estimation of the degree of obstacles attributed to the variables of the study.

### 6- Results and discussion of the study:

To answer the first question, which read: "What are the obstacles to applying TQM at the official Balqa Applied University?" The statistical averages and the standard deviations were calculated to the extent that the study sample members felt the constraints facing them. Table (3) illustrates them.

Table (2) The arithmetical averages and standard deviations are ranked in descending order of the study instrument

No	Paragraph	Mean	standard deviation	
1.	Lack of financial resources to implement TQM in the college	4.30	0.95	High
2.	Failure to develop and renew the organizational structure in accordance with the principles of quality management	4.26	1.01	High
3.	Permanent change in senior administrative leaders	4.23	0.86	High
4.	The University's failure to translate quality into specific criteria. 4.16	4.16	0.97	High
5.	Modernity of the topic of Total Quality Management in institutions. 4.15	4.15	0.85	High
6.	Lack of qualified human resources to implement this concept. 4.14	4.14	0.94	High
7.	Lack of competition among educational institutions.	4.10	0.99	High
8.	Misconception of workers not needing training	4.00	0.90	High
9.	Putting the personal interest above the public interest	4.09	1.07	High
10.	The University's lack of interest in strategic planning	3.97	0.85	High
11.	Lack of balance between the quantitative growth of the number of students and the quality of education at the university	3.96	0.85	Medium
12.	. There is a social distance between the university and society	3.94	0.87	Medium
13.	Not to attract qualified and trained workers to work to achieve quality goals	3.94	0.86	Medium
14.	discouraging innovation and creativity	3.93	0.96	Medium
15.	Lack of development of the university sense of responsibility among workers	3.92	0.93	Medium
16.	The University does not distribute tasks and responsibilities to employees clearly	3.91	1.00	Medium
17.	Lack of a good incentive system	3.90	1.01	Medium

No	Paragraph	Mean	standard deviation	
18.	Failure to assist the university in developing the employee loyalty	3.89	1.05	Medium
19.	Weak compatibility of the University's continuing education programs and community needs	3.88	1.00	Medium
20.	The lack of linking the university programs with the development plans in the community	3.85	.0.99	Medium
21.	Lack of coordination with community sectors	3.84	0.98	Medium
22.	The University 's Low Contribution to Problem Solving	3.83	1.06	Medium
23.	Political Interactions in the Community	3.79	0.96	Medium
24.	The weakness of the university 's quest for job opportunities for its graduate	3.78	1.04	Medium
25.	Lack of investment of the University's potential for the labor market in the implementation of training activities in its programs	3.77	0.97	Medium
26.	The weakness of the university's interaction with civil society institutions	3.75	1.00	Medium
27.	Failure to apply accountability systems in cases of abuse.	3.74	0.92	Medium
28.	Lack of interest in reducing the educational waste in the university	3.60	1.00	Medium
29.	Rigidity of laws, regulations and instructions	3.59	1.09	Medium
30.	Lack of clarity of quality management objectives of employees	3.55	1.02	Medium
31.	The University does not provide the appropriate educational environment and labor requirements	3.54	1.03	Medium
32.	The inability of the university to deal with events and developments	3.53	1.10	Medium
33.	Lack of accurate and up-to-date information systems	3.47	0.94	Medium
34.	Permanent Change in Senior Administrative Leaders.	3.44	0.99	Medium
35.	Laws and regulations do not enjoy flexibility	3.42	0.95	Medium
36.	University Unification of the Administrative Control System	3.36	1.22	Medium
37.	Follow the authoritarian approach in management	3.25	1.33	Medium
38.	University failure to translate quality to specific standards		3.10	Medium
39.	To encourage the university to establish relations of communication between it and the sectors of society.	3.09	1.03	Little
40.	Lack of interest in the process of measuring and evaluating performance	3.07	1.01	Little
41.	Follow the central decision-making	3.04	1.10	Little
42.	The change of both workers and departments, especially trends at the middle administrations	2.00	1.25	Little
43.	Dissatisfaction and conviction of senior management with the concept of quality management	1.99	1.06	Little
44.	Lack of an effective communications system	1.98	0.96	Little
45.	Lack of familiarity with statistical methods of quality control	1.97	1.04	Little
46.	Not all employees in TQM application	1.97	1.04	Little
47.	Effect of administrative and financial factors in decision making	1.97	1.04	Little
48.	Lack of competition among educational colleges	1.97	1.04	Little
49.	Lack of quality of educational service	1.95	0.97	Little
50.	Lack of appropriate quality of educational service provided to students and quality of service that conform to their wishes and expectations	1.90	0.95	Little
Overall average		3.31		Medium

Table (2) shows the responses of the study sample members to the subjects of the study instrument as a whole. The average responses ranged between (3.07-4.30) with a standard deviation ranging between (1.25 - 0.95). It was found that 33 disabled persons came to a high degree From (3.50) while there were (7) obstacles that came in a medium degree to obtain averages ranging between (2.50-3.49). The general arithmetic mean of the instrument as a whole was 3.77 with a standard deviation of 0.50 and a high score. The paragraph, which states that "the lack of financial resources for the application of TQM in the College" is at the top of the arithmetic mean, as it ranked first and thus is one of the main obstacles that the faculty members feel that hinder the use of TQM at. (4.30) and a standard deviation of (0.95). This result can be explained by the fact that in fact, financial matters are one of the main reasons why the application of TQM in this college.

