

The Effect of Continuing Improvement Strategy on Tourist Organization Resources in Accomplishing Total Quality: Ministry of Tourism and Antiquities Case Study

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Abstract

The purpose of the present study was to identify the satisfaction level among personnel at the Ministry of Tourism & Antiquities regarding the continuing improvement of (human, financial, physical, technological, knowledge/information) resources strategy; and to identify the effect of applying the strategy of continuing improvement of resources on the total quality for the personnel at the Ministry of Tourism & Antiquities; and further to identify whether there were statistically significant differences in the employee's satisfaction levels regarding the continuing improvement of resources strategy by the demographic characteristics: gender, job level, tenure, and placement at the Ministry of Tourism & Antiquities (MOT&A). Population (N=150) consisted of all staff members assuming managerial, supervisory, and technical positions at the directorates supervised by the Ministry of Tourism & Antiquities (MOT&A) in the four Northern Districts of Jordan. Out of 150 questionnaires sent to participants, only 144 questionnaires were returned back, and four were found unusable for statistical analysis. The 140 questionnaires used for statistical analysis accounted for 93 per cent of population. Most salient results from this study were that low satisfaction level among Ministry of Tourism & Antiquities employees regarding the continuing improvement of human resources strategy except for collaboration and breaking the ice between subordinates and superordinates; and regular evaluations for purpose of correction rather than punishing. In addition, the study found positive impact of the continuing improvement strategy of individual resources on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan with the knowledge resources were ranked top followed by the technological, financial, physical and finally human resources. This study found no statistically significant differences of the satisfaction levels among Ministry of Tourism & Antiquities (MOT&A) employees regarding the continuing improvement of resources strategy by gender, job title, job level, and placement at the Ministry of Tourism & Antiquities (MOT&A). Nonetheless, the study found statistically significant differences in the satisfaction levels of Ministry of Tourism & Antiquities (MOT&A) employees regarding the continuing improvement of physical resources attributed to service years.

Key words: Continuing Improvement, Resources, Total Quality, Jordan Ministry of Tourism & Antiquities.

1. Introduction

Continuous improvement strategy has been viewed as an essential prerequisite for both product and performance total quality and over the recent years attracted interest of researchers in marketing and tourism management fields. This would be due to proliferate of organizations after the WWII era and mass production and varied products to meet different needs. Furthermore, the knowledge revolution contributed to by higher education institutions created a wider scope of thinking and acceptance of innovations and enhanced individualism and out-of-the-box thinking attitudes which affected their behavior in form of varied needs, seek for quality, and search for product excellence.

All such changes formed critical challenges for business organizations including tourism organizations. In order to transform threats into opportunities, business organizations concentrated their efforts on more effective resources to strengthen their structures towards greater entrepreneurship, excellence and competitiveness.

Resources are essential for organizations that they need to maintain their availability and effective management. This, of course, requires continuous improvement of resources which positively impacts the outcomes in form of reliability, reputation, and innovation all of which creates total quality of the whole organization and ensures satisfaction of both employees and customers.

The tourism sector, on the other hand, is vulnerable to external environment because it deals with a wide range of customer populations, and the output of the tourist process reflects on the tourist satisfaction thereby flourish of the tourism sector and the whole national economy. As a result, quality of performance is necessary for organizations that operate in a highly competitive environment like the tourism sector.

Motivated with the various successes accomplished by continuing improvement in different organizations that adopted this strategy, particularly the Japanese organizations, this study intends to measure the application of continuing improvement strategy in the tourism sector in Jordan through studying the case of Ministry of Tourism & Antiquities (MOT&A) since it is the government agency concerned with regulating the tourism sector by setting the strategies and policies to that end.

2. Statement of the Problem

Primarily, the problem addressed by this study stems from the challenging environment of tourism regionally and internationally in general and domestically for Jordan in particular. The tourism sector is vulnerable to changes taking place in the external environment that it needs careful investigation. In Jordan, the Ministry of Tourism & Antiquities (MOT&A) is the government department that manages the tourism sector and related activities. As an organization, the Ministry of Tourism & Antiquities (MOT&A) assumes specific functions and responsibilities that affect and being affected with the external environment where it operates. Since resources form the corner stone in the production process and critical for organizational flourish or sluggish the effective management of organizational resources assists organizations deal with the environmental changes and maximizes their strengths. From this perspective, the Ministry of Tourism & Antiquities (MOT&A) with its responsibility to regulate the tourism sector in Jordan should adopt the strategy of continuing improvement of its all resources to ensure balance and strengthening the different component parts of the institutional system at the Ministry of Tourism & Antiquities (MOT&A). Decision makers, therefore, should focus their attention on the strategic deployment of organizational resources at different business locations throughout the various governorates since the Ministry of Tourism & Antiquities (MOT&A) in the final analysis forms a one organizational structure in that a poor performance in any of its component parts undermines the overall institutional performance on the whole organization. The following questions stem from the problem addressed in the current study:

1. What is the satisfaction level among employees at the Ministry of Tourism and Antiquities regarding the adoption of continuing improvement of (human, financial, physical, technological and knowledge) resources strategy?
2. Are there effects for the application of continuing improvement of (human, financial, physical, technological and knowledge) resources strategy on total quality as perceived by the Ministry of Tourism & Antiquities (MOT&A) employees?
3. Are there statistically significant differences in the satisfaction levels among Ministry of Tourism & Antiquities (MOT&A) employees regarding the continuing improvement of (human, financial, physical, technological and knowledge) resources strategy by such demographics as gender, job level, tenure, and workplace?

3. Study Objectives

The purpose of the present study was to:

- 1- Identify the satisfaction level of participants regarding the the continuing improvement of resources strategy at the Jordanian Ministry of Tourism & Antiquities?
- 2- Identify the effect of applying the continuing improvement of resources strategy (human, financial, physical, technological, knowledge/information resources) on accomplishing total quality (job loyalty, job innovation and responsiveness) of personnel at the Ministry of Tourism and Antiquities (MOT&A)?
- 3- Identify the whether there were statistically significant differences of the satisfaction level among Ministry of Tourism and Antiquities regarding the continuing improvement of (human, financial, physical, technological, and knowledge) resources strategy by such participant demographics as gender, job level, experience years and workplace.

