

# The Extent To Which The Overall Quality Can Be Applied To University Educational Performance - An Applied Study In Iraqi Universities

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## Abstract

The important of the study lie in his particle aspect that combined both total quality management and university performance in both public and private university, which can be achieved by introducing the scientific bases that all the university must followed. The problem of the paper is that most of the Iraqi universities do not apply the total quality management tools in its performance therefore the paper focus on identifying the relationship between total quality management and university performance, the study include preparing questionnaires forms and distributed on a sample of faculty deans, their assistants, and department heads and these questionnaires were analysis using statistical program (SPSS) by frequency and percentages. In order to know the direction of each hypothesis and the evidence validity or incorrectness of the hypothesis and the extent to which the phrases coincide with the hypothesis, the following measures were used (arithmetic mean, standard deviation, and mode).

## Keywords

Application, Quality, Total Quality Management, University Performance.

## General Framework for Research

## Introduction

The institutions of higher education the Arab world including Iraqis universities suffer from deficiencies, in various aspects of its performance and its relationship to its society and has often been criticized, doubts were raised about her failure to fulfill her responsibilities in education and research and the low level of its graduates and the failure of its professors, and disturbance of intellectual currents on its forbidden. In addition, what's said about disability to connect with it society in its problems and funding and in spreading the knowledge, enlightenment and rationality in its culture and values. Its known that the qualitative transformations that take place in society with an accelerated frequency will add to the universities institutions a double responsibility as they must be able to accommodate the efforts that are given to accomplish the ambitions, in addition they must be a clear and accurate vision of what will happen in the different ranges of time, so that it is always ahead of its vision over other institutions in society. Hence, this institution must be a leader in terms of organizations and activities because it is the deepest awareness of the reality of society and the statement of its goals. Therefore, the university must be at the forefront in which to discuss new theories and discuss economic, social and educational problems and the impact of some on each other, and analyze them with political neutrality and scientific accuracy, and work to develop high competencies, the production of knowledge, and open the way for all citizens to be within the scope of sustainable education and to grant society the opportunity to face challenges and solve problems (Halawi, 2000).

**Research problem:** The problem of the paper is the failure of university institutions to adopt modern administrative methods in their university scientific performance that have proven sufficient in achieving the required results such as the philosophy of comprehensive quality management that consider acase that deserves research, study and analysis to arrive at a working mechanism that enables these institutions, especially the colleges of Diyala University, to adopt this modern management approach and this is what the current research is interested in in order to provide advanced formulas in the numbers of students and enhance the professional nature of the education profession and from here we can summarize the research problem with a number of questions as the following:

1. Do deans of universities have a clear vision of total quality management and its relationship to university performance?
2. What is the extent of applying total quality management in university performance in the universities under discussion?
3. Is there a link between total quality management and university performance?

**The research aims:** The aim of the paper is knowing the extent of applying total quality management in the university performance in the universities in question according to the gender and college variable.

### The Current Research Aims to Verify the Following Hypotheses

1. There are no statistically significant differences in the answers of the members of the research sample according to the college variable.
2. There are no statistically significant differences in the answers of the members of the research sample according to gender variable.
3. There are no statistically significant differences in the answers of the members of the research sample according to the certificate variable.

### The Current Search is Limited to the Followin

1. Spatial boundaries: Diyala University, Yarmouk University College, and Mesopotamia University College in Diyala Governorate.
2. Human frontiers: faculty members, including faculty deans and their assistants, department heads who are at the level of a teacher up in the faculties under discussion.

### The Current Research Community

Is represented by the faculty members, including the deans of colleges and their assistants, department heads who are ranked as a teacher up in the universities under discussion, and there are 1507 professors of the total of the universities under study. A stratified sample was chosen from the research community, amounting to 221 singles, and the sample was distributed in proportion to the numbers of faculty members at various scientific levels, as follows.

