

The Importance Of Top Management Commitment To Applying Total Quality In Developing Institutional Performance

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ARTICLE INFO ABSTRACT

The study aimed to identify the concept of Total Quality as a modern administrative approach to the Management Science. Also, its importance to all service and productive organizations and the extent of the importance of Management Commitment to applying Total Quality as one of the most important dimensions of total quality, in addition to identifying the benefits of applying Total Quality in improving and developing institutional performance. The researcher relied on the descriptive inductive scientific method. In the process of collecting data and theoretical information, depending on peer-reviewed journals, scientific theses, studies, research, references, and Arab and foreign scientific books, the study reached a set of results, the most important of which is the Management Commitment to applying Total Quality Management. It will lead to improving institutional performance in all departments of the institution. It will lead to increased effectiveness and employees' efficiency, thus reducing functional deviations and reducing errors in reaching the desired goals. Top Management must pay more attention to improving the application of Total Quality Management because of its ability to have a positive and effective impact on levels of institutional performance.

Keywords: Total Quality - Institutional Performance - Top Management.

Introduction

In light of the developments that the world has witnessed in the last two decades, it has become necessary for organizations to strengthen their competitive position, increase and maintain their market share to ensure their continuity and reach a high degree of mastery and professionalism in work. Moreover, they will raise their level of performance to ensure that they reach the desired hope, adapt to rapid changes and keep pace with local and international developments and achieving the highest possible levels in practices, processes and outputs, whether in the form of goods or services. Organizations will not be able to achieve this except by adopting one of the most important and most prominent vital and effective administrative approaches, which is Total Quality Management. It is considered a modern administrative concept that appeared in the second half of the twentieth century as an effective means to bring about radical changes in the philosophy and method of work. This approach has come to be seen as a basic criterion for improving and developing levels of functional and organizational performance, which is reflected in the organization's ability to use its resources efficiently and produce outputs that are consistent with its goals, compatible with the client's expectations, and meet his needs and desires.

From this point, this study focused on the importance of Management Commitment and support in applying the principles of Total Quality in its various dimensions to improve and develop institutional performance, to ensure that it achieves success, uniqueness and continuous excellence.

Literature Review

Studies in Arabic:

(Abu-Elrous and Idris, 2022) "The Role of Total Quality Management in Improving the Levels of Institutional Performance: An Applied Study on Electricity Distribution Companies in Palestine."

The study aimed to identify Total Quality Management and its role in bettering the standard of Institutional Performance in electricity distribution companies in Palestine.

It depended on the Descriptive Analytical Approach and the questionnaire tool was used and distributed to all employees in the companies, they were /370/ workers, the number of valid questionnaires were /305/ for analyzing them via the (SPSS) program. The study concluded that the fact of applying TQM achieved a high approval rate of (75.72%) as it is the case for the level of Institutional Performance that achieved a high approval rate of (73.93%) and there is a intense positive correlation between TQM and the level of Institutional Performance, and the presence of an influence of the dimensions of Total Quality Management (Top Management support, continuous improvement, customer focus, making decisions relied on information) on levels of Institutional Performance.

(Khader, 2020) "The Impact of Quality Management Practices on the Performance of the Irbid Chamber of Commerce from Employees Point of View (Case Study)"

The study aimed to determine the effect of Total Quality practices through examine its dimensions (Commitment and Support of Top Management, Focus on Beneficiaries, Employee Empowerment, and Continuous Improvement) on the performance of the Irbid Chamber of Commerce in Jordan through its workers' opinions.

The researcher used a comprehensive survey method for the study population and distributed, a questionnaire consisting of 42 paragraph, on the study sample consisting of 41 individuals. Statistical Analysis was conducted to reply on the study's questions and test its hypotheses. The study concluded that there is an influence of Total Quality Management Practices (Focus on the Beneficiaries, Continuous Improvement) on the Performance of the Irbid Chamber of Commerce. The study also inferred that there is no impact of the dimensions (Commitment and Support of Top Management, and Employee Empowerment) on the Performance of the Irbid Chamber of Commerce.