4. Significance for the Study

Total quality is a significant issue for contemporary business organizations. As a strategy, continuing improvement of resources positively enhances total quality in organizations and supports their competitiveness and excellence. Many organizations in the world adopt total quality strategy that proves successful in increasing organization competitiveness. A good example comes from the Japanese organizations that pioneered the total quality field and their competitiveness on the world market served as a momentum for greater application of total quality approach by more organizations and more interest by researchers. This importance of this issue twofold; the continuing improvement of resources positively reflects on better performance and outcomes, and on the other hand assists decisionmakers at the Ministry of Tourism & Antiquities (MOT&A) revisit their policies and strategies to achieve higher satisfaction levels among clients both internally and externally; and assists the ministry cope with the changes taking place in the environment, and improve the tourist product towards greater competitiveness on the international tourism market.

5. Variables of the study

The study includes dependent and independent variables as follows:

1. Dependent Variable: measures the satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding the application of continuing improvement of (human, financial, physical, technological and knowledge) resources strategy and effect on total quality. This variable is measured by the following dimensions: continuing improvement of human resources, continuing improvement of

financial resources, continuing improvement of physical resources, continuing improvement of technological resources and continuing improvement of knowledge resources.

2. Dependent Variable: Realization of total quality by Ministry of Tourism & Antiquities (MOTAA) and measured by job loyalty, job innovation, and responsiveness.

6. Hypotheses

- 1- The Main Hypothesis: There is a degree of satisfaction among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of (human, financial, physical, technological, and knowledge) resources strategy. There are different sub-hypothesis consists from the first main hypothesis such as:

- The first sub-hypothesis: There is a satisfaction degree among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of human resources strategy.
- The second sub-hypothesis: There is a satisfaction degree among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of financial resources strategy.
- The third sub-hypothesis: There is a satisfaction degree among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of physical resources strategy.
- The fourth sub-hypothesis: There is a satisfaction degree among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of technological resources strategy.
- The fifth sub-hypothesis: There is a satisfaction degree among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of knowledge resources strategy.

- 2- The second main hypothesis: There is an effect for the application of the continuing improvement of (human, financial, physical, technological, and knowledge) resources on realization of total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan. There are different sub-hypothesis consists from the second main hypothesis such as:

- The first sub-hypothesis There is an effect for the application of the continuing improvement of human resources on realization of total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.
- The second sub-hypothesis There is an effect for the application of the continuing improvement of financial resources on realization of total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.
- The third sub-hypothesis There is an effect for the application of the continuing improvement of physical resources on realization of total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.
- The fourth sub-hypothesis There is an effect for the application of the continuing improvement of technological resources on realization of total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.
- The fifth sub-hypothesis There is an effect for the application of the continuing improvement of knowledge resources on realization of total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.

- 3- The third hypothesis: There are statistically significant differences in the satisfaction levels among Ministry of Tourism & Antiquities (MOT&A) employees regarding the continuing improvement of (human, financial, physical, technological and knowledge) resources strategy by such demographics as: Gender, Job level, Tenure, Workplace.

7. Methodology of the study

Method: This study follows the descriptive methodology and employs the survey questionnaire for data collection.

Sources: This study was designed based on two kinds of data sources to accomplish the study goals:

- Secondary Sources: includes the data collected from references related to the study topic including printed and ebooks, prior studies and journals.
- Primary Sources: includes the questionnaire specifically designed to achieve the study goals by collecting data from respondents employed by the Jordan Ministry of Tourism & Antiquities (MOTAA).

Population: Population (N=150) consisted of all staff members assuming administrative, supervisory and technical positions at the Tourism & Antiquities directorates located in the northern part of Jordan and represented four Governorates. The overall number of staff members employed at the Tourism & Antiquities directorate within the northern part of Jordan is 297 employees excluding such service workers as bellman and security guard. Out of 150 questionnaires administered, 144 questionnaires returned back and 4 were found unusable for statistical analysis.

The 140 questionnaires that were statistically analyzed represented 93 per cent of the population and found statistically acceptable for results generalizability (Sekaran, 2006).

The questionnaires were administered to the participants in accordance with the positions they assume in the organizational hierarchy as provided by the Human Resources Department in the Ministry of Tourism & Antiquities (MOTAA). The reason why the Ministry of Tourism & Antiquities (MOTAA) was opted for this study was due to its economic significance for Jordan in terms of scarcity of natural resources that require effective management by a specialized agency. In addition, the Ministry of Tourism & Antiquities (MOT&AA), considering its varied activities, tourist products and wide relations with different community populations occupies a vantage placement in the national economics by organizing the tourism sector and exert all possible efforts to satisfy the needs of a varied pool of international tourists.

For the present study, the analysis unit was the permanent staff working in the Directorates of Tourism & Antiquities within the northern part of Jordan, namely Governorates of Irbid, Jarash, Ajloun, and Mafrq.

To measure responses, 5-point Likert scale was used where: 5= Very High, 4= High, 3= Don't Know, 2= Low, 1= Very Low.

Instrumentation: For this study, data collection was undertaken with using questionnaire of Al-khasawneh, et al., (2012). The questionnaire consists of following three parts:

- Part 1: measures the demographic characteristics of participants like gender, job title, tenure, workplace.
- Part 2: Items measuring employees' satisfaction level regarding the continuing improvement of resources strategy in the Jordan Ministry of Tourism and Antiquities (MOTAA). Items (1-7) measure the dependent variable as represented by the satisfaction level of employees regarding the continuing improvement of human resources. Items (8-14) measure the satisfaction level of employees regarding the continuing improvement of financial resources. Items (15-21) measure the satisfaction level of employees regarding the continuing improvement of physical resources. Items (22-28) measure the satisfaction level of employees regarding the continuing improvement of technological resources. Whereas items (29-35) measure the satisfaction level of employees regarding the continuing improvement of knowledge resources.
- Part 3: subscale (items 1-15) measuring the dependent variable of total quality realization.

Reliability and Validity: The researcher sent the questionnaire for a number of expert academic judges who have established experience in tourism, marketing, business administration, and statistics to elicit their opinions and verify the content validity of the questionnaire. In light of their feedback, the questionnaire items were reworded and reviewed accordingly in order to secure highest possible level of accuracy and intelligibility.

Statistical Methods: The Statistical Package for Social Sciences (SPSS) was employed to statistical analysis of data collected. The statistical techniques included means, standard deviations, percentages, frequencies, T-test for means, T & F tests, Tuckey Test for differences, and Chronbach alpha for testing reliability.

