



The Impact of Total Quality Management on Improving Institutional Performance: A field study in the General Directorate of Education at the Holy Karbala Governorate

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Abstract

The study aims to improve the role of organizations by focusing on the principles of Total Quality Management (TQM) as one of the most effective methods for establishing institutional performance. In this research, a descriptive approach is used to express the variables of total quality management. It is represented by focusing on customer auditors, employee needs, staff improvement of operations, administrative needs for competition and institutional performance. The research is based on the opinions of The research sample consisted of 100 people employees in the General Directorate of Education at the Holy Karbala.

The research problem was identified in answering the following questions: What is the impact of total quality on the institutional performance in the General Directorate of Education in The Holy Karbala? Is there an effect of the employees' needs as a dimension of the overall quality dimension on the institutional performance in the General Directorate of Education at Holy Karbala?

The research aims to achieve several objectives. It aims to identify the impact of employees' needs on the institutional performance in the General Directorate of Education at Holy Karbala, to identify the influence of governmental and technological needs on the institutional performance, and to identify the impact of work focus on institutional performance. The study depend on the five-point of Likert scale in designing the questionnaire. Statistical methods such as correlation coefficient are used to determine the relationship between variables and extract as standard deviation, the arithmetic mean, and others. The equations are extracted by using the computer program (SPSS, V, 22). The research presents a set of conclusions that confirmed that TQM has a positive link and impact on the institutional performance in governmental organizations.

The researchers recommend the following:

- Reducing routine work and shorten operations.
- The Commitment to the institutional description
- The distribution of powers in proportion to the institution's situation and public interest.

Introduction

TQM is one of the new management concepts that depend on a set of ideas, principles and values that any organization can apply. These principles seek to achieve the best possible performance, provide the best services, increase profits, and improve their reputation in the internal and external market. There is a significant increase in the number of companies and institutions of all fields and activities. The highest levels of satisfaction for employees and customers can be fulfilled through satisfying their needs and desires according to the plans and strategies that appreciate customer satisfaction as the main goal of the organization. The happiness of many stakeholders, including consumers, suppliers, and other parties, plays a crucial role in determining a firm's survival, success, and sustainability. Hence, it has become essential for enterprises to prioritize completing many components and processes of comprehensive quality, with the ultimate goal of achieving widespread international recognition and approval. On a worldwide scale, the progression towards globalization can be facilitated by implementing a comprehensive set of quality standards that exclusively endorse

enterprises demonstrating exceptional performance in their products and services. The significance of Total Quality Management (TQM) lies in its status as a pivotal instrument that huge corporations have utilized to gain a competitive edge over their rivals. To enhance and advance all facets of the business towards achieving the utmost quality in its goods and services, it is imperative to produce superior goods and deliver exceptional services. Total Quality (TQ) encompasses a methodology or system that involves implementing significant transformative changes with a focus on promoting positive outcomes. The term "it" encompasses all the many procedures within the institute. The modifications include cognition, actions, principles, organizational ideologies, managerial frameworks, leadership styles, work processes, and performance metrics.. The pursuit of all organizations is to achieve excellence that is reflected in the overall performance and on the overall results achieved by the organization. The importance of the relationship between the application of TQM and institutional presentation in service institutions is evident, which is the main idea of this research.

Research problem:

The educational segment is one of the utmost significant and vital segments in Iraq because all sectors depend on it. The educational outputs are inputs for all sectors without exception. This matter requires comprehensive quality. However, it is noticed that the educational sector suffers from a weakness in the overall provided quality. This weakness is directly affected the organizational performance. Therefore, the research problem can be formulated with the following question: Are administrative leaders aware of the size and importance of quality and institutional performance and their great role in establishing a perfect institution?

The importance of the study:

The importance of the study comes from the importance of total quality management, considering that total quality standards are global standards that are measureable. According to the employment of the TQM system, the importance of the study lies in its ability to measure institutional performance, especially in the educational sector. Additionally, the importance of this study is represented by the lack of studies related to the measurement of institutional performance. Most of the studies focus on service quality and other variables. The importance

of the study is also evident by presenting results and recommendations that help improve performance and application in the service sectors, especially in the educational one.