The paragraph that states " Lack of appropriate quality of educational service provided to students and quality of service that conform to their wishes and expectations " came in last place in terms of the arithmetical averages where it obtained an average of 1.90and a standard deviation of 0.95 and thus the least obstacles to the application of TQM at the university, This result can be attributed to the independence of the university, and that there is no external political influence on the decisions of the university, the capabilities of the university emanating from within it, and that the decision-making bodies are the academic departments of the university,

colleges and deans. The university takes a And this is evidence of the existence of academic freedom in Jordanian universities. All university laws provided for the independence of the universities financially and administratively and all related matters, and this is evidence of the absolute trust given to universities, The source of this trust is the ability and efficiency of faculty and administrative staff in universities to make appropriate decisions. This result is consistent with the result of the study of Al-Radakka (2002) and Al-Ibrahim (2008), in which both emphasized the importance of autonomy in higher education institutions.

As for the results of the second question, which are: "Are there significant statistical differences at the level of significance ( $\alpha = 0.05$ ) in the constraints of the application of TQM at the University of Balqa Applied according to the variables of study (gender, academic level)?" Binary variance analysis was used. Therefore, the arithmetical averages and standard deviations of the sample responses of the sample were calculated on the instrument as a whole in the light of the study variables as shown in Table (3).

Table .3.The arithmetical averages and the standard deviations of the responses of the study sample individuals to the instrument as a whole

	Mean	standard deviations
Gander/ Rank /MALE	31.05	7.68
Associate Professor	33.50	8.33
Assistant Professor	64.55	6.01
Teacher	28.55	6.01
Gander/ Rank Female	34.72	9.66
Associate Professor	30.91	8.61
Assistant Professor	31.25	8.69
Teacher	31.05	7.68

Table (3) shows the statistical averages and the standard deviations of the responses of the sample members of the sample to the tool as a whole and to find out if there are statistically significant differences due to the variables of the study.

Table (4)Results of analysis of the binary variance of the study variables

Source of variance Total squares Freedom degrees Mean squares The values of their statistical significance

**Table.4. Arithmetic mean and standard deviations**

Source of variance	Total squares	Freedom degrees	Mean squares	The values of their	statistical significance
Gander	221.883	1	221.88	0.394	0.531
Rank	370.597	2	185.3	0.329	0.72
The error	77210.312	50	563.58	563.58	
Total	77,883.004 51	48			

Table (4) shows the results of the analysis of the binary variance of the variables of the study (gender and academic level). There are no statistically significant differences at the level of significance ( $\alpha = 0.05$ ) due to gender or rank. This means that there are no statistically significant differences In the constraints of the application of TQM in Princess Rahma University College at Balqa Applied University due to gender variables, academic rank.

3 - Results of the answer to the third question: What are the ways to overcome obstacles to the application of TQM in the University of Balqa Applied from the point of view of faculty members?

The researchers asked an open question for the members of the study sample to know their point of view and their answers were limited and placed in a descending order according to the frequency of the most as shown in the following table:

Table .5 .shows the responses of faculty members to overcome quality constraints:

N	Paragraph	frequency	percent
1.	Holding seminars and workshops to develop the capabilities of the workers towards the total quality management system	3	%5
2.	Develop the coating to suit the needs of the university	4	%7
3.	Expansion of financial support for researchers	6	%11
1.	Providing classrooms with modern educational means	6	%11
2.	Providing recreational facilities for employees and students	6	%11
3.	Put the right man in the right place	4	%7
4.	Work on spreading quality culture	5	%9
5.	University participation in civil society activities	7	%11
6.	Reducing teaching burden for faculty members	7	%11
7.	Respect for employees of customs, traditions and administrative system at the university	5	%9

The results indicate the most important proposals were the participation of the university in the activities of civil society and reducing the teaching burden of the faculty members where they came at a rate of 11% in the first place and the proposal in the second place the following proposals: work to spread the culture of quality, In the university, providing the classrooms with modern means and in the last place held seminars and workshops to develop the capabilities of the workers towards the total quality management system

**Recommendations:**

In light of the results of the study, the two researchers propose the following:

- Provision of financial allocations to support the college financially through the construction of a new site for the College availability of quality specifications.
- The need to adopt the organizational structure of the university in accordance with the principles of quality management, and the need for the university to make available to faculty members involved in decision-making, especially those related to their work, which makes them more receptive and responsive to decisions, which reflects on their loyalty and performance of their duties.
- Work to achieve the functional stability of the overall leadership by giving a period of time for his term in the Deanship.
- Try to ease the pressure of work on the staff at the university.
- Media awareness in the university to the topic of total quality management, through the holding of training courses.
- The need for openness of the university to the institutions of civil society through service programs for society.
- The researchers recommend that other studies on the obstacles to the application of TQM according to the criteria of different awards such as the criteria of the award Baldrag and ISO known internationally, to know the degree of application, and to identify the most important problems that prevent the application and success in institutions of higher education in Jordan.

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