8. Operational Definitions

1- Continuing improvement of resources: In the present study, continuing improvement of resources refer to the dependent variable and describe the continuing development of different resources at the Ministry of Tourism & Antiquities (MOT&AA) in terms of inputs and process towards outcomes that improve the satisfaction level of MOT&AA employees and enhance quality. The dependent variable includes the following components:

- Continuing improvement of human resources: Describes continuing improvement of the quality of employees recruited to Ministry of Tourism & Antiquities (MOT&A) in terms of retention of qualified personnel, providing effective training programs at both domestic and international levels that respond to their needs and requirements of the competitive environment while the the same time proceeding with ongoing evaluation and feedback from the employees of the Ministry of Tourism & Antiquities (MOT&A).
- Continuing improvement of financial resources: Refers to continuing improvement and development of financial resources available for the ministry through outsourcing new financing channels that provide sufficient funds for supporting projects, activities and events and provide for just financial incentives.
- Continuing improvement of physical resources: Implies continuing improvement and development of different infrastructure and ultrastructure facilities that improve the welfare of the employees at the Ministry of Tourism & Antiquities (MOT&A) and provides basic services such as library, electronic devices like computers, faxmel machines, transport modalities, etc.
- Continuing improvement of technological resources: Implies the keen interest shown by managers at the Ministry of Tourism & Antiquities (MOT&A) to keep improving and developing the technological capabilities by the acquisition of most up to date IT & Communication technologies that assist employees

- perform duties efficiently and accurately and make available the the necessary supplies and facilities such as software programs, communication networks, batabases, and various hardware parts.
- Continuing improvement of knowledge resources: Refers to continuing provision of knowledge by mnaagers at the Ministry of Tourism & Antiquities (MOT&A) by supporting research studies, adopt policies that are based on research coutcomes, and encourage knowledge sharing and dissementation through databases and other IT technologies.
- 2- Total Quality of Performance: Total quality of performance represents the dependent variable in this study and implies achieving higher levels of satisfaction among Ministry of Tourism & Antiquities (MOT&A) employees through providing continual education and training programs for the employees like conferences, workshops, domestic and international courses, and scholarships in order to enrich their background knowledge and sharpen their job-related skills which will ultimately reflect positively on the organization resources and supports excellence of performance depending on such elements as job loyalty, job innovation and responsiveness. Following is a more elaborate discussion of these elements:
- Job loyalty: As a dependent variable, refers to one of quality strategy components that implies employee feelings of belongingness and loyalty to the company that discourage their search new job opportunities at other employers or respond to attractive job offers.
 - Job Innovation: Describes enhancing the R&D capabilities of the Ministry of Tourism & Antiquities (MOT&A), and encourage employees to employ creative work methdos, and innovative approaches to develop work activities, and increase motivation and mastery towards achieving the public intest for the ministry and community at large.
 - Responsiveness: Indicates to ineration of Ministry of Tourism & Antiquities (MOT&A) empoplees and their responsiveness to ministry policies, and compliance with bylaws and regulations which in turn sharpens the behaviors of employees towards managers and workmates. Such interpersonal skills like courtesy, respect, acceptance opinion of the other become more likeable.
- 3- Ministry of Tourism & Antiquities (MOT&A): A governmental organization designated "Ministry" and linked with other government agencies in the organizational structure of the state and undertakes the duties of management, direct, and control the tourism sector and archeological sites in Jordan and practice itsactivities in accordance to valid laws, regulations and best tourist standards applied nationally, and globally.

9. Theoretical Framework of the Study

The Concept of Continuing Improvement & Relationship with Total Quality of Performance

Suresh and Chander referred to continuing improvement as a process focused on improving different work aspects, essentially human resources, training, and building teamwork so as to provide best service (Suresh and Chander, 2001:346). On the other hand, Juran & Godfrey described continuing improvement as disciplined actions to bring about fruitful change and create unprecedented levels of performance contributes to total quality and customer satisfaction (Juran & Godfrey, 2000: 5).

Since distinctions between quality and total quality management are blurred, the following section casts light on both concepts from different angles.

In general speaking, quality is difficult to define because it is identified by judgement of conusmers rather than organizations (Leonard, etal, 1988: 35). Juran & Gryna described quality as the useability of a product (Juran & Gryna,1993: 29), while Crosby defined it as product match with customer's needs (Crosby, 1992:37). On the other hand, Feignbaum viewed quality as a process of interaction between different activities in the organization to satisfy cutomers and meet their needs (Feignbaum, 1991:32). Harvey & Brown conceptualized total quality management as a philisophical approach involoving quiding rules for continuing improvement and relying on teams of work to bring about continuig improvement of product (Harvey & Brown,2001: 366)

Oakland described total quality as the approach that through impacting all organizational levels creates for organization a better competitive edge (Okland, 2000:8).

To summarize, the definitions of continuing improvement and quality idicate an intricate association between continuing imprvement and quality in that the final end of continuing imprvement process is to accomplish quality of product or performance to meet consumer needs. Quality, on the other hand, is reached and created through persistent imprvement of resources and ubsistence by top management on best managerial practices that aim at leveraging the resources and services of the organization.

These researchers consider the relationship between continuous improvement and quality as systematic in terms of coherence and outcome, i.e. the final result should be to provide a product that satisfies consumer needs.

For purpose of the present study, continuous improvement can be described as the management practices and procedures adopted by top management that enable greater focus on development and improvement of different resources and activities of the organizations continuously so as to create total quality benefit both the organization and customers.

9.1 Continuing Improvement Approaches

There are many approaches that stress on continuous improvement and the following is a brief discussion of most salient methods:

First: Kaizen: Kaizen is a Japanese approach that means "change to better" and based on focused continuous improvement unintermittently that involves all areas, resources, and functions in an organization through stressing on a set of elements like customer-focused, specialized workteams, technological resources, building quality circles, and timed transactions (Geoffrey,2001:230)

Second: "Juran trilogy" is the process of continuous improvement that concentrate on quality planning, quality control, and quality improvement (Juran & Gryna,1993:9).