The objectives:

It identifies the effect of TQM on the institutional presentation in the General Directorate of education at Holly Karbala. It emphasizes the following sub-goals:

A- It aims to identify the impact of focusing on clients of institutional performance in the General Directorate of education at Holly Karbala.

B- It pursues to classify the impression of employee needs on institutional performance in the General Directorate of education at Holly Karbala.

C- It aims to identify the effect of improving operations on the institutional performance of the General Directorate of education at Holly Karbala

C- It aims to recognize the influence of the focus of administrative needs on the institutional presentation in the General Directorate of education at Holly Karbala.

The hypotheses:

What is the impact of TQM on the institutional presentation in the General Directorate of education at Holly Karbala? This question is divided into the following questions:

1- Is there a link or effect to the focus on customers as a dimension of the overall quality of the institutional performance in the General Directorate of education at Holly Karbala?

2- Is there a link or effect to the focus on the needs of employees as a dimension of the overall quality of the institutional performance in the General Directorate of education at Holly Karbala?

3- Is there a link or effect to the focus on refining processes as a dimension of the overall quality of the institutional performance in the General Directorate of education at Holly Karbala?

4- Is there a link or effect to the focus on axis administrative needs as a dimension of the total quality of the institutional performance in the General Directorate of education at Holly Karbala?

The concept of TQM:

There are numerous attempts to define TQM. The definitions that have formed it, its distinct concept and philosophy in modern management are numerous. Yet, we are in need of a specific and comprehensive definition.

TQM can be considered as the most important and most pioneering intellectual concepts that have apprehended the wide attention of interested people, specialists, commissioners, researchers and academics who are interested in developing and improving production and service presentation in various organizations. In this regard, the role of the Japanese administration and its decisive role in this regard cannot be hidden. In the early eighties and late nineties of the century, it had a clear and important role in providing high-quality goods at the lowest costs through the use of TQM method on a large scale in numerous construction and provision fields (Hammoud, 2000, p.71).

Qasim Naiyf Alwan defines it as an administrative approach that requires the full commitment of the top management (Alwan, 2005, p. 80). Emphasis is placed on the quality of management in all the philosophies of the integrated intellectual approach that depends on the satisfaction of consumers as the most important goals pursued by the organization. In the long term, there is a joint accountability between organization and workers for continuous improvement of all happenings at the organizational level.

Though, Omar Wasfi Aqili defines it as a modern management philosophy that takes the form of a comprehensive management system that aims to bring about positive, and comprehensive changes in everything within the organization(, 2001, p. 31). These changes include thinking, behavior, values, organizational beliefs, managerial concepts, managerial leadership style, work and performance systems and procedures. It also aims to develop and improve all the mechanisms of the organization to reach the highest quality in its outputs of goods and services at the lowest cost. It aims to achieve the maximum degree of customer satisfaction by

sustaining their desires and needs. This leads to achieve a strategy of customer satisfaction that has to be realized. The goal of the association are one and the success of the organization and its survival depends on the satisfaction of the customer and everyone who deals with him such as suppliers and others.

The dimensions of TQM:

1- The focus on the customer: It includes the maintenance of the existing customers and the gaining of a new customers. Also, it identifies the external and internal customers and determine the needs and desires of clients. It also includes the customers' opinions when developing new products and following up or resolving their complaints.

2- The focus on improving operations: it includes the organization's ability to analyze the required activities to provide the best services, reduce the number of steps followed, and cancel lost activities, that do not add any value to the service or product.

3- The focus on meeting the needs of workers: it includes training and qualification of workers, participation of workers, and motivation of workers.

4_ The focus on the administrative needs of competition: it includes the emphasis on strategic planning and continuous improvement by studying the market, market share, competition and prices, following up on changes in the needs and desires of consumers, and developing long-term plans to ensure the quality of service provision (Tarawneh, Belbeisi, 2002, p. 22)

The objectives TQM

TQM aims to:

1- Increase all elements of the group.

2- Increase the organization's efficiency in excel and excel over competitors and satisfy customers.

3- Increase the competitiveness of the organization.

4- Increase the flexibility and movement of the group with the variables.

5- Increase the capacity for continuous growth.

6-Increase the profit and improve the organization's economies.

7- Ensure the continuous and comprehensive improvement of all the economies of the organization (Al-Selmi, 2001, p. 40).

8- Accomplish the tasks for the client with the least necessary time.