Studies in English:

(Jimoh et al, 2018) "Total Quality Management Practices and Organizational Performance: The Mediating Roles of Strategies for Continuous Improvement"

The study aimed to determine the relationship nature and the impact of Total Quality Management Practices and Strategies on Institutional Performance using Continuous Improvement Strategies.

The research relied on the Descriptive Analytical Approach. The research community consists of medium and large construction companies in Nigeria. The research sample includes 155 companies. The data collection tool was the questionnaire. The study concluded that Total Quality Management practices have a significant impact on Organizational Performance. The study also concluded that leadership commitment and the method that used to operate the institution affects human resources, which plays a key role in implementing the operations approach used by determining its inputs and outputs. Which results in high-quality services leading to sustainable Institutional Performance.

(Kanapathy et al., 2018) "The Impact of Soft TQM and Hard TQM on Innovation Performance: The Moderating Effect of Organizational Culture"

The study aimed to determine the relationship between soft and hard quality on creative performance and organizational culture.

The research relied on the Descriptive Analytical Approach. The research community consists of institutions that have implemented ISO 9000 in Malaysia, and the research sample includes 106 company managers. The questionnaire was used as a tool to collect data, and the study concluded that creativity is affected by applying Total Quality Management practices, both soft and hard. In addition to the positive impact of these practices on the performance of companies in product innovation, researchers have also shown that the culture of institutional creativity has a stronger influence on process-related TQM practices than on organizational TQM.

Commenting on previous studies, we note that the majority of previous studies that dealt with the topic under study focused on the relationship between Total Quality in its diverse dimensions and Institutional Performance. However, in this study the importance of commitment by management to implementing Total Quality was focused on, not just concentrated on adopting quality as a modern administrative approach to achieve success and excellence in the organization.

Research problem

Administrative methods in many organizations still largely reflect the bureaucratic approach in management, which in turn was reflected in the exacerbation of administrative problems, the poor services provided, and the

decline in their performance. Despite the fact that many organizations realize the importance of adopting the concept of Total Quality Management to develop institutional performance, improve productivity and achieve uniqueness in the business environment. However, there are various factors that must be present for the success of applying this modern approach to management, such as organizational culture, infrastructure, and the extent of management's readiness and commitment to adopt this approach and work to adapt the organization's approach to Total Quality Management. The problem of the study lies in the extent of Management Commitment by applying the principles of quality and supporting them within the organization to raise the level of performance, increase efficiency and effectiveness, and achieve competitive advantage, and not stopping at adopting the Total Quality approach as a work method within the organization only theoretically. The problem of the study can be expressed through the following questions:

- Will Management Commitment to applying Total Quality principles lead to developing the organization's institutional performance and achieving success and uniqueness in the business environment?
- To what extent does Top Management Commitment to applying Total Quality principles affect the efficiency, effectiveness and productivity of employees in organizations?

Research Purpose

This research aims to:

1. Identify the concept of Total Quality as a modern administrative approach to Management Science and its importance for all service and productive organizations.
2. Identify the importance of Management Commitment to applying Total Quality as one of the most important dimensions of Total Quality.
3. Identify the benefits of applying Total Quality in improving and developing institutional performance.
4. Identify the most important challenges facing the application of the foundations and principles of Total Quality.

Research Terms

Top Management: It is the administration responsible for the comprehensive performance of the organization as a whole or its main parts, for monitoring the external environment and political, economic, social, cultural, technological, and legal variables. It is also responsible for developing strategies and taking decisions that affect the general policy of the organization in the long term. (Mansour, 2017, 8)

Total Quality: The method or means through which the organization can continuously improve performance at all levels of work, through the optimal use of available human and material resources. (Shati, 2017, 32)

Institutional Performance: It is the sum of inputs and outputs that result of the interaction of the integrated system of management processes and its components with the internal and external environment within the organization to achieve its organizational goals efficiently and effectively. (Abu Samra, 2017, 13)

First: Total Quality Management:

TQM is one of the most pioneering intellectual and philosophical concepts that has attracted widespread attention from specialists and researchers who are particularly concerned with developing and improving service and productive performance in various institutions. Institutions seek to raise the level of Total Quality Management through effective contribution to the administrative and organizational system with all its elements in achieving investment efficiency of available resources. So that it contributes to achieving the organization's goal, which is focused on achieving optimal gratification for the final consumer by providing goods and services of the required quality to customers.