9.2 Enablers for Continuing Improvement and Quality

There are various approaches to view the enablers of continuous improvement and quality. Essentially, these enablers have been deduced from the competitive success of many organizations, particularly the Japanese ones that applied continuous improvement and quality approaches as presented by some of the pioneering quality theorists in the recent decades. Excellence, performance quality and product quality were the most salient outcomes of these efforts. Following is a brief discussion of some of major enablers that should be available to ensure continuous improvement and quality as suggested by quality theorists:

Edward Deming: Contributed to competitive success of Japanese organizations in the field of quality using the 14 principles as enablers for quality improvement and management (Deming, 1993: 6-10):

1. Setting organizational goals and targets at the internal and external environment levels.
2. Adopt the new philosophy of quality and doing job by different organizational levels and never allow committing the old mistakes again.
3. Eliminate the need for massive inspection and use sample inspection instead by building quality into the product in the first place.
4. Move towards a single supplier for any one item, on a long-term relationship of loyalty and trust.
5. Institute training on the job at different managerial levels to improve job skills.
6. Continuous improvement of production systems.
7. Drive out fear, so that everyone may work effectively for the company.
8. Institute enthusiastic leadership that adopts practices supportive to innovation and excellence.
9. Building specialized and trained work teams
10. Eliminate slogans, exhortations
11. Eliminate management by numbers and numerical goals so that not to focus on quantity on the expense of quality.
12. Institute trust in the workers to increase their loyalty and belonging and proud with work.
13. Commitment of top management to quality and bringing about internal modifications accordingly.
14. Encourage skills development through training, education and acquiring new knowledge and skills.

Deming was renowned with quality circle concept that is based on four principles ensuring continuous improvement of product and ongoing life cycle: Plan, Study, Do Act (PDSA Cycle).

Joseph Juran: contributed to quality studies and quality improvement methods in Japan. His ideas concentrated on providing suitable climate for creativity, and organizational culture, solving problems using scientific methods depending on accurate data, planning, control and continuous improvement, work sharing among top, middle, and low managerial levels as they are partners in accomplishing the organizational targets (Juran&Godfrey, 2000:37).

Philip Crosby: His ideas regarding zero defect products was influential in the quality field. This approach concentrates on doing the right from the beginning to avoid direct and indirect losses associated with defect products. His approach stressed on the role of top managers in supporting and realization of quality (Crosby,1992:29-32).

Kaoru Ishikawa contributed to quality through concentrating on quality circles, sharing, training, education and using statistical methods (Alwan: 2005:90)

Genichi Taguchi: His ideas were valuable to quality studies by focusing on good design since the start, design of operation, measuring quality through customers, concentrate on harmless good product that suits the community considering that poor product affect not only the organization by also the community at large. Taguchi also used

intricate statistical methods for quality assurance and stressed particularly on quality of raw materials (Jodeh, 2006: 177).

9.3 Continuing Improvement in the Tourist Organizations

Tourist organizations take an influential part in the community environment whether on the cultural, social and political aspects due to diversified product mix and tourist services that meet needs of various populations. The increased interest in adopting the approach of continuing improvement and quality standards at the tourist organizations reflects a belief in their significance in community development and influence in sharpening the knowledge products and the cultural added-value on which depends the development of a community. In order for tourist organizations live up to expectation of the community and meet needs of its customer who look for excellence and quality, they, therefore, should apply the continuing improvement strategy on all its resources as discussed earlier and demonstrated in the operational definitions that served in this study as independent variables to show how they interact on the managerial levels to improve overall performance.

9.4 Prior Studies

Carpinetti et al (2003) conducted a study "Quality management and improvement: A framework and a business-process reference model) that sought to identify the role of quality and continuing improvement of managerial process in the organization. The study found that typically clients expect the best from an organization, and client's loyalty to product associates with the level of improvement and development taking place to business processes, objectives, and strategies since it contributes to gratification of customer needs and creates bilateral positive tradeoffs.

Al-Azzam (2004) " An Overview on Total Quality Management" attempted to cast light on total quality management concept, components, principles, and stages and found poor commitment by managers to implementation requirements of total quality management at their organizations; ineffective monitoring and performance evaluation in order to assess how successful was the implementation of total quality, and how well-prepared are the employees to adopt total quality concept based on its role in improving productivity and related advantages to employees.

Zain and Kassim (2010) "Innovations and continuous improvement and their impact on firms performance" sought to identify the impact of innovation and continuous improvement on corporate performance. The study included 108 companies in Qatar and found a positive impact of continuous improvement not only on performance but also enhances corporate competitive edge and the focus on the internal improvement is necessary for the adoption of continuous improvement and best performance.

Yan and Makinde (2011) investigated the "Impact of continuous improvement on new product development within SMEs in the western cape, South Africa" for purpose of identifying the impact of continuing improvement in the new products developed in small and mid-sized businesses in South Africa. The study collected qualitative and quantitative data from a sample of 40 small and mid-sized businesses and concluded that continuous improvement of products represents an essential approach for innovation and excellence of performance. The study also demonstrated that continuing improvement processes require other supporting elements such as learning, knowledge so as to implement continuing improvement efficiently.

10. Statistical Analysis

Reliability Test

Results show that alpha values were $>.60$ implying sufficient reliability of the study instrument.

Table (1) Chronbach alpha reliability test Results

Satisfaction Area	Chronbach alpha	Effect on Total Quality	Chronbach alpha
Human Resources	.84	Human Resources	.822
Fianncial Resources	.83	Fianncial Resources	.853
Physical Resources	.794	Physical Resources	.823
Technological Resources	.727	Technological Resources	.782
Knowledge Resources	.899	Knowledge Resources	.927

Demographic characteristics of participants:

Table (2) shows the demographic characteristics of participants:

- Gender: 73.6 per cent of participants were males and 26.4 per cent females.
- Job level: 78.6 per cent of participants were employees, 17.9 per cent department heads, and 3.6 per cent managers.
- Tenure: 77.9 per cent of participants continued in service 10 years or more; 19.3 per cent their tenure ranged between 5-9 years; while 2.9 per cent served 1-4 years. However, none of the employees served one year or less.

- In terms of workplace, results showed that 72.9 per cent of participants represented Directorate of Antiquities compared with 27.1 per cent representing the Directorate of Tourism.

Table (2) Frequencies and Percentages of demographic characteristics of participants

	Variable	Frecquency	Percentage %
Gender	M	103	73.6
	F	37	26.4
Job Level	Employee	110	78.6
	Department Head	25	17.9
	Manager	5	3.6
Tenure	Less than a year	--	--
	1-4 yrs	4	2.9
	5-9 yrs	27	19.3
	10 or more	109	77.9
Workplace	Directorate of Tourism	38	27.1
	Directorate of Antiquities	102	72.9

Testing hypotheses and results

The Main Hypothesis: There is a satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding application of continuing improvement strategy on the human, financial, physical, technological and knowledge resources.