9- Develop the spirit of team-cooperation and the performance of all employees in order to benefit from all energies and all employees of institutions. (Ahmad, 2014, P.30)

The importance of TQM:

The importance of Total Quality Management is evident through the followings:

1- It contributes to the decision-making process and problem-solving.

2- It achieves a competitive advantage under competitive conditions.

3- It enables the administration to study clients' needs and fulfill those needs.

4- It reduces costs and increases profitability.

5- It controls obstacles that hinder employee performance by providing a high quality product.

6- It obtains some international certificates such as 9000ISO.

7- It develops a sense of group unity and working as a team.

8- It increases the association of employees with the institution and its products and objectives.

9- It improves the institution's reputation in the eyes of clients and employees (Abdel Mohsen 1996, p. 120).

Institutional performance

Introduction

The effectiveness of any organization is related to the efficiency of the human factor and its ability to work because it is the effective and influential element in the use of the available material resources. Management depends on the human factor in exploiting results and vindicating the use of available physical and human possessions. The individual who is satisfied with his job or profession accepts it and be happy with it. This is one of the institutional satisfaction data that increases productivity. The opposite occurs in the state of dissatisfaction, which is represented by maladjustment, boredom, boredom, resentment and frustration. A person who carries positive attitudes towards work reflects a state of contentment. However, a person who carries negative attitudes towards work reflects a state of dissatisfaction with his work. When people talk about employee attitudes, they often mean job satisfaction (Al-Attiyah, 2003, 103).

Accordingly, administrative agencies drives to work with vitality and activity, which is the subject of employee performance appraisal. This issue holds high importance in the administrative process. It makes the heads follow the duties and responsibilities of their subordinates continuously and pushes the subordinates to work effectively. It also appears through improving employee performance and development and adopting this calendar as a means of determining periodic rewards and bonuses. It is a tool to reveal training needs and a means of judging the validity of selection, appointment and training policies, and an objective basis for drawing these policies (Abu Sheikha, 2010, 332).

The concept of organizational performance:

Institutional performance is one of the most important axes of professional work in any field of jobs. when the environment is dominated by fairness, equality and performance, it is logical to take its owner to a prominent position in his organization (Al-Salami, 2001, 209). Organizational performance refers to the degree of achievement and completion of the tasks constituting an individual's job. This reflects how the individual fulfills his or her institutional requirements. There is a difference between performance and effort. Voltage refers to the

circulated power of performance measurement that based on the results. (Muhammad, 2005, 209). There are those who view institutional performance as “the individual's use of his capabilities, skills, information, and experiences to carry out specific job activities and achieve results consistent with organizational goals” (Abd al-Muti, 2012, 178)

The definitions of employee performance:

Institutional performance can be defined as the employee's accomplishment of the work or tasks and responsibilities entrusted and assigned to him by the organization and the effort to which his job is related. (Jab Allah, 1995, 71)

It can also be defined as an effort made by an individual to start with the capabilities and awareness of the employee of his real role to reach the degree of achievement and completion of the tasks that make up the job of the individual (Sultan, 2004,105). It is the conversion of organizational inputs, such as raw materials, semi-manufactured and machinery, into outputs that consist of goods and services with specific technical specifications and rates (Al-Sawaf, 1999, 76).

Institutional performance can be characterized as the performance exhibited by persons within an institution who are regarded as a strategic resource capable of generating value and attaining competitiveness via effectively utilizing their abilities. According to Aishosh (2011, p. 63), "job performance" pertains to the extent to which an individual completes the tasks associated with their employment. According to Muhammad Hassan (2000), the above statement also signifies how an individual meets the obligations set forth by their respective institution (p. 215). It is "the performance of individuals for the various activities and tasks that make up their work. The performance of individuals can be measured in three partial dimensions: the quality of the effort exerted, the amount of effort, and the type of performance." (Ashour, 2005, p.25)

The importance of institutional performance:

The activity of the institution depends on the performance of its employees. If they accomplish their tasks and perform their work in the required and planned manner by the management, this will lead the organization towards achieving its desired goals such as growth, expansion and survival. When the performance is under the required level, this will constitute a major obstacle

for the institution in achieving its goals. The importance of institutional performance is according to the followings:

1- Institutional performance has a great importance in any institution since it is a means of achieving accomplishment and advancement, and the final product of the outcome of all activities approved out by an individual or institution. The organization will be more stable and long lasting when the presentation of the employees is excellent. Additionally, the importance of institutional performance is due to its association with its different life cycle represented in (the period of launch, survival and continuity, stability, reputation, pride and distinction, and the stage of leadership). The ability of the institution to skip a stage of growth and enter a more advanced stage depends on its level of recognized presentation. (Sabiha, 2010, p.64)

2- Presentation is the key constituent of the procedure. It is the living fragment of it because it is related to the human being (the human element) who runs the process and turns the raw materials into valuable factory materials. The materials are sold at a value higher than the value of the used materials and the effort expended to produce them and achieve profit. Therefore, the stability of the cost of materials and the activation of the human element makes us reach the objectives of the institution with the best effectiveness, best capacity, lowest cost and more profit. (Al-Sharif, 2004, p. 55).

The importance of the concept of performance:

In all the organizations, every manager pays a great attention to the performance of the workers under his leadership, because performance is not considered a measure of the capabilities and motivation of each individual only. Yet, it is a reflection of the performance of the department and the administration itself. Unfortunately, performance and its importance have always been a source of concern for the official organization. This led officials to increase their pressure on their subordinates to work to improve performance levels. This may be an explanation for the lack of interest of the subordinates, and their resistance to the attempts of their superiors to raise the level of performance due to their feeling that the necessity of well performance is something imposed on them and does not stem from themselves. The issue of performance still occupies the first place in terms of its importance. There are many reasons that justify the lack

of clarity of each manager, from the point of view of the official organization. The most important of them are the following:

a. The first stage of the life cycle of any organization requires the ability to survive “the Survival Stage.” The importance of this stage is evident in emphasizing the advanced capitalist societies that are characterized by rapid technological development and intense competition. We find that the main burden on every organization is how to meet the challenges of survival, and confront others successfully .

b. The survival phase is not sufficient by itself. This should be followed by a growth stage. Organizing is just like a child. He is born helpless and completely dependent on his parents so that he can survive. However, the child grows and hardens his return and becomes more independent on himself and less dependent on others over time. Accordingly, the problem of organizing will not continue in the form of a struggle for life, but it will take a new form, which is growth.

c. The Stability Stage requires the organizational capabilities to maintain a certain level of growth and to ensure its stability in the face of any shocks or economic fluctuations, whether local or international. There is a proverb that says there is nothing better than success but success. This means that the stability of the organization at a certain level always pushes it to try to reach a higher level of stability. Thus, the organization supports its stability.

The last stage of the life cycle of any organization is the stage of leadership, which means that the organization takes a pioneering role of leadership in its field of activity and becomes an influential factor in its whole society. This is the stage, the decisions of the organization have wide repercussions in its field of activity and other economic activities. For example, there are three main car companies in the United States of America: General Motors, Ford and Chrysler. General Motors is the largest of the three companies in terms of organization, production and sales. It has been able to take a pioneering leadership role in this type of industrial activity. As a result, both Ford and Chrysler did not dare to define and announce the increase in the prices of their car production during the new year until General Motors had determined and announced the increase in their prices first. In one year, Chrysler Company identified and announced the increase in its prices first, and General Motors and Ford did not respond to it. As a result,

Chrysler suffers from a huge financial loss, and the prices of some other commodities, such as refrigerators, ovens, washing machines, electrical appliances, and the movement of financial transactions in banks depends to a large extent on the new price levels and businessmen's expectations of the extent to which consumers buy new cars at new prices. From this example, it becomes apparent that the pioneering role of leadership that an organization can assume does not limited to its field of activity, but it includes all many other economic activities. How can any organization successfully overcome these stages in its life cycle? There is no doubt that the answer depends on the (performance) of this organization, no more (Suleiman, Hanafi 2005).

The types of performance:

Performance is classified into three categories: situational performance, task performance, and adverse or confrontational performance.

1- Situational performance: It is all the behaviors that work indirectly in transforming and dispensation the core processes in the organization and these activities work in shaping both the cultural and the structural weather. Performance, which is not an additional role, but rather outside the scope of the main job tasks. It depends on the condition in which the operations are being processed. (Gibbs, 2004, P.123)

2- Tasks performance: It is all the behaviors that work to accomplish essential operations in the organization, as well as all the presentation that works directly or indirectly in the implementation of the organization's operations, such as direct production of properties and facilities, record and sales. (Evans & Charlie, 1999, p.8)

3- Adverse performance: It is a negative behavior that differs from the previous two categories, such as delay at work dates or absence, abuse, ferocity, and the spirit of revenge and attack. (230. P, 2004, Kiyoshi).