The Concept of Total Quality Management

The concept of Total Quality Management is considered one of the relatively modern administrative concepts, as writers and researchers have been interested in for more than 3 decades ago. To give a definition of the concept of Total Quality, it is necessary to review some of the opinions of writers and researchers in this regard. Where the scientist Hoster defines Total Quality Management as one of the modern approaches to managing business organizations, based primarily on quality, through the participation of all employees at their various levels for achieving success and excellence in the long term by achieving customer and employee satisfaction at the same time (Khader, 2020, 16). As it was defined by (Alfatlawy, et al., 2021, 224) "A comprehensive concept that includes practices, tools and techniques related to quality that are organized within a coherent framework and are based on Top Management with a focus on human resources with the aim of achieving continuous improvement in every part and process of the organization to ensure fulfillment of added value to satisfy and retain customers".

(Abd Alaziz, 2020, 75) also defined it as the systematic method for participating in planning and implementing the process of continuous improvement of the facility. This method focuses on satisfying the customer and meeting his expectations, determining and identifying problems, increasing the sense of belonging among employees, and supporting the idea of participation in decision-making. Through Total Quality Management, analytical tools such as flow charts, statistical maps, and follow-up maps are applied in order to collect data on multiple activities within the facility.

Al-Samarrai also described it as “An integrated administrative method and organizational culture, a contemporary administrative approach, or a modern philosophical approach. It is an administrative philosophy, a strategic approach, and a mean of change management, aiming to transfer contemporary requirements into patterns of thinking and action that are compatible with the surrounding environment and contemporary and future requirements” (Al-Samarrai, 2019). , 75)

Despite the many previous definitions, in their summary, they focus on giving a new concept of Total Quality, which carries dimensions and characteristics that distinguish it from traditional management, whether in terms of organizational structure, orientation and philosophy, nature of responsibility, and type of control.

The Importance of Total Quality Management

The importance of Total Quality Management is a comprehensive and integrated approach that is flexible and susceptible to change, it has become one of the necessary and important elements in light of the current of globalization and intense competition. It has become necessary for organizations to focus on all aspects to withstand and survive in this competition. Whether it is related to the quality of the goods or services they provide, or their price, in reducing its costs, or increasing the level of safety, and other important matters, The reason for its increasing importance is due to several factors, such as the globalization of the market and technological developments that were the reason for the development of techniques for the increasing production of goods and services, the inefficiency and ineffectiveness of partial non-integrated methods in improving management methods, (Abd Elhaq, Farouk, 2021, 6). Where the foundations and rules are represented in (Reducing costs and increasing profitability by intensifying the efforts of employees in reducing errors and the percentage of waste, (Al-Damen, 2018, p190). It also works to improve and develop the overall performance of the organization, enhance the level of its production efficiency, activate the targeted business to ensure stability and growth in the markets, and always striving to satisfy all beneficiaries and improve the institution's reputation in their eyes (Al-Fayad, 2020, 39)

The importance of Total Quality Management for employees lies in (Defining the role of each individual in the organization, which provides a work environment that supports and encourages them to be creative and innovative and increase their productivity rates, as well as encouraging them to put forward ideas and proposals to improve, develop and simplify their work procedures and methods, clearly define responsibilities, training them to work in a team spirit, raising the level of trust between them and the beneficiaries, measuring their performance easily according to specific and clear standards to avoid bias and injustice, in addition to raising the level of cooperation and understanding between the organization's departments, and facilitating problem solving and decision making effectively). This would lead to enhancing the levels of performance and efficiency of employees, thus ensuring a high degree of satisfaction among them, and enhancing their belonging and loyalty to the organization. (Al-Qahtani and Shuaibi, 2022, 119)