Table (3) shows that all mean scores were below 3.00 thereby statistically insignificant. This result indicates that Ministry of Tourism & Antiquities (MOT&A) employees were not satisfied with the application of the continuing improvement of human, physical, technological and knowledge resources strategy

However, the composite mean score of all items was (M=2.69) which is less than 3.00, and perceived significance level was at (0.00) meaning rejection of the main hypothesis as there were no satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding continuing improvement strategy of various resources in the ministry.

Table (3) Means, standard deviations, t-value, and perceived significance on the satisfaction level among customers regarding supportive activities of quality as practiced by Jordanian tourist restaurants.

Theme Satisfaction Area	M	SD	t-Value	Perceived Significance	Outcome
Human Resources	2.93	.89	-.96	.34	Not Satisfied
Financial Resources	2.63	.81	-5.33	.000	Not Satisfied
Physical Resources	2.45	.77	-8.45	.000	Not Satisfied
Technological Resources	2.62	.77	-5.60	.000	Not Satisfied
Knowledge Resources	2.79	.96	-2.60	.01	Not Satisfied
Total	2.69	.69	-5.36	.000	Not Satisfied

First sub- hypothesis: There exists a satisfaction level among Ministry of Tourism & Antiquities (MOT&A) regarding application of the continuing improvement of human resources strategy.

Table (4) shows) that items 1, 2, 3 and 7 scored means less than 3.00 thereby statistically insignificant. This result indicates that qualified job candidates find narrow employment opportunities in the ministry, and the current staff are employed temporary so they feel less secured in their positioned, and promotion to other positions meeting their capabilities is also limited.

However, items 4 and 5 had means >3.0 and perceived significance <.05 which statistically significant implying that the Ministry of Tourism & Antiquities (MOT&A) encourages the spirit of cooperation to eliminate the barriers between bosses and employees; and implements regular evaluations for correction rather than punishing. Item 6 scored M>3.0 and the perceived significance level >.05 meaning that there was no statistical evidence that the employees' suggestions and opinions are being considered in a democratic atmosphere.

As a composite, the items had M=2.93<3.0 indicating rejection of the first sub-hypothesis implying that there was low satisfaction level among employees regarding the application of the continuing improvement of human resources strategy.

Table (4) Means, standard deviations, t-value, and perceived significance of satisfaction level regarding human resources

No	Item	M	SD	t-Value	Perceived Significance
1	Always recruit qualified personnel	2.69	1.20	-3.03	.00
2	Retention of professional employees with job security	2.28	1.13	-7.54	.00
3	Provide training that matches my needs	2.59	1.23	-3.90	.00
4	Encourages boss/employees cooperation and break the ice	3.67	1.39	5.73	.00
5	Undertakes periodic evaluations for correction rather than punishing	3.43	1.10	4.61	.00
6	Considers my opinion and suggestions in democratic spirit	3.11	1.37	.93	.36
7	Allows me transfer to another job placement as I wish	2.72	1.29	-2.56	.01
	Total	2.93	.89	-9.96	.34

Second sub-hypothesis: There is a satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding application of continuing improvement of financial resources strategy.

Table (5) shows that save for item 10, all items had means <3.0 i.e. statistically insignificant implying that the Ministry of Tourism & Antiquities (MOT&A) lack continuing improvement of wages ladder to the welfare of its employees or in response to the economic conditions and inflation rates; distribute rewards unjustly; the ministry disinterested in looking for new funding methods or diversifying their investments; and does not outsource support to their innovative ideas and unique creativity, if any; and does not pay for proficiency under a system of meritorious.

However, item (10) scored >3.00 and perceived significance <.05 indicating statistically significant, i.e. tourist activities of employees are strongly supported.

The composite items had M=2.63 which is below 3.0 thereby rejection of the second subhypothesis, meaning low satisfaction level among employees at the Ministry of Tourism & Antiquities (MOT&A) regarding application of the continuing improvement of financial resources strategy.

Table (5)

Table (5) Means, standard deviations, t-value, and perceived significance of satisfaction level regarding financial resources

No	Item	M	SD	t-Value	Perceived Significance
8	Keeps improving the wages ladder for the interest of employees	2.07	1.13	-9.73	.00
9	Raise wages in response to economic conditions and inflation rates	1.91	.84	-15.22	.00
10	My organization supports our different tourist activities	3.36	1.09	3.87	.00
11	Distributes rewards justly	2.90	1.22	-.97	.33
12	Develops funding methods and diversifies investments	2.83	1.29	-1.58	.12
13	Concentrates on outsourcing support for the innovative ideas	2.68	1.20	-3.17	.0
14	Pay for proficiency under a just system	2.69	1.26	-2.94	.00
	Total	2.63	.81	-5.33	.00

Third sub-hypothesis: There is a satisfaction level among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of physical resources strategy

Table (6) shows that except items 19 and 20, all items had means <3.0 meaning statistically insignificant implying that the Ministry of Tourism & Antiquities (MOT&A) lack the continuing improvement and development of employee offices; does not offer leisure time places and clubs for staff; lacks appropriate medical clinics; lacks suitable restaurants and cafes; does not provide for necessary job safety and security measures.

The items 19 and 20 had means <3.0 and perceived significance <.05 meaning no statistical evidence of easy provisioning of stationary and other work tools upon demand or providing car parking lots for employee cars.

The composite items scored mean ($M=2.45$) < 3.0 which entails rejection of the third hypothesis with the result that Ministry of Tourism & Antiquities (MOTAA) employees were not satisfied with the application of the continuing improvement of the physical resources.

Table (6) Means, standard deviations, t-value, and perceived significance of satisfaction level regarding physical resources

No	Item	M	SD	t-Value	Perceived Significance
15	Continuous development of employee offices	2.29	.99	-8.53	.00
16	Availability of liesure time places and clubs for employees	1.99	.82	-14.57	.00
17	Provides medical clinics for employees and families	2.44	1.28	-5.16	.00
18	Makes available creational restaurants and cafes for employees	2.06	.75	-14.94	.00
19	Provides stationary and work supplies easily on demand	3.08	1.27	.73	.47
20	Provides suitable parking lots for employee cars	3.06	1.43	.47	.64
21	Provides for employee safety and security	2.25	1.31	-6.78	.00
	Total	2.45	.77	-8.45	.00

Fourth sub-hypothesis: There is a satisfaction level among Ministry of Tourism & Antiquities employees regarding the application of continuing improvement of technological resources strategy.

