The Reality of Total Quality Management in the Iraqi Ministry of Education

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Abstract

The aim of this research is to verify Total Quality Management (TQM) in the two general directorates of education in Baghdad, namely Rusafa - 1 and Al-Karkh - 1. Which are responsible for setting primary and secondary schools. The author adopted the descriptive approach. A survey was conducted to investigate the implementation (TQM) for the academic year 2019-2020 in six main categories by both directorates was sent to a sample of directors and head of divisions. These categories include leadership, operations management, human resources, training, oversight and community partnership.

Eighty of the directors and head of a divisions responded to the survey and the findings indicate these conclusions; there is a lack of interest by the senior management in both directorates in applying TQM and in community partnership as both these measures received lowest degree of weighted average. The latter indicates the lack of interest by senior management to an important element.

It is noted from the answers of the research sample that all the questions got low and close weighted average, and this is an important indicator of the lack of interest in total quality management by the leadership in the two directorates General of Education. Based on conclusions these findings, this research propose two main recommendations. Formulated Firstly, the directorates need engage with the stake holders (students, parents, community and relevant ministries in the decision making process. Secondly, senior managers need to engage with, motivate and facilitate with the employees to create a culture that promotes and rewards creative thinkers and problem solvers.

Keywords

Management, Total Quality, Ministry of Education.
Introduction

The emergence of the tremendous global challenges facing organizations such as globalization, information technology, e-government, the Internet, the knowledge revolution and quality management systems, as well as the accelerating economic, social political and technical changes affecting the performance of organizations led to change the role of the administrative process from the traditional role to adopting scientific methods in using resources to improve performance and improve the level of service provided, which prompted it to reformulate the functions of management in light of the new data so that it can meet the needs and desires of the community and the beneficiaries.

In view of the specificity of the service that distinguishes it from the product and methods, it was necessary for the organizations to search for the means and methods to ensure that they can obtain the best results, which is to meet their needs and desires in order to preserve them. Its growth and development depends on its ability to continue to perform its activity effectively.

Research Problem

The research problem centers on studying the extent to which the departments and divisions of the two general directorate of education in Baghdad, Rusafa / 1 and Al-Karkh / 1, apply comprehensive quality management standards that are compatible with the nature of their work, as well as determining the reality of the outputs that reflect the level of performance of these two departments.

As these two directorates need to adopt methods that enable them to reconcile between achieving their goals and values and raising the level of their performance to provide services that are in harmony with the needs of students, students and their parents and achieve their satisfaction and the satisfaction of society as a whole, as these two directorates serve a wide class of our students and students who desperately need their services.

The two public administrations researched face great challenges in responding to developments, and exploiting opportunities resulting from change that ensure continuous improvement to eliminate randomness. And rely on the foundations and standards of management and interconnected and productive processes in planning performance to complete the work. And optimal uses of available resources in orders to achieve quality and meet the needs of the beneficiaries of its services and achieve their satisfaction.
The research problem can be summarized by the following question.

- What is the reality of implementing Total Quality Management in the two General Directorates of Education in Baghdad, Rusafa / 1 and Al-Karkh / 1.

**Research Aims**

**The Research Aims to Identify**

1. The extent to which the General Directorates of Education apply comprehensive quality management standards
2. Identifying the effectiveness of Total Quality Management and its contribution to effecting the development of the performance of the two General Directorates of Education (Rusafa 1 / Al-Karkh 1).

**Research Importance**

1. Total quality management is one of the modern administrative topics capable of achieving competitive advantages and continuous development of the performance of organizations in an environment characterized by rapid and successive changes.
2. The need to adopt a comprehensive system that brings together the elements and components of total quality management on superior bases that achieve efficient capabilities in facing the external changes and conditions surrounding them.
3. The success of the concept of Total Quality Management in achieving many positive results in many global and regional institutions that worked on adopting this concept and applying it.
4. Educational organizations contribute to the advancement of society, as intellectual, civilizational and scientific development is based on them and in building an integrated and interconnected society through which the individual's life is organized with his conscious thought in all areas of life and its continuation in a smooth and comfortable way.