Top Management Commitment as One of the Dimensions of Total Quality Management

Management must be aware of its responsibilities towards new global changes (partnership, globalization, economic blocs, etc.) and the resulting intensity of competition. The concept of Top Management is represented by individuals who are at the highest administrative levels in the organization and who are primarily responsible for drawing up the general policy of the organization. It is responsible for forming work teams to implement quality plans and empowering these teams (quality circles) with broad powers in the field of achieving goals and their tools used in implementation (Samida, 2019, 190). Decisions related to quality are considered strategic decisions; therefore, the commitment of Top Management in supporting and developing it, and activating the movement of those responsible for that are among the basic tasks which undoubtedly lead to the success of the targeted system. (Sagher, Almarhdy, 2024, 119) confirm that the commitment of Top Management is represented in the following aspects:

- Creating a culture that supports the implementation of Total Quality Management.
- Creating jobs and designing internal processes that express the organization's mission.
- Preparing and formulating a Top Quality plan.
- Motivating and encouraging individuals to strive for Continuous Improvement.
- Paying attention to education and establishing effective training centers.
- Reducing the gap between different levels of hierarchy in the organization.
- Building long-term relationships with suppliers and customers.

Top Management of any organization committee to continuous improvement in order to keep pace with developments and changes and adapt to them, This is done by setting operating rules, which in turn are a set of practical measures that are taken with the aim of improving work. What distinguishes these effective rules in applying continuous improvement in management is that they are the best and easiest way to accomplish work, increase the experience and efficiency of employees, and provide clear standards to measure their performance, and making others feel needed and important so that they are able to contribute to achieving goals. (Felmban, Alsharief, 2020, 156)

Second: Organizational Performance

Performance is considered the main axis around which organizations focus their efforts, as it constitutes one of the most important goals of the organization. The efficiency of the performance of any organization, regardless of its field of work, depends on the efficiency of its human resources that perform their functions effectively. Evaluating the performance of employees is considered one of the main functions that management must carry out. In order to coordinate and cooperate between all employees and managers and achieve complete satisfaction.

The Concept of Organizational Performance

Organizational Performance can be referred to as the result of the performance of a series of processes and functional activities that occur within the organization and are performed by employees in accordance with the support and positive climate provided to them by the institutional environment in order to provide the best possible value to the customer who is considered the substantial goal of the business process (Al-Daradkeh, 2018, 45)

Institutional Performance is defined as studying and analyzing employees' performance of their work and observing their behavior and actions during work in order to judge the extent of their success and level of competence in carrying out their current work and also to judge the extent of the possibility of growth and development in future and the ability to bear greater responsibilities. (Qarash , Habal, 2019, 4)

The Concept of Performance does not only include the results component (outcomes of behavior), but rather focuses on what the employee produces, or the outputs resulting from the employee's work. In addition, there are two types of additional characteristics of behaviors, the first is evaluative (judging the behaviors whether they are negative or neutral or positive), while the second characteristic of performance is multidimensional that means there are different types of behaviors that play a role in achieving organizational goals. (Naasani, 2020, 163)

(Al-Anazi & Hatf) points out that institutional performance "is considered the integrated system of the organization's business output in light of its interaction with the elements of its internal and external environment," and it includes the following elements:

- ❖ The performance of employees in their organizational unit.
- ❖ The job and what provides as work opportunities.
- ❖ The position that includes the organizational environment of work climate, supervision, resources, administration systems and organizational structure. (Al-Anazi, Hatf, 2019, 47) Institutional Performance is the result of both individual performance and the performance of organizational units, in addition to the effects of the economic, social and cultural environments on them. According to the presence of large external factors that go outside the scope of the institution's management and are necessarily reflected in its performance, it was necessary to pay attention to measuring institutional performance and traditional measurement of performance.