Table (7) shows that excluding items 25 and 28, all items were statistically insignificant $M < 3.0$, implying no quick repair of broken down devices, lack high speed internet and other IT technologies, learning resource centers are not staffed with qualified personnel; there is no update of library resources, and inavailability of laptops for use by staff member.

Despite item (25) scored mean > 3.00 the perceived significance was $< .05$, implying lack a statistical evidence to prove electronic communication with the organization.

However, item (28) had mean score greater than 3.0 and perceived significance (.05) meaning statistically significant demonstrating that employees at the ministry are easily accessible by phone.

The total items had a composite mean ($M=2.62$) which is < 3.0 implying rejection of the fourth hypothesis, i.e. there was no satisfaction among Ministry of Tourism & Antiquities (MOT&A) regarding application of continuing improvement of technological resources strategy.

Table (7) Means, standard deviations, t-value, and perceived significance of satisfaction level regarding technological resources

No	Item	M	SD	t-Value	Perceived Significance
22	My organization quickly respond to repair damaged devices	2.60	1.37	-3.34	.00
23	Provides high speed Internet and IT technologies	2.31	1.22	-6.74	.00
24	Recruits qualified personnel to learning resource centers	2.46	1.31	-4.86	.00
25	Communicate easily with my organization electronically	3.09	1.33	.76	.45
26	Ungrade library resources	2.25	1.00	-8.90	.00
27	Provides laptop\ s for use by personnel	2.48	1.10	-5.37	.00
28	Easy communication over phone with the staff members	3.21	1.42	1.78	.04
	Total	2.62	.77	-5.60	.00

Fifth sub-section: There is a satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding application of continuing improvement of knowledge resources strategy.

Table (8) shows that all items had means > 3.0 meaning statistically significant implying lack of a data bank in service of employees to provide them information they need on time; there is no specialized sections or staffs to collect information and build database; lack partnerships with other organization to facilitat knowledge sharing; lack employment of technology in archiving, filing, and record keeping; the company lacks update data collection and process means; the company disregards criticism from others or correct them.

The composite items had mean score (2.79) below 3.00 meaning rejection of the subhypothesis 5 that indicate employees of Ministry of Tourism and Antiquities (MOTAA) were not satisfied with the application of the continuing improvement of knowledge resources.

Table (8) Means, standard deviations, t-value, and perceived significance of satisfaction level regarding knowledge resources

No	Item	M	SD	t-Value	Perceived Significance
29	My organization provides for a data bank that serve me with the information I need in a suitable time	2.47	1.15	-5.42	.00
30	My organization has specialized sections and staff to collect data	2.48	1.15	-1.62	.11
31	I satisfied with the decisions by managers as they are based on accurate date	2.96	1.12	-.45	.65
32	My organization shows interest in building partnerships for knowledge interchange	2.79	1.22	-2.07	.04
33	Knowledge sharing can be described as technology-based in terms of documentation, filing and archiving.	2.96	1.39	-.36	.72
34	My organization applies modern methods of data collection and process	2.79	1.25	-1.96	.05
35	My organization shows responsiveness to criticisms expressed by other	2.72	1.19	-2.77	.01
	Total	2.79	.96	-2.60	.01

Second main hypothesis: There is an effect of the application of continuing improvement of human, financial, physical, technological, and knowledge resources on the total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (9) shows that all resources were statistically significant $M > 3.0$ and perceived significance $< .05$ confirming an effect of the application of continuing improvement strategy for individual resources on the total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan. The knowledge resources was the most influential and ranked in the first place, and technological, financial, and physical resources were placed in the second, third and fourth ranks respectively, whereas the human resources was placed in the last rank.

The composite items had $M = 3.61 > 3.00$ with perceived significance = 0.00 which statistically acceptable. This indicates acceptance of the second main hypothesis i.e. there exists an effect for the application of continuing improvement strateg on the overall resources (human, financial, physical, technological and knowledge resources) on the total quality at mInistry of Tourism & Antiquities (MOT&A) in Jordan.

Table (9) Means, standard deviations, t-value, and perceived significance of the effect of supporting activities to achieve quality for Jordanian tourist restaurants on customer satisfaction

Theme (Impact Area)	M	SD	T-Value	Perceived Significance	Impact	Rank
Human Resources	3.30	1.03	3.40	0.00	Positive	5
Financial Resources	3.49	1.10	5.23	0.00	Positive	3
Physical Resources	3.39	1.15	3.98	0.00	Positive	4
Technological Resources	3.88	0.80	13.05	0.00	Positive	2
Knowledge Resources	3.98	0.82	14.09	0.00	Positive	1
Total	3.61	0.72	9.89	0.00	Positive	--

First sub-hypothesis: There effect for the application of continuing improvement strategy of human resources on the total quality at Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (10) shows that all other items were statistically significant < 3.0 and perceived significance $> .05$, implying that job loyalty of employees associates with how strictly the management is committed with continuing improvement of human resources, fr instance trining pograms, rehabilitation, fair placement tests, jo securit ..etc. The innovations of employees on job relies on their organizations that maintain an escalating level of continuous improvement of human resources, and that interaction and compliance by individual employees to bylaws and regulations is linked with continuous improvement of human resources process.

The composite items had $M = 3.30 < 3.0$ and perceived significance $> .05$ indicating acceptance of the first sub-hypothesis implying an effect of the application of the continuing improvement of human resources strategy on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (10) means, standard deviations, t-value and perceived significance of the impact of human resources on total quality

No	Item	M	SD	t-Value	Perceived Significance
1	My Job loyalty is linked with how serious is the organization with applying continuous improvement of human resources (training, rehabilitation, fair selection, job security..)	3.22	1.19	2.27	.02
2	My job innovation and activity associates with how serious is the organization with applying continuous improvement of human resources	3.43	1.18	4.22	.00
3	My compliance to regulations and instructions associates with how serious is the organization with applying continuous improvement of human resources	3.24	1.20	2.25	.03
	Total	3.30	1.03	3.40	.00

Second sub-hypothesis: There is effect of the application of continuing improvement strategy of financial resources on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan

Table (11) shows that all items were statistically significant $M < 3.00$ and perceived significance $> .05$. This result indicates that the continuous improvement of financial resources instills in employees stronger loyalty to their jobs, and the continuous improvement of financial resources motivate employee creativity; and enhance their compliance to regulations and instructions.