The elements of organizational performance:

Organizational presentation consists of a set of fundamentals. The main fundamentals are the followings:

1- The amount of the performed work: This refers to the amount of work speed and the amount of work that the employee can accomplish in normal circumstances.

2- The type of effort: It is the amount of the employee's knowledge about the work he is doing, his desire and abilities, and his ability to organize and device the work without making errors.

3- Perseverance: It is the employee's ability to assume responsibility at work and accomplish work on time, seriousness and dedication. It also means the extent of employee's need of leadership and course by supervisors.

4- Information of job necessities: This includes practical and specialized skills, general knowledge and general background about the job and related fields (Soliman, 2006, 182).

Institutional performance measures:

The performance of employees can be leisurely through the followings:

1- The pattern of performance: It is a measure of the way in which a solution or approval of a specific problem is reached. It is the way in which work actions are showed.

2- The type of exerted effort: It is the degree of conformity of the exerted effort to a specific quality requirement. It also indicates the level of quality achieved in the achievement of work. In some businesses, production is matched to the required specifications, focusing on the quantity or speed of performance. The attention is on the degree of error-free performance.

3- Performance rates: The evaluators increase the employee's efficiency to know the employee's competence at work in terms of quality. The quantity measurement is prepared by comparing the employee's work done with the specific rate scale to be reached during a specific period of time..

4- The amount of exerted effort: It refers to the measurement of mental and physical energy, or speed in performing work that an separate expends at work during a certain period of time (Sultan, 2004, 175).

5- Motivation: It is the action that results from the combined effect of three behaviors: the level of exerted effort, the choice of performance, the continuation of the persistence.

The process of performance appraisal is an important process in the life of every employee. This process must be honest, objective and purposeful in order to bear fruit and change the employee's behavior bitterly. The consequences of this procedure affect the future of employees and their vocations as it has an impact on promotions and incentives. It has other benefits that reach the highest ranks in the organization or vice versa. It may have a negative impact in terms of discounts, warnings and violations that may amount to dismissal from the job (Al-Sawaf, 1999, 125).

First: Local Studies:

1-The Doki's Study (2006):

The Reality of TQM in the Ministries of the Palestinian National Authority in the Gaza Strip

The study aims to identify the reality of implementing Total quality management, the level of employees' awareness in the ministries of the Palestinian Authority, and the level of practicing the its components in light of its implementation. The researcher concludes that the general trend towards employee participation in applying the concept of TQM is medium. There is a high tendency among workers in ministries to focus on the clients. There is a lack of staff awareness about the process of implementing total quality management, which is attributed to the Ministry's failure to develop a plan to define and apply its basic concepts. One of the most important recommendations reaches by the researcher is the necessity to adopt a national strategic plan, based on professional foundations, to be adhered to by all successive governments. By doing so, the effects of political instability is reduced.

2. The Saeed's Study (2004):

The Impact of Implementing TQM on Rationalization of Decision-Making: An Empirical Study on Algerian Banks

This study aims to identify the extent of the commitment of banks, the research sample, to the application of total quality management and the extent of their success. It also aims to know the degree of rationality of the decision taken in those banks that have adopted a quality

program. It determines the nature of the relationship between the rationality of the taken decision and the success of implementing TQM. The results proves that there is a strong association between the statistical significance and aforementioned variables. The results indicated a low level of manger's satisfaction with the budget allocations related to spending on training needs and identification activities. The results also indicate that most of the banks do not have effective communications. Bank managers realize the importance of cooperation, feel a commitment to work, and prefer to work in a team spirit. The employees' consciousness of the notion of total quality is essential and one of the most important requirements for the success of the application of TQM. The researcher recommends the necessity to focus on employee participation in setting goals and making decisions. Applying the principle of employee participation within a wider scope helps to a large extent in setting more precise goals. It also enhances self-commitment by employees towards achieving the goals that they themselves participates in setting.