**Research Limits**

1. Spatial boundaries: directors of departments and heads of people in the two general directorates of education, Baghdad, Rusafa / 1 and Al-Karkh / 1.
The Theoretical Side

Quality

It means better quality, and it is a relative concept that differs according to the different beneficiaries, whether it is the customer, designer, community or organization (Al-Barwari, 2000), as it depends on the philosophy adopted by the researcher and his vision of how the product can be made to their satisfaction in determining what quality is. In order to know what quality is, some definitions should be explained, as the American Society for Quality Control (ASQC) defined it as "the total sum of the advantages and characteristics that affect the ability of a product or service to meet specific needs" (Dilworth, 1992), (Juran) defined it as the suitability of the product for use (Evans, 1993), while (Grosby) defined it as "compatibility with requirements" (Russal & Tayler, 2009), and while quality of service was defined (Al Darrakah, 2008) "It is the quality Expected or perceived by the customer, and it is the main determinant of his satisfaction or dissatisfaction, and it is one of the main priorities for organizations that want to enhance the quality of their services."

It is noted from the above definitions that it focused on the quality of the product or service equally, with the exception of the last definition, which focused on service only. Quality can be defined as the ability of the organization to use the means or distinctive method in providing the product or service in an innovative way that distinguishes it from the rest of the organizations that enables it to achieve satisfaction customers"(Garvin) affirms that service quality consists of eight components (performance, conformity, value, features, tolerance, expected quality, reliability, and serviceability) (Tawfiq, 2006), and Table (1) shows quality measures for product and service.

Total Quality Management

"A process that includes the entire organization from the supplier to the customer and confirms the commitment of the management to exist as a continuous mentor throughout the organization that leads to excellence in products and services important to the customer." (Heizer & Barry, 2001).

It has also been defined as a quality-based strategy aiming to reduce costs to achieve excellence (Juan & Vicente, 2006).

As for the British Institute for Standards, it is defined as an administrative philosophy that includes all the activities of the organization through which to meet the needs and
expectations of the client and society, and achieve the goals of the organization as well in
the most efficient and least expensive way through the optimal use of the energies of all
workers with a continuous drive for development (Jawda, 2009).

While (Terzec, 2017) defined it as "a systematic approach to management with a view to
continually improving quality that will exceed client expectations."

It is noted from the definitions that there is a difference between researchers and
administrators in defining what quality management is Some consider it a philosophy,
strategy, process, or style, but it is agreed upon A necessity for organizations that aim to
achieve growth, success, competition and the optimal use of resources with Reducing the
costs of waste or mismanagement, The following definition can be given Total Quality
Management is a management philosophy and a comprehensive approach based on the
principle of optimal use of resources Available to the organization in the best possible
ways, with the aim of maximizing its benefits to the maximum extent possible.

The organization can improve performance in a way that leads to adding positive benefits
to all stakeholders that enable it to continue and stay first, develop and compete secondly.

The Basic Ideas of TQM

The basic ideas of TQM have received great attention from researchers and academics,
but there is no general agreement and acceptance by everyone of its elements, so every
researcher has a special vision about it, but they agreed that it is a set of effective
management practices that contribute to improving the quality of the performance of
organizations.

1-Commitment and support of the leadership: The support and commitment of the higher
management in the success of the comprehensive quality management has an effective
role, as it is responsible for directing and encouraging the organization, supporting and
supporting employees, and allocating sufficient resources to enhance training activities to
improve performance and achieve quality (Al-Ajili and Al-Hakim 2009).

Alimat (2004) noted the importance of leadership role is in achieving TQM by giving
employees' confidence, reducing the number of administrative, supervisory levels and
changing traditional role of management from police supervision to guidance and training
as well as making quality primarily for all administrative and technical activities. The
commitment of senior management to total quality management requires leadership to
train basic concepts of philosophy of quality management in order to benefit from its
advantages, allocate necessary resources and make changes to achieve the success of TQM and improve performance of employees within them through rewards and training (Fadlal-lah, 2015).