**Table 1 Distribution of the research sample to faculty members at the different scientific levels of the universities under study**

State		Number	Percentage
Sex	Male	130	%59
	Female	91	%41
	Total	221	%100
Educational level	PHD	131	%59
	MA	90	%41
	Total	221	100%
The college in which he studies	Scientific	140	%64
	Humanities	81	%36
	Total	221	%100

### The Theoretical Framework of Research

## **The Concept of Comprehensive Quality**

The concept of quality has shifted from the evaluation of industrial goods and products to an educational term for education, depending on its importance, so educational institutions strive to provide the best services, which made interest in quality important in the modern period in educational institutions, and it became a term for educational service, and the orientation towards quality became an advantage for the educational institution, and became Education devices use quality as the standard for an educational product (Ahmad, 2007) .

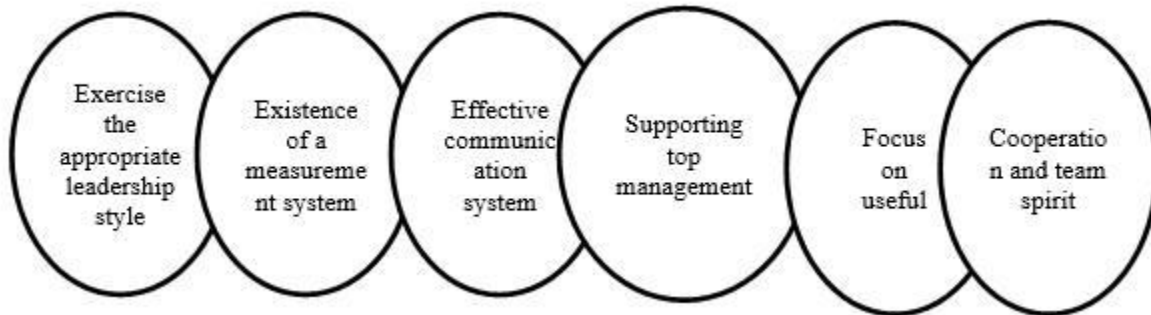
Modern trends have emerged in the field of education that dealt with various aspects of the educational process by describing society as a means to face those developments and their complexities. The concept of total quality in education in the nineties of the twentieth century, total quality promised the trend of the twenty-first century in the management of productive and service institutions in general and education and its systems in particular until quality became the life and culture of the era (Atiyah, 2008).

## **Requirements for Applying Total Quality in Higher Education Include**

- 1- The responsibility of senior management in universities and colleges: These responsibilities involve several axes:
  - A- The comprehensive quality policy is part of the university's general policy, and the president of the university, the dean of the college, and the agents responsible for implementing and fulfilling the desires and expectations of its students.
  - B- Regulating the responsibilities and powers of all university employees in which a clear job description is specified.
  - C- Availability of qualified and trained qualified personnel who are able to review and evaluate work activities.
- 2- Monitoring the educational process inside the university: This means preparing academic schedules and allocating rooms for them, the system of evaluation followed with students and employees, the method of holding departmental and college meetings, the college's internal regulations, and methods of scientific supervision. (Ahmed, 2007).
- 3- Quality procedures and systems: The quality system must include control of all methods and activities that may affect the quality of educational services, noting that the quality system is appropriate to the size of the university and its material and human capabilities.
- 4- Planning the quality of education: A quality plan must be prepared in order to ensure that the quality policy and its objective objectives are covered.
- 5- Internal and continuous quality review: This would lead to continuous improvement

of operations and quality (Mustafa, 2005).

As for (Jawdat, 2004), he sees that the Quality Requirements are as shown in Figure No. 1:



**Figure 1 Quality Requirements**

**Benefits of applying quality education in educational institutions:** - The application and use of quality principles and concepts cannot receive the attention of senior management unless the application and use of these principles have certain benefits, the most important of which are- :

1. Adjusting and developing the administrative system at the university as a result of the clarity of the tools and the determination of responsibilities.
2. Upgrading the level of students in all physical, mental, social, psychological and spiritual aspects.. (Macrobert, 2017).
3. Meet the requirements of students, parents and society.
4. Providing an atmosphere of understanding, cooperation and sound human relations among all workers.
5. Enabling the administration to analyze problems with the correct scientific methods, and deal with them through corrective and preventive measures to prevent their occurrence in the future (Abu Mallouh, 2003).