The aggregate items had $M = 3.49 < 3.00$ and perceived significance $> .05$ indicating acceptance of the second sub-hypothesis that confirm an effect for the application of continuous improvement of financial resources strategy on total quality at Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (11) Means, standard deviations, t-value, and perceived significance of the impact of financial resources on total quality.

No	Item	M	SD	t-Value	Perceived Significance
4	Continuous improvement of financial resources strengthens loyalty to my job	3.39	1.35	3.37	.00
5	My job activity and innovation associates with how continuous is the improvement of financial resources the organization undertakes	3.38	1.39	3.23	.00
6	I feel more prepared to comply with regulations and instruction when the organization keep improving its financial resources	3.70	.99	8.39	.00
	Total	3.49	1.10	5.23	.00

Third sub- hypothesis: There is an effect for the application of continuing improvement strategy of physical resources on total quality at Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (12) shows that items 7 and 8 were statistically significant and had mean scores < 3.0 and perceived significance $< .05$. This result indicates that employees experience loyalty to their jobs when the organization persists improving the physical resources continuously by providing means of leisure times, welfare facilities since continuous improvement of physical resources affects the functions and innovations of employees.

On the other hand, item (9) had $M < 3.00$ and perceived significance < 0.05 revealing no statistical evidence on the impact of continuous improvement of the physical and material resources on behavior modification of employees and compliance to the regulations and instruction and amicable interrelationships.

The aggregate items had $M = 3.39 < 3.0$ and perceived significance $> .05$ indicating rejection of the third sub-hypothesis, meaning there is an impact of the application of continuous improvement of physical resources strategy on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (12) Means, standard deviations, t-value and perceived significance of the impact of physical resources on total quality

No	Item	M	SD	t-Value	Perceived Significance
7	My loyalty increases as my organization continues improve physical resources and welfare means	3.26	1.38	2.26	.03
8	Continuous improvement of physical resources and liesure activities affect my job innovation and loyalty	3.81	1.17	8.17	.00
9	The continuous improvement of physicla resources affects my descipline and compliance with the regulations and instructions	3.09	1.44	.71	.48
	Total	3.39	1.15	3.98	.00

Fourth sub- hypothesis: *There is an effect for the application of continuing improvement strategy of technological resources on total quality at Ministry of Tourism & Antiquities (MOT&A) in Jordan.*

Table (13) shows that all items were statistically significant $M < 3.00$ and perceived significance $> .05$, indicating that employees tend to be more loyal to organization that keeps applying continuous improvement of technology; and job innovations and activities accociates with the degree of continuous improvement of technological resources appllied by the organization; and compliance to regulations and instructions and amicable interaction with others associates with continuous improvement of technological resources.

As a composite, all items had $M = 3.88 > 3.0$ and perceived significance $< .05$ indicating acceptance of the fourth sub-hypothesis implying existence of an effect of the application of continuing improvement of technological reosurces on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (13) Means, standard deviations, t-value and perceived significance of the impact of technological resources on total quality

No	Item	M	SD	t-Value	Perceived Significance
10	I feel belonging to my orgaiztion when keeping tracking with new technologies	4.01	.96	12.51	.00
11	My job innovations and activities associate with how much the technological resources are continuously improved	3.84	1.01	9.81	.00
12	The level of compliance with bylaws and regulates and amicable interpersonal skills associate with level of continuous improvement of technological improvement	3.79	.90	10.40	.00
	Total	3.88	.80	13.05	.00

Fifth sub- hypothesis: *There is an effect for the application of continuing improvement strategy of knowledge resources on total quality at Ministry of Tourism & Antiquities (MOT&A) in Jordan.*

Table (14) shows that all items were statsitically significant and had $M < 3.00$ and perceived significance $> .05$, implying that the more the organization applied continuous improvement of knowledge resources the more wishing the employee will be to move to that organization as job innovation and activity associate with contiuous improvement of knowledge resources; and employee compliance to regulations and instructions commensurates with level of contiuous improvement of knowledge resources and availability of information.

The composite mean $M = 3.98$ was < 3.00 and perceived significance $> .05$, idicating acceptance of the fifth sub-hypothesis, meaning there was an effect of the application of continuous improvement of knowledge resources on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan.

Table (14) Table (13) Means, standard deviations, t-value and perceived significance of the impact of knowledge resources on total quality

No	Item	M	SD	t-Value	Perceived Significance
13	The more the organization adopts continuing improvement of knowledge resources, the more motivated the employee will be and wishing to moe to it	3.99	.89	13.27	.00
14	My job innovation and activities associates with continuous improvement of knowledge resources by my organization	3.97	.87	13.17	.00
15	I comply to regulations and instructions amicably as the organization applies continuous improvement of knowledge resources	3.97	.88	13.05	.00
	Total	3.98	.82	14.09	.00

The Third hypothesis: There are statistically significant differences in the satisfaction level of Ministry of Tourism and Antiquities (MOT&A) regarding continuing improvement of human, financial, physical, technological and knowledge resources by gender, tenure and workplace at the Ministry of Tourism & Antiquities (MOT&A).

First: Gender

Table (15) shows that the perceived significance level <0.005 i.e. statistically insignificant, thereby rejection of the third hypothesis regarding gender, and accepting the contrary hypothesis that there is no statistically significant differences in the satisfaction level of mInistry of Tourism & Antiquities (MOT&A) employees regarding the continuing improvement of human, financial, physical, technological and knowledge resources attributed to gender.

Second: Workplace :

Table (15) shows that the perceived significance level was $<.005$, i.e. statistically insignificant implying rejection of the third hypothesis relating to workplace and accepting the contrary hypothesis that there are no statistically significant differences in the satisfaction level of Ministry of Tourism and Antiquities (MOT&A) regarding the continuing improvement of human, financial, physical, technological and knowledge resources attributed to workplace.