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It's important role for leadership is in achieving TQM by giving employees' confidence, reducing the number of administrative, supervisory levels and changing traditional role of management from police supervision to guidance and training as well as making quality primarily for all administrative and technical activities. The commitment of senior management to total quality management requires leadership to train basic concepts of philosophy of quality management in order to benefit from its advantages, allocate necessary resources and make changes to achieve the success of TQM and improve performance of employees within them through rewards and training (Fadlal-lah, 2015).
2-The vision or plan: It is the driving force to adopt the behaviors and values that lead to leading the process of change forward, and the intention is to reach the values and goals that they aspire to. Workers can participate in the decision-making process in a manner consistent with the goals and the organization should have a long-term vision and a comprehensive quality design (Kanji & Asher, 1993), and to achieve the vision there should be detailed plans supported by it (Mann, 1992). The quality policy is derived from the organization’s vision of quality as well as the contribution of all levels to the development of the vision and the quality policy (Meredith & Shafer, 1999).

3-Customer satisfaction: It can be defined as any person or "organizational unit" that performs a task for him, he is a customer, and one of the employees of the organization may perform a task for others as he is a supplier and another is a customer. Thus, the word customer here has expanded its concept from its current meaning, as the customer is internal "within the organization" and may be external "outside the organization." Total quality management aims at the correct performance that serves the customer, both internal and external, and on this basis, bearing the responsibility of quality from any individual in Organization is one of the basics of the approach to total quality management (Tawfiq, 2004).

4-Control: is the use of methods and activities to improve the quality of a product or service. It includes the integration of methods and the activity associated with it and is represented in:

- Specifications of the product or service Design a product or service to meet specifications.
- Production or construction to meet the full meaning of the specifications.
- Usage review to provide information to review specifications if required Examination to determine conformance with specifications (Butterfield, 1995).

5-Operations management: In order for any organization to effectively implement a quality management system, it must adopt the operations approach as a basis for reaching its goals, as it needs the following steps.

- Determine the processes necessary for the quality management -system determine the sequence of these operations.
- Determine standards and methods to ensure the effectiveness of these processes ensure the availability of necessary information to monitor these operations
measuring and analyzing these processes. Take measures to achieve continuous improvement of these processes.

The process entrance allows creating a system that is in line with the customer's requirements. Moreover, reaching this goal should be linked to the effectiveness of the quality management system (Tawfiq, 2008).

6-Training: An organized, continuous and scientifically based activity aimed at strengthening the competencies of workers at various organizational levels, expanding their knowledge and skills, and directing their behavior towards achieving the goals of the workers and the organization simultaneously (Al-Salam and Saleh, 2000).

Search Procedures

To achieve the objectives of the research, the following procedures were followed:

1. Selecting an appropriate sample from the research community, and since the community is the department directors and the heads of the people in two general directors of Baghdad Education Al-Karkh / 1, and Al-Rusafa / 1 that are affiliated to the Ministry of Education.
2. Building a tool characterized by honesty and stability through which a study can be made to identify the reality of excellence management.

The accurate identification of the research sample is considered a very important issue in order to move towards the main goal of the research. Therefore, the study sample included taking the opinions of (15) department managers from each of his directors, so that the total number (30) head department and (25) head of division from each directorate to become the total number (50) head of the Division, they were chosen randomly and as shown in Table (1).

<table>
<thead>
<tr>
<th>Name of Governorate</th>
<th>Head of department</th>
<th>Division Head</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baghdad- Al Rusafa 1</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>Baghdad- Al Karkh 1</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
<td>40</td>
</tr>
</tbody>
</table>

Research Methodology

The researcher adopted the descriptive approach, and this approach is one of the research methods adopted in educational research. It focuses on describing what is now in the
educational process, knowing that it is not limited to collecting and classifying data, but rather proceeds to some interpretation of this data and its connotations.

The Study Tool

In order to obtain a comprehensive and in-depth analysis of the research topic, the questionnaire was used with the aim of identifying the opinions of a sample of department directors and heads of departments, and identifying the priorities of the problem and the critical variables that in order to obtain a comprehensive and in-depth analysis of the subject of the research, the questionnaire was used in order to obtain the opinions of a sample of department directors and heads of the people, and to identify the priorities of the problem and the critical variables that need to be paid more attention, as well as collecting data and information. Data collection was based on two types of questionnaires as follows:

A closed questionnaire: When preparing some of the paragraphs contained in the closed questionnaire, he relied on the open questionnaire, as well as the literature and studies related to the topic. The questionnaire contained an introduction explaining the name of the research and instructions regarding the answer to its paragraphs. The questionnaire also consisted of (30) items distributed into six axes, the first axis was devoted to questions that concern leadership, while the second axis included training, while the third axis was concerned, while the fourth axis was devoted to operations management, and the fifth axis dealt with (human resources), And the sixth axis (community partnership).