### **The Application of Total Quality in Iraqi Universities**

In the early 1980s, Baghdad University established a department to evaluate university performance in order to ensure quality in its colleges in terms of inputs, processes and outputs, and in 1992 the Ministry of Higher Education developed an accurate system for quality control to measure and evaluate university performance and the calendar file for university performance was built on an analysis and extrapolation of educational reality and experiences Iraqi in the field of measurement and evaluation, and taking the calendar file into consideration, assessing the efficiency of the system (as inputs, processes and outputs) or what are also called (system areas), and evaluating the system's construction through the

following main axes: (organizational structure, ga services Ma'ia, the faculty, the student, curricula and teaching methods, scientific research, and community services). The goal of the calendar of university performance is as follows:

- 1- Determining negative indicators at the level of the university, body, college or institute and trying to find out their causes and backgrounds.
- 2- List positive indicators, encourage, motivate and generalize them at all levels.
- 3- Determining the developments that are capable of developing and raising specific qualifications at the university, body, college, and institute levels.
- 4- Marking the hierarchy of universities, institutes, colleges, and institutes.

The threshold for the standard cut-off limit was 60%. Whatever he achieves, his achievement is acceptable, and without it, his achievement will be unsatisfactory.

### **And that Determining the Level of Performance in each University Institution is Done According to Two Axes**

1. The level of university performance is determined according to the specified national standards (cut-off threshold for admission).
- 2- The location or the hierarchy of that university in comparison and differentiation with the performance levels of other Iraqi universities, whether at the general level of performance or at the sub-specialized levels. The evaluation elements were determined according to the following fields (inputs, processes, outputs) and set the evaluation criteria for each of the file elements and special weights.

Perhaps the most prominent evaluation indicators that the evaluation file dealt with in Iraqi universities are - the organizational and administrative structure - university services - students - the teaching staff - curricula and teaching methods - scientific research and cultural exchange - community services, and according to the indicators the quality of the performance of Iraqi universities was verified as of 1992 In 1998/1999, the formation of the Supreme National Authority for Quality Control, consisting of a number of experts specializing in measurement, evaluation, and educational management. Rat has been classified and arrange Iraqi universities and to identify strengths and weaknesses of indicators (performance increases and glorious, 2008).

### **Quality Barriers in University Education by**

- 1- Lack of adequate allocations to implement the comprehensive quality program.
- 2- The departments were not convinced of the philosophy of total quality and not adopting them because of their weak belief in the feasibility of change.
- 3- Commitment to logos only without the actual application of the total quality philosophy.

4- The stagnation of laws and regulations, the emergence of red tape, and administrative corruption in administrative policies.

5- Centralization in educational policy making and decision-making at the university.

6- Lack of qualified cadres in the field of total quality management. (Dripp, 2009).

Among the above are obstacles that hinder the success of this concept and factors that do not help in understanding this method and its awareness of the success of the application process at Diyala University, as it is necessary to understand these obstacles and objections that prevent its success as well as knowing the problems and finding solutions to them, in the forefront of avoiding administrative centralization in The progress of operations at the university, the presence of broad barriers between the higher leaders and the rest of the university's employees, as well as the lack of resources and material and human capabilities sufficient for horizontal expansion in the university and that it is still early for this expansion, which needs a lot of preparation and capabilities and it is worth Attention is to create competent administrative leaders and trained and qualified cadres that can accept and understand the concept of quality and its content.

## University Performance

Often confusion or overlap between performance and effort occurs, as effort refers to the energy expended, while performance is measured based on the results achieved by the individual. The definition of performance is a "measure of results," and he answers a simple question: Have you completed your work? Meaning, have you done what is required of you in your work? It is determined by the level of motivation and their interaction together in the sense.

### **Performance = motivation x ability**

The definition of university performance is the ability to convert university-specific inputs such as raw materials, semi-manufactured materials, and machinery into outputs of any limited number of products with specific specifications and at the lowest cost ((Solomon, 2001).

## The Importance of University Performance

There is a set of requirements to achieve the goals, which, if absent, become the end without any purpose. Any measure of the effectiveness of university performance must link its actual performance with the levels that were defined as its goals. The university performance also expresses the basic factors upon which decisions are based on the university path of the university institution as they relate to the future of the professional student who achieves the goals set and related to his university performance. (Sultan, 2003).