3.Al-Muammar study (2014):

The Relationship of TQM to Employee Performance in Palestinian Universities in the Gaza Strip

This study aims to identify the relationship between TQM and the institutional presentation of administrators working in Palestinian universities in the Gaza Strip. The research finds that the degree of application of TQM in Palestinian universities in the Gaza Strip is not high, reaching 68.8%. However, the level of institutional performance is positive and high. This percentage is about 68.27%. There is a strong positive relationship for all areas of total quality management in Palestinian universities (Gaza). This study presents its recommendations on unifying the concept of total quality and its basic elements for all parties in Palestinian universities, its objectives, and how to implement them by all employees.

4. The Bundakji 's study (2003):

Contemporary Trends in Education and Training on TQM in Jordanian Insurance Companies: A Contemporary Study

This study aims to investigate the opinions of managers and their deputies at the top of the organizational pyramid of Jordanian insurance companies. It also aims to define their orientations related to education and training on total quality management, which has become one of the main approaches and basic elements of the components of modern service, commercial and industrial companies' strategies in the world in general and in Jordan in particular. The researcher concludes that all working managers and employees in Jordanian insurance companies are fully aware of the importance of quality. The researcher recommend establishing a center for education and training on total quality management, and inviting all employees of Jordanian companies to join these programs and benefit from them.

Second: Foreign Studies:

The Study of Durani Bilal and Sabeeh Ullah:

The Effect of Leadership on Employees Performance in Multinational Pharmaceutical Companies in Pakistan 2011

The research aims to find out the effect of leadership on the performance of workers in multinational pharmaceutical corporations in Pakistan. It evaluates leadership behaviors depending on of five key components: transparency, motivation, teamwork, challenge encouragement, and attendance. The questionnaire is distributed to 50 leaders, averaging 10 leaders from each company. The study includes 5 companies. It finds the strong positive relationship of effective leadership. 85% of leaders encourage challenge and discrimination at work.

Section two: Data collection tools

The Alpha Cronbach coefficient for the total of 29 questions is 0.88. This is a statistically acceptable consistency and the result of very high statistically acceptable values.

First: - The validity and reliability of the scale

Table No. (1) of Alpha Cronbach transactions

The scale	Alpha-Cronbach coefficient of dimension	Alpha-Cronbach coefficient for scale
First: Total Quality Management		0.87
1-Focus on clients (customers)	0.77	
2. Focus on the needs of workers (employees)	0.75	
3. Focus on improving processes	0.65	
4. Focus on the administrative needs of the competition	0,78	
Institutional performance		0.77

All Alpha Cronbach's transactions are statistically acceptable, which indicates the validity of the questionnaire.

Second: - Pearson correlation coefficient

Table No. (2) shows the Pearson correlation coefficient of dimensions and variables:

The scale	Pearson correlation coefficient	Relation type
First: total quality management	0.433**	Weak expel relationship

1-The focus on clients (customers)	0.335**	Weak expel relationship
2- The focus on employees' needs	.179	Very weak expel relationship
3- The focus on improving processes	.292**	Very weak expel relationship
4. The focus on the administrative needs of the competition	.542**	Average expel relationship

Third:-

The simple regression equation is used in order to distinguish and clarify the type of relationship between the dimensions of total quality and institutional performance. The above table shows the Pearson association coefficient between the dependent capricious and the autonomous inconstant. It has a high value of R. 433a and a modified coefficient of determination of 0.187. In other words, the variables explain the value of 19% of the resulting variance. The standard error of estimation is 0.464. This is a amount of the accuracy of predictions. We note that the value of sig is b000 which is less than 0.01 and the importance of b2.088 statistically significance. the greater the attention paid to the overall quality dimensions, the better the institutional performance increased.