The questions were distributed according to the main axes, where the first axis included (4) questions, while the second axis consisted of (4) questions, while the third axis consisted of (7) questions, while the fourth axis included (7) questions, the fifth axis contained (4) Questions, the sixth axis (4).

Validity and Stability Tests

There are multiple methods and methods for finding the validity of the questionnaire, and the researcher relied on finding the validity of the questionnaire on the apparent validity by presenting the tool to a sample of specialized arbitrators to ensure the validity of the paragraphs of the questionnaire.

In order to ensure the validity and reliability of the answers contained in the questionnaire, they were subjected to another test aimed at ensuring the accuracy and transparency of the data that will be obtained from the questionnaire.
1. Stability: Consistency is one of the good and commonly used test methods, and it means obtaining the same results in the event that the questionnaire is redistributed to the same sample and used under similar conditions.

- Method of retesting: The questionnaire was distributed to a random sample from the study population consisting of (10) department director and (20) division head, and after (15) days the questionnaire was redistributed to the same sample, and when calculating the correlation coefficient between the two answers, it reached (0.84), indicating This ratio indicates that there is a high coefficient of stability between the two answers.

2. Honesty: It is the root of the reliability coefficient and is calculated as follows.

$$\text{Honesty: } \sqrt{\text{Constancy}}$$

And since the reliability coefficient that was extracted under the retest method is (0.84), the validity of the questionnaire reached (0.92) and this is a good and high validity ratio.

**Distribution and Collection of the Questionnaire**

After verifying the stability and validity of the questionnaire, the questionnaire was distributed in the areas covered in the study. The process of distributing and collecting the questionnaire took (3) months, as (900) questionnaires were distributed and all were retrieved, thus the response rate is (100%) and this response is very high.

Sixth - statistical methods:

A group of statistical methods were used to analyze the answers of the study sample, as follows:

1. Weighted average = $v1 \times k1 + n2 \times k2 + t3 \times k3$
2. Percentage weight = weighted average $\times$ 100 / Maximum score
3. Pearson correlation coefficient to extract the stability coefficient

**Presentation and Analysis of Data**

This chapter aims to present, evaluate and analyze data based on the answers of the research sample to obtain a true vision of the extent of the implementation of the Department of Excellence by the two Directorates of Education in Baghdad, Rusafa 1 and
Karkh II, as well as identifying the most influential axes to give them priority when providing solutions.

The Following is an Analysis of the Answers According to the Main Axes

Leadership

This axis consists of (5) questions and it is one of the important axes. Without the support of the higher leadership, excellence loses its intrinsic value and usefulness, and from analyzing the answers, the question (an effective system for evaluating the performance of managers) got the first rank, as it got a weighted average of (2.1) And a percentage weight of (70), either a question (clear realistic criteria in choosing managers) ranked second with a weighted average (2) and a percentage weight (67), while the paragraph (values characterized by quality and excellence) ranked third with a weighted average of (1.9) With a percentage weight (63.3), while the question (a strategic plan to achieve excellence in all areas) ranked fourth, the weighted average was (1.7) and the percentage weight (56.7), while the question (strategic vision in support of management excellence) came in fifth place. Weighted (1.4) and percentage weight (46.4). And as shown in Table 2.