## University Performance Parameters

### The Professional Competence of University Performance

Professional competence is the capabilities that the university has and excels in, so that it qualifies it to occupy a prominent position in university work and to continue in it where it can be measured through three concepts:

- A- University capabilities: It is the current capabilities of university members.
- B- Skills are the use of various abilities in practice and practice.
- C- Preparations, which are the potential currently, which can be launched by providing appropriate conditions.

### Motivation for Good University Performance

The university works to obtain excellent individuals who have high capabilities and skills to apply the correct university performance and even if it works to develop these capabilities, it cannot be sure that their performance will be appropriate or appropriate and for this the university's job is to activate or stimulate the work force and university performance of individuals that It is usually referred to as motivation, that is, if a number of individuals are equal in the capabilities, skills and experience necessary to perform university work, there may be a disparity in the level of university performance as a result of their disparity in the degree of interest, sensitivity and desire to perform the work assigned to them, so they are considered the most Of motivation to perform the work. (Hassan, 2001).

### Realizing the Academic Role and Status of the University Institution

It indicates the direction the university believes it is necessary to direct its efforts in university work through it and activities and behavior that the university believes are important in the performance of its tasks and to achieve a satisfactory level of performance must be a mastery in each component of performance.

## Previous Studies

- 1- Al-Azzawi Study (2001) (requirements of the university quality management system, according to the international standard (ISO9000-2000).

The research attempted to shed light on one of the methods to improve the quality of higher education by presenting a suggested model for how to develop quality management systems in higher education institutions by adopting one of the internationally approved tools which



is international specification ISO9000 - 2000 and the study concluded that quality improvement does not happen simply by forcing workers to Thinking about quality, then adopting it is an important thing, but it is not a sufficient condition for success, that what is required is building and realizing the need for improvement in light of the available opportunities, and this requires creating appropriate systems to reach the set goals, as well as evaluating the distinguished efforts in the field of developing the quality of the exit T. (graduates and research and other scientific activities) and universities in Iraq capable of expressing doubt about the ability of the Iraqi model in the face of challenges in the way of building a sophisticated high education. (Al-Azzawi, 2001).

## 2- Saeed Study (2001) (Total Quality Management in Higher Education).

The study aimed to deepen the understanding of the topic of total quality management and its applications in higher education, in theory with a view to increasing the reader's knowledge of this administrative entrance and reviewing it through reviewing some of what was provided by the literature that was available to the researcher, related to the subject, and to identify the possibility of applying comprehensive quality standards to the colleges of the Ministry of Education Higher education in Iraq, depending on its application in the College of Administration and Economics / University of Baghdad and Al-Mustansiriya as a case study, as well as the extent to which higher education institutions in Iraq are approaching these standards.

The study methodology was the comparative descriptive approach, and the study was determined by professors and students of the faculties of Administration and Economics in the universities of Baghdad and Al-Mustansiriya for the academic year 2000 - 1999. The research sample was 52 teachers, 47% of the research community of (111) teachers, and the sample size of students (160) students increased by 8% Out of (1983) students. The results of the comparison between the faculties of administration and economics in the universities of Baghdad and Al-Mustansiriya and the tests that were conducted on those results resulted in the acceptance of the main hypothesis.

## 3- The Practical Side of the Study

For the purpose of answering the study questions regarding the possibility of applying comprehensive quality management in the colleges of Diyala University from the viewpoint of the faculty members, we review below the average answers of the study sample according to the fields of the study problem.