The Importance of the Process of Measuring Institutional Performance

The importance of Institutional Performance lies in the fact that it is a reflection of the extent of the organization's ability to exploit its human and material resources in a way that makes the organization able to achieve its set goals on the one hand, and improving institutional performance is closely linked to both the concepts of efficiency and effectiveness on the other hand, (Abdulahdi, 2021, 110). Institutional Performance is taken an important place within the organization, whether at the educational, cultural, service, or commercial level, as it is considered the final outcome of the organization's activities, and through it the organization becomes more distinguished, viable, stable, and continuous, and it is closely linked to the life cycle of the organization in all its various stages from the stage of emergence to the stage of survival, then the stage of stability and reputation, and finally the stage of leadership and excellence, that is for what it achieves by contributing to the continuity of the organization and achieving the vision and mission, and it expresses the success of individuals in carrying out the tasks assigned to them and knowing the latent and available capabilities of the workers (Al-Ahmari, 2021, 163).

Efficiency and Effectiveness as One of the Dimensions of Institutional Performance

Efficiency:

It is the good and optimal use of available resources or the ability to use inputs. The project's ability to achieve the greatest possible amount of required goals using the least possible amount of resources so the project that achieves its goals is an effective project, and a project that uses the least possible resources is an efficient project if both are achieved, the project is productive.

Measuring efficiency:

If competence is relied upon to make effective decisions, there is no problem in the process of effectively measuring the level of performance, as performance levels can be measured, then one or more evaluation tools are used to record performance levels. In fact, the majority of institutions rely on previous performance levels in predicting what performance will seem in the future. These are the simplest procedures that can be used, but others may use them for advanced tests or evaluation centers to judge performance.

Indicators for Measuring Efficiency:

Performance efficiency indicators vary and their relative importance excels according to the type of systems prevailing in the country economically, politically and socially, and in line with the set goal that the owners of the institutions wish to achieve and achieve, the chosen indicators must be appropriate to the nature of the production unit goals that is the subject to evaluate. Performance efficiency standards can be summarized as follows:

Productivity Standard: Productivity is an important indicator for projects on how they are using their resources. To achieve the best results, it is useful to measure them to identify symptoms of deterioration and correct the defect, if any. It is a relationship between the inputs and outputs of the production process. (Al-Ahmari, 2021, 176)

However, considering the difficulty of measuring all inputs to express total productivity, employers tend to control its measurement as an indicator of the efficiency of one element of the production process to determine the contribution of each input element to the value of products, which is expressed in partial productivity.

Customer Satisfaction: Economists have agreed that the customer is the one who determines quality and loyalty, on the other hand, quality is what achieves customer satisfaction, which leads to increased competitiveness of organizations. Getting to know the beneficiaries, identifying their needs, and trying to satisfy them by providing services equal to or exceeding your expectations is one of the main axes of the Total Quality Management approach, as excellence is one of the basic ideas based on this approach. This means that organizations rely primarily on the desires, needs, and expectations of the beneficiaries with taking into account the data and information returned by them. (Al-Qahtani, 2020, 69)

Effectiveness:

Regarding the concept of effectiveness, it means the relationship of what has been achieved in terms of goals compared to what was planned. Effectiveness is a measurement tool that is used where the difference between reality and what is planned is known. If the result of evaluating the organization's actual achievement with what is planned exceeds what is expected, the organization was able to achieve its goals with unparalleled effectiveness, but if the difference between employees is negative, the organization's performance here can be judged as unprofessional and weak. (Adel, 2022, 2)

Therefore, when we examine the above-mentioned concepts, we find that they all focused on the first part of the production process, which is the institution, which includes individuals, the management method, as well as the evaluation method. However, what has been ignored here is the second part of the process, which is the most important and on the basis of the success or failure of the product is judged who is the client. Therefore, when we talk about management style, the way of its performance, and the way of its evaluation, we must ask ourselves the following question: Why is all this being done? (Abu Nabaa, 2020, 32), this is in order to obtain the satisfaction of the targeted customer and convince him of the necessity of purchasing the product or service provided, but to reach this point, the product provided must be characterized by the most important characteristic in the sales process, which is quality.