<table>
<thead>
<tr>
<th>Paragraph Ranks</th>
<th>Paragraph Number</th>
<th>Paragraphs</th>
<th>Weighted average</th>
<th>percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>An effective system for evaluating the performance of managers</td>
<td>2.1</td>
<td>70</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>Clear realistic criteria for selecting managers</td>
<td>2</td>
<td>67</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
<td>Values characterized by quality and distinction</td>
<td>1.9</td>
<td>63.3</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>A strategic plan to achieve excellence in all field</td>
<td>1.7</td>
<td>56.7</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>strategic vision that supports administrative excellence</td>
<td>1.4</td>
<td>46.6</td>
</tr>
</tbody>
</table>

Training

The training axis consists of (4) Questions, and this axis is considered one of the main axes that are no less important than the other axes, as training plays an important and effective role in providing workers with the skills and experience necessary to perform their job role, and it is also an effective way to reach advanced degrees of quality and excellence in performance, As for the weighted mean measurement and the percentage weight of the sample answers, Table (6) shows the sequence of paragraphs in terms of their importance, as the paragraph (clear mechanisms for evaluating the training needs of
the workers) was ranked first with an intensity of (2.4) and a weight percentage (74.7), while the question (training programs The employees are effective on the administrative developments) and (a procedural plan to develop the skills of the workers professionally), which got an intensity score of (1.8), and a weight percentage (62.2), thus it came in the second place, while the paragraph (training programs gain employees greater skill in performance), it got the third place It reached (1.5) with a percentage weight (51.6). As for the fourth place, it was occupied by the question with a weighted average close to the previous question (the appropriate training environment increases the ability of workers to absorb and learn) amounted to (1.4) and weight percentage (46.6), as shown in Table (3).

<table>
<thead>
<tr>
<th>Paragraph Ranks</th>
<th>Paragraph Number</th>
<th>Paragraphs</th>
<th>Weighted average</th>
<th>Percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Clear mechanisms for assessing the training needs of employees</td>
<td>2.4</td>
<td>74.7</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>Effective training programs for employees on administrative developments</td>
<td>1.8</td>
<td>62.6</td>
</tr>
<tr>
<td>3</td>
<td>2</td>
<td>Training programs give employees greater skill in performance</td>
<td>1.5</td>
<td>51.6</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>The appropriate training environment increases the employees' ability to absorb and learn</td>
<td>1.4</td>
<td>46.6</td>
</tr>
</tbody>
</table>

**Operation Management**

This category consists of (7) questions, and Table (4) shows that the first place was occupied by the question (designing the main operations according to the policies and strategies of the Ministry of Education) as it obtained a weighted mean of (2.6) and a weight percentile (87.3), and the question (using indicators to measure Performance and information to determine the priorities in the completion of operations (it obtained a weighted average of (2.3) and a percentage weight of (76.5) and came in second place, while the question (the system of operations management is flexible and responsive to variables) got the third rank as it received a weighted average (2.2) And weight percentile (74.6) as for the fourth place, the question got to it (availability of mechanisms and ways to simplify work procedures, availability of clear mechanisms for obtaining feedback from workers that help in developing work). The question (the availability of clear mechanisms for obtaining feedback from employees that help in the development of the work) as it obtained a weighted average (1.7) and a percentage weight (56.3), while it came in sixth place the question (the adoption of global standards in the operations tool
such as quality management, occupational health and environmental, Health and safety) with a weighted average (1.5) and a weight percentage (52).

### Table 4 Weighted mean and percentage weight for Operations Management

<table>
<thead>
<tr>
<th>Paragraphs Ranks</th>
<th>Paragraphs</th>
<th>Weighted average</th>
<th>percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Design the main processes according to the policies and strategies of the Ministry of Education</td>
<td>2.6</td>
<td>87.3</td>
</tr>
<tr>
<td>2</td>
<td>Use performance indicators and information to set priorities in completing operations</td>
<td>2.3</td>
<td>76.5</td>
</tr>
<tr>
<td>3</td>
<td>The operations management system is flexible and responsive to changes</td>
<td>2.2</td>
<td>74.6</td>
</tr>
<tr>
<td>4</td>
<td>Availability of mechanisms and methods to simplify work procedures</td>
<td>1.8</td>
<td>60.8</td>
</tr>
<tr>
<td>5</td>
<td>An efficient communication system between various administrative levels</td>
<td>1.8</td>
<td>60</td>
</tr>
<tr>
<td>6</td>
<td>The availability of clear mechanisms to obtain feedback from employees that help in developing the work</td>
<td>1.7</td>
<td>56.3</td>
</tr>
<tr>
<td>7</td>
<td>Adopting global standards in the process tool such as quality management, occupational and environmental health, health and safety</td>
<td>1.5</td>
<td>52</td>
</tr>
</tbody>
</table>