Table No. (3) shows the relationship of simple linear regression between quality management and institutional performance:

The explanatory variable	R	R ²	R	F	F significance	B	T value	T significance	Contrast amplification factor	Standard error
Retractable variable	0.19	.433a	0.18	17.99	.000b	2.09	5.02	0.00	0.00	
							4.24	0.00	1.00	0.464

Table No. (4) illustrates the relationship of simple linear regression between customer focus and institutional performance:

The explanatory variable	R	R ²	R	F	F significance	B	T value	T significance	Contrast amplification factor	Standard error
Retractable variable	0.12	.435a	0.101	9.86	.002b	2.912	9.726	0.000	0.000	
							3.1	0.002	1.000	0.485

							41			
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The simple regression equation is used in order to know and clarify the type of relationship between customer focus and organizational performance. The above table shows the Pearson correlation coefficient between the dependent variable and the independent variable. It reaches a high assessment of R. 335a with a value of the modified coefficient of determination 0.112. This means that the variables explain 11% of the resulting variance. The standard error of the approximation is 0.485, which is a measure of the accuracy of predictions. We notice that the value of the sig is .002 b, which is less than 0.01. The B value is 2,912 statistically substantial. The better the customer focus is the higher the corporate performance.

Table No. (5) shows the relationship of simple linear regression between focusing on employee needs and institutional performance

The explanatory variable	R	R2	R	F	F significance	B	T value	T significance	Contrast amplification factor	Stand error
The retractable variable	0.335	.179a	0.02	2.59	.112b	1.00	1.00	1.00	1.00	
							1.00	1.00	1.00	0.506

The simple reversion calculation, as shown in the above table, was used in order to distinguish and elucidate the type of relationship in focusing on the needs of workers depending on the

Pearson correlation coefficient between the dependent flexible and the self-governing adjustable. It attains a high value. R. 179a is valued at a modified coefficient of determination of 0.032. This means that the variables explain the value of 3% of the resulting variance. The standard error of the estimate is 0.506, which is a measure of the accuracy of predictions. We notice that the value of sig is .112b which is smaller than 0.01. B-values is 1,000 statistically noteworthy, focusing on employee needs, as institutional performance increased.

Table No. (6) illustrates the relationship of simple linear regression between focusing on improving processes and organizational performance.

The explanatory variable	R	R2	R	F	F significance	B	T value	T significance	Contrast amplification factor	Standard error
The retractable variable	0.085	.292a	0.073	7.252	.009b	2.897	7.999	0.00	0.000	
							2.693	0.009	1.000	0.492

The simple regression equation is used to recognize and illuminate the type of relationship and the focus on improving the processes. The above table shows the Pearson association coefficient between the dependent variable and the independent variable. It has a high value of R. 292a with a modified coefficient of willpower 0.085. This means that the variables explain an 8.51% value of the resulting variance. The standard error of the estimate is 0.492, which is a measure of the accuracy of predictions. We note that the value of the sig is .009b which is

smaller than 0.01. The value of B is 2.879 statistically significant. The greater the focus on improving the processes, the higher the institutional performance.

Table No. (7) illustrates the relationship of simple linear reversion between concentrating on improving processes and organizational performance:

The explana tory variable	R	R ²	R	F	F signific ance	B	T val ue	T signific ance	Contra st applica tion factor	Slande red error
The retracta ble variable	0.2 94	.54 2a	0.2 85	32.4 93	000b	1.8 87	5.4 62	0.000	0.000	
							5.7 00	0.000	1.000	0.432

The simple regression equation is used to distinguish and simplify the type of connection between the motivation and the governmental needs. The above table shows the Pearson correlation coefficient between the dependent variable and the independent variable. As it reaches a high value of R., the variance and the average mistake of the estimate is 0.432, which is considered a measure of the accuracy of the predictions. We note that the value of sig is .000b, which is less than 0.01 and the value of B was 1.887 statistically significant.

Conclusions

- 1) The ratio of the Alpha Cornbach, (0.88), indicates a high stability of ratio.
- 2) Emphasis must be placed on accepting the principles of TQM due to its positive impact on institutional performance in governmental organizations

3) Awareness and culture must be spread at all administrative levels in the organization, relying on employee participation and fact-based decision-making to support institutional performance.

4) There are statistically significant differences between the principles of total quality management and institutional performance.

Recommendations

The researchers recommend the followings:

☐ Investing the available energies is compulsory to develop institutional performance and improve productivity in light of the application and principles of total quality management .

☐ The inevitability of adopting training programs bases on total quality management to improve the institutional performance of all employees, and build a good relationship with customers and directorate staff.

☐ The necessity of improving operations is made by relying on comprehensive quality standards to achieve customer satisfaction.

☐ It is essential to reduce routine work and shorten operations.

☐ Commitment to the institutional description is requisite.

☐ The distribution of powers is in proportion to the institution's situation and the public interest.

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