Table (15) testing differences for gender and workplace

Variable Area	Gender		Workplace	
	T value	Perceived Significance	T value	Perceived Significance
Human Resources	.93	.35	-.02	.98
Financial Resources	.64	.52	-.78	.43
Physical Resources	-1.94	.05	.47	.64
Technological Resources	-.14	.89	.86	.39
Knowledge Resources	.99	.32	-.82	.41

Third: Job Level

Table (16) shows that the perceived significance level $<.05$, i.e. statistically insignificant implying rejection of the third hypothesis regarding the level, and accepting the counter hypothesis that there are no statistically significant differences in the satisfaction level among Ministry of Tourism and Antiquities (MOT&A) employees regarding the continuing imorivement strategy in the human, financial, physical, technological and knowledge resources attributed to job level.

Fourth: Tenure

Table (16) shows that excluding physical resources, all perceived significance values were $>.05$ i.e. statistically insignificant indicating rejection of hypothesis three rewgarding service years. This results means that there were no statistically significant differences in the satisfaction levels among Ministry of Tourism & Antiquities (MOT&A) employees as to the continuing improvement of human, financial, technological, and knowledge resources attributed to service years.

Table (16) Job Level & Tenure Differences Test

Variable Area	Job Level		Tenure	
	F-Value	Perceived Significance	F-Value	Perceived Significance
Human Resources	0.23	0.79	1.88	0.16
Financial Resources	0.00	1.00	0.34	0.71
Physical Resources	0.73	0.48	8.07	0.00
Technological Resources	2.00	0.14	1.43	0.24
Knowledge Resources	0.76	0.47	1.03	0.36

As for physical resources, the perceived significance was .00 indicating differences in the satisfaction levels among Ministry of Tourism & Antiquities (MOT&A) employees regarding the continuous improvement of physical resources strategy attributed to tenure. To identify sources of differences, Tukey's test was employed and table (17) shows two statistical differences the first between the groups (1-4) years of service versus (10 or more) years of services with differences (1.00) being in favor of participants with (1-4) service years group. The second difference is noticed between (1-9) versus (10 or more) years of service groups, with differences (.51) being in favor of the first group; noting that taken individually, years of service groups were statistically insignificant including the group (1-4) years in service.

Table (17) Tukey's test Results

Category	M	Perceived Significance	Differences		
			1-4	5-9	10 or Higher
1-4	3.32	0.34	---	0.49	1.00*
5-9	2.83	0.17	0.49-	---	0.51*
10 or Higher	2.32	0.000	1.00*	0.51-*	---

11. Results

The results of the study as the following:

- There was low satisfaction level among Ministry of Tourism & Antiquities (MOT&A) regarding application of the continuing improvement of human resources strategy excluding break the ice and remove boundaries between bosses and employees; and periodic evaluation for purpose of correction rather than punishment.
- There was low satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding the application of continuing improvement of financial resources strategy excluding providing support to different tourist activities practiced by employees.
- There was a low satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding the application of continuing improvement of physical resources strategy. Results showed no statistical evidence of provisioning of stationary and other work tools easily upon demand; and providing appropriate parking lot for employee cars.
- There was low satisfaction level among the Ministry of Tourism & Antiquities (MOT&A) employees regarding the application of continuing improvement of the technological resources despite easy communication with various staff members. Due to lack of a statistical evidence, respondents were dissatisfied regarding the electronic communication with the organization.
- There was no satisfaction level among Ministry of Tourism & Antiquities (MOT&A) employees regarding the application of the continuing improvement strategy of knowledge resources.
- There is a positive effect of the application of continuing improvement strategy of each the resources studied on total quality at the Ministry of Tourism & Antiquities (MOT&A) in Jordan, where the knowledge resources were ranked first, followed by the financial, physical and finally human resources.
- There was an effect of the application of continuing improvement of human resources strategy on total quality at the Jordanian Ministry of Tourism & Antiquities (MOT&A).
- There was an effect of the application of continuing improvement of financial resources strategy on total quality at the Jordanian Ministry of Tourism & Antiquities (MOT&A).
- There was an effect of the application of continuing improvement of physical resources strategy on total quality at the Jordanian Ministry of Tourism & Antiquities (MOT&A).
- There was an effect of the application of continuing improvement of technological resources strategy on total quality at the Jordanian Ministry of Tourism & Antiquities (MOT&A).
- There was an effect of the application of continuing improvement of knowledge resources strategy on total quality at the Jordanian Ministry of Tourism & Antiquities (MOT&A).

- There were no statistically significant differences in the satisfaction level of Ministry of Tourism & Antiquities (MOT&A) regarding the continuing improvement of human, financial, physical, technological and knowledge resources by gender, job level, and workplace.
- There were no statistically significant differences in the satisfaction level of Ministry of Tourism and Antiquities (MOT&A) regarding continuing improvement strategy of human, financial, technological, and knowledge resources attributed to service years.
- There were differences in the satisfaction level among Ministry of Tourism & Antiquities (MOT&A) regarding the continuing improvement of physical resources attributed to service years, where the differences were in favor of subjects in the groups (1-4) and (5-9) service years compared with service years group (10 years or more).

12. Recommendations

The researcher recommend the following recommendations:

- Ministry of Tourism & Antiquities (MOT&A) is encouraged to apply the the continuous improvement of human resources by allowing appointment opportunities for qualified candidates, retention of professional staff, provide them with job security, and allow an employee to move to other position that best matches his/her attitudes.
- Ministry of Tourism & Antiquities (MOT&A) has to pay greater attention to continuous improvement of financial resources policies by keep adopting more uptodate salary systems that commensurate with the economic situation of employees and inflation rate, distribute rewards justly, to diversify the investments, outsource supprt for innovation, and adopt pay-for-merit standard.
- Ministry of Tourism & Antiquities (MOT&A) is also advised to adopt the continuous improvement of physical resources policy by improving the physical workplace including offices, providing liesure places for employees, medical clinics, suitable cafes and restaurants, and safety measures.
- Ministry of Tourism & Antiquities (MOT&A) need to apply the policy of continuous improvement of technological resources to ensure quick repair of damaged appliances, providing modern IT & communication technologies, high-speed Internet, providing qulaified staff to learning resource centers, improving library resources, providing labtop devices for employees as they desire.
- Ministry of Tourism & Antiquities (MOT&A) should apply the continuous improvement of knowledge resources policy by creating data bank accessible by employees to retrieve the information they need timely, develop a database for knowledge sharing, encourage decision making based on accurate data, building partnerships with other organizations, use the technologies of filing, archiving, record keeping, data collection and processing, and responding to and correct criticisms and complaints.

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