### Human Resources

This axis consists of (7) questions, the sample responses indicated that the most influential question on the human resources axis is (determining the current and future needs of human resources according to a clear scientific methodology) and it obtained a weighted average of (1.8) and a percentage weight of (60.8) and came in the rank The second question (the availability of a system for delegating powers to the lower levels), and it got weighted degree (2) and a percentage weight (66.7), while the question (clear and announced criteria for selecting employees) ranked third with a weighted average (1.7) and a weight percentage (56.3), while it came The two questions (salaries and incentives system rewarding employees, work teams to inspire cooperation among employees) ranked fourth with a weighted average (1.6) and a percentage weight (52) Whereas the question (attracting scientific and professional competencies) came in fourth place, with an intensity score (1.5) and a percentage weight (51), while it came in sixth place (employee participation in planning processes) with a weighted average (1.4) and a percentage weight (47.3), as shown in Table (5).
Whereas the question (attracting scientific and professional competencies) came in fourth place, and it received a weighted average a (1.5) and a percentage weight (51), while it came in sixth place (employee participation in planning processes) with a weighted average (1.4) and a percentage weight (47.3), as shown in Table (5).

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>Ranks</th>
<th>Weighted average</th>
<th>Percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>2</td>
<td>66.7</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
<td>1.8</td>
<td>60.8</td>
</tr>
<tr>
<td>3</td>
<td>6</td>
<td>1.7</td>
<td>56.3</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>1.6</td>
<td>52</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>1.6</td>
<td>52</td>
</tr>
<tr>
<td>6</td>
<td>1</td>
<td>1.5</td>
<td>51</td>
</tr>
<tr>
<td>7</td>
<td>5</td>
<td>1.4</td>
<td>47.4</td>
</tr>
</tbody>
</table>

It is noted from the answers of the above sample that all the questions obtained the probable condition low and close, and this indicates that they are interrelated reasons with each other, which reduces the effectiveness of human resources in achieving excellence.

Control

This axis consists of (4) questions, the sample answers indicated that the most influential question in the axis of control is (a specific and declared financial control system) and it obtained a weighted average of (2.1) and a percentage weight of (70) and came in second place the question (the control system means with distinction and quality), and I got a weighted average (2) and a percentage weight (68), either question (objective criteria for evaluating the performance of employees) came in the third place and got a weighted average of (1.5) and a weight percentage (49), While the question (objective criteria to evaluate the performance of employees) ranked fourth, with a weighted average (1.3) and a percentage weight (45), and as shown in Table (6).
Table 6 Weighted average and percentage weight for Control

<table>
<thead>
<tr>
<th>Paragraph Rank</th>
<th>Ranks Numbers</th>
<th>Paragraphs</th>
<th>Weighted average</th>
<th>Percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>A specific and announced financial control system</td>
<td>2.1</td>
<td>70</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>The control system is concerned with excellence and quality</td>
<td>2</td>
<td>68</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>Objective standards for evaluating the performance of employees</td>
<td>1.5</td>
<td>49</td>
</tr>
<tr>
<td>4</td>
<td>3</td>
<td>Monitoring and disseminating positive behaviors in order to develop and benefit from them</td>
<td>1.3</td>
<td>45</td>
</tr>
</tbody>
</table>

Community Participation

As for the community participation axis, among table (7) the opinions of the research sample, this axis consists of (4) questions, the question (effective mechanisms for receiving proposals from service recipients) ranked first, as it got a weighted average of (1.7) and a weighted percentage of (56.7) The question (clear mechanisms for determining the needs of the recipient of the service) came in second place, and it got a weighted mean (1.5) and a percentage weight (50), either the question (community partnerships with civil society organizations) came in third place and got a weighted average of (1.4) and a weight While the paragraph (Benefiting from the potential of civil society organizations in supporting the educational process) ranked fourth, with a weighted average (1.3) and a weighted percentage (43.8).