Employee Productivity as One of the Dimensions of Institutional Performance

In the beginning, Productivity is defined: the best performance that can be achieved by the best available and possible means, it expresses a production standard for a work, whether if this work is provided by an individual or a group of individuals. (Dawaji, 2020, 42)

Productivity is defined as achieving the greatest possible amount of output with a specified number of inputs. Productivity = output system / input system. (Mustafa, 2019, 28)

Management focuses on employee participation and motivation them in order to achieve the organization's pre-set goals by exerting their best efforts and submitting constructive suggestions and ideas, overcoming resistance to change and stimulating their creative abilities to discover and find problems before they occur, and providing appropriate solutions to them if they are discovered. The process of motivating and improving employee productivity plays a major and important role in contributing to improving quality by allowing employees to make appropriate changes in their work, and to make the necessary decisions to provide them with the opportunity to be creative and innovative in modern work methods and manners derived from their experience and knowledge in their field of work.

The concept of employee productivity has become one of the most important competitive strategies at the present time, whether in production or service institutions. Employees are the competitive pillar through which any institution can take important steps by increasing its productivity and performance by improving and developing employees and focusing on their training.

Employee productivity is an economic and administrative concept with high value, as it is considered an important indicator of the success of any institution and an important indicator for verifying the possibility of applying Total Quality Management practices, as it is based on the most important element of total quality and one of the elements of achieving the goals of any institution, which is the human element.

Research Methodology

The researcher relied on the inductive descriptive scientific method in the process of collecting data and theoretical information. He relies on peer-reviewed journals, scientific thesis, studies, research, references, and

Arab and foreign scientific books, aiming to form a perspective on the subject of the study and starting from it to reach the results and ensure the validity of the proposed hypotheses.

The Importance of the Study

Theoretical Importance: The theoretical importance of the research is to provide a theoretical framework on the necessity of committing to applying Total Quality in organizations in order to raise the level of institutional performance. This study also contributes to providing researchers and scholars with information to direct their future research towards the variables of the study.

Practical Importance: The researcher expects that the results and recommendations of the current study will provide a clear vision of the important points that management must commit to applying to improve the level of performance in the organization and achieve competitive advantage in the business environment to gain customer loyalty.

Results & Discussion

The researcher reached the following results after reviewing the variables related to the research:

1- Management Commitment to applying Total Quality Management will lead to improving Institutional Performance in all departments of the organization and at all stages of work, thus achieving the desired goals.

2- Management Commitment to applying Total Quality Management will lead to increasing the effectiveness and efficiency of employees, thus reducing functional deviations and reducing errors in reaching the desired goals.

3- Management Commitment to applying Total Quality Management will lead to improving and increasing employee productivity, and thus increasing the organization's profits.

Recommendations

According to the results reached, the researcher presents a set of recommendations, which are:

1. Top Management should pay more attention to improving the application of Total Quality Management because of its ability to have a positive and effective impact on Institutional Performance levels.
2. Set clear, written and announced policies related to the quality system, and meet the requirements for obtaining an international quality certificate and registering it.
3. Work to create an administrative unit within the organization specialized in total quality (directorate or department), to ensure monitoring the implementation of quality principles and adherence to them.
4. Ensure that you ask for customers and beneficiaries' opinions regarding the level of quality of current and new services, constantly evaluate this, take their opinions seriously, and work to achieve the highest levels of satisfaction for beneficiaries.
5. Increase the participation of employees at all administrative levels in the decision-making process, increase their participation in activities to improve ways of doing business, and prepare the necessary plans to improve quality, to enhance their sense of satisfaction and belonging to the organization.
6. Working to provide an appropriate environment that includes the material, financial, human and information capabilities, work systems and appropriate mechanisms to implement effective systems for Total Quality Management and improve the level of Institutional Performance.

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