### **Table 2 Arithmetic mean and standard deviation for the answers of the study sample with regard to the field (the commitment of faculty members)**

S.no	Items	Standard deviation	Arithmetic mean	OK		Neutral	
				Repetition	The ratio	Repetition	The ratio
1	<b>There is a conviction and support by the college administration with the philosophy of Total Quality Management.</b>	.47301	2.6652	152	68.8	69	31.2
2	<b>The administration pursues multiple strategies to reduce or eliminate the obstacles that may arise due to the application of total quality management.</b>	.47301	2.6652	147	66.5	75	33.5
3	<b>The College Administration works to set clear and known standards for all the results of education that we aspire to in every stage of education and compare them with international standards.</b>	.47457	2.6606	147	66.5	75	33.5
4	<b>The college administration tries to make quality integrated with other management activities and functions.</b>	.47457	2.6606	152	68.8	69	31.2
5	<b>The top management in the university and colleges cooperates with the rest of the administrative levels in order to implement total quality management.</b>	.47457	2.6607	147	66.5	75	33.5
6	<b>General mean and general deviation</b>	.33234	2.6624	147	66.5	75	33.5

The results of Table (2) show that the general mean for the area of senior management commitment is (2.6624) Standard deviation (33234). This means that the general mean is higher than the hypothetical mean (2) Which means that this field is clear to the study sample, and the special paragraph) (Higher management in the university and colleges cooperates with the rest of the administrative levels in order to implement total quality management) at the highest arithmetic mean when it reached (2.6624) Standard

deviation (33234) If the answers were OK, it was repeated 147 And in proportion 66.5 While the neutral answers were repeated 75 Repeatedly. 33.5.

**Table 3 The arithmetic mean and standard deviation of the answers of the study sample with respect to( continuous improvement**

S.no	Items	standard deviation	The middle Arithmetic	OK		neutral	
				Repetition	The ratio	Repetition	The ratio
1	The college focuses on the nature of operations and activities, improving and developing it in an ongoing capacity rather than focusing on results.	.47301	2.6652				
2	The college considers the quality a constructive process aimed at improving the final product ,by improving the working conditions of all employees in the college?	.47301	2.6652	147	66.5	75	33.5
3	All data and information provided by the college is subject to continuous improvement.	.47301	2.6652	147	66.5	75	33.5
4	The college focuses on continuous improvement in teaching methods?	.47301	2.6652	152	68.8	69	31.2
5	The college is constantly working to provide appropriate training for workers, retrain them, acquire	.47139	2.669 9	152	68.8	69	31.2

	new skills, and improve their level of performance?						
6	The college has quality committees to focus on quality?	.47139	2.6697	147	66.5	75	33.5
7	General mean and general deviation	.33934	2.6667	152	68.8	69	31.2

From the results of Table (3) it became clear that the general mean for the field of continuous improvement (2.6667) With a standard deviation of (.33934) After comparing the general arithmetic mean with the hypothetical mean (2) It turns out that the general arithmetic mean is higher than the hypothesis and this is evidence that this field is clear to the sample under study. In other words, there is an awareness by members of the faculty of the importance of continuous improvement of working methods and methods as well as the belief of senior management in the faculties researched of the importance of continuous improvement of work methods and its great role Developing and maintaining their organizations as they use TQM as an input to mean commitment to improving student satisfaction by developing procedures to ensure meticulous care to reach the high quality of their outputs to achieve student satisfaction (which illustrates the answers obtained by the abuser Of which it represents this area has got high computational circles as I got paragraph continually college to provide appropriate training for workers yen and retraining and equip them with new skills and improve Mistoyodaihm?. The highest average 2.669 9and repeat 152 The answers are ok and proportioned 68.8.

**Table 4 Arithmetic mean and the standard deviation of the study sample answers in relation to the field) faculty members ' participation**

S.no	Items	standard deviation	Arithmetic mean	OK		Neutral	
				Frequency	The ratio	Frequency	The ratio
1	College is keen to raise the morale of the members of Alheiihaltidiricih by accepting their opinions, ideas and suggestions Fimaa_khas work?	.46445	2.6878	Frequency	The ratio	Frequency	The ratio

2	The faculty is keen on enabling faculty members and motivating them to take responsibility for doing the work?	.46445	2.6878	152	68.8	69	31.2
3	The college works to increase the teachers' awareness of the importance of total quality management?	.46445	2.6878	147	66.5	75	33.5
4	Always encourage college raise the level of skills and abilities of the faculty and to increase their independence?	.46445	2.6878	152	68.8	69	31.2
5	The faculty encourages faculty members to excellence and creativity?	.46445	2.6999	152	68.8	69	31.2
6	General mean and general deviation	.38