Table 7 Weighted average and percentage weight for community participation

<table>
<thead>
<tr>
<th>Paragraph Ranks</th>
<th>Ranks Number</th>
<th>Paragraph</th>
<th>Weighted average</th>
<th>Percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>Effective mechanisms to receive proposals from service recipients</td>
<td>1.7</td>
<td>56.7</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>Clear mechanisms to determine the needs of service recipients</td>
<td>1.5</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>Community partnerships with civil society organizations</td>
<td>1.4</td>
<td>46.7</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>Utilizing the capabilities of civil society organizations in supporting the educational process</td>
<td>1.3</td>
<td>43.8</td>
</tr>
</tbody>
</table>

It is noted from the analysis of severity scores that all the paragraphs obtained low severity scores and percentage weights, and this indicates a decrease in the application of management of excellence, and this is shown in Table (8).
Table 8 Weighted average and percentage weight distributed according to the main axes

<table>
<thead>
<tr>
<th>Paragraph Ranks</th>
<th>Ranks Numbers</th>
<th>Paragraphs</th>
<th>Weighted average</th>
<th>Percentage weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>operations management</td>
<td>2</td>
<td>66.2</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>Leadership</td>
<td>1.8</td>
<td>60.7</td>
</tr>
<tr>
<td>3</td>
<td>2</td>
<td>Training</td>
<td>1.8</td>
<td>59.2</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>control</td>
<td>1.7</td>
<td>56.7</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
<td>HR</td>
<td>1.7</td>
<td>55</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>Community participation</td>
<td>1.5</td>
<td>49.2</td>
</tr>
</tbody>
</table>

Conclusions and Recommendations

Conclusions

1. It is noticed from the answers of the research sample that all the questions received low and converging meanings, and this is an important indicator of the lack of interest in total quality management by the two general directorates.
2. Lack of interest in community participation, as it received the least likely mean, and this is evidence of their neglect of an element supporting their work, which is society, which affects the satisfaction of this broad and influential segment of their work.
3. The human resource axis came in the next to last place, and it is the rarest resource and intellectual capital for any organization, as its construction requires efforts and a long time.
4. Weakness of the strategic vision, which is considered a weakness and a major defect in achieving excellence in performance.
5. The lack of an appropriate training environment that helps with learning and creativity, as most of the training courses lack appropriate scientific content
6. Weakness in objective criteria in evaluating employees, which allows favoritism and waste in selecting and motivating workers to work.
7. The lack of spreading the culture of quality among the employees, as there is a weakness in adopting and generalizing the creative, positive behaviors of the distinguished.
8. Weak interest in employee satisfaction, in addition to the lack of employee involvement in the planning process, as well as lack of a rewarding incentive system and teamwork, as well as clear criteria for selecting employees and attracting competencies.

Recommendations

1. Striving to achieve the interests of those involved, as the two general directorates are obligated to focus on responding to the needs of the stakeholders of common interests (students, students, parents, society, and relevant ministry).
2. Working with a team spirit and helping leadership for employees to participate in making change for the better and in the decision-making process, adopting creative ideas and solving problem.

3. Employing employees according to work needs and that their qualifications match the nature of the work that they perform, as well as suit the salary and bonuses with the nature of work for each job, and to put in place regulations and systems that help to control and improve performance, and to eliminate interference or duplication in decisions and work systems.

4. Paying attention to information and communication systems by updating information technology systems on a continuous basis, which helps in a continuous flow of information between all departments, and that communications between employees are easy and the continuous exchange of information.

5. Establishing a culture of quality through believing in development and change in favor of work and encouraging employees to innovate and innovate, which helps increase loyalty and belonging to them.

6. Establishing clear policies with amending these policies in the event of changing circumstances, especially in light of sudden changes in the internal and external environment, while encouraging senior management of employees to submit proposals to improve and distinguish performance.

7. Paying attention to the capabilities and skills of the higher, as there must be objective, clear and publicized criteria in choosing managers, the most important of which are fluency, flexibility and spontaneity, and that the manager has the ability to form visions, formulate strategic goals and the ability to evaluate future variables.

8. Promoting distinctive administrative practices and linking them with material and moral incentives, as higher management can honor employees based on the outstanding performance they have achieved or new creative ideas.

References

http://www.imtuoradea.ro/auo.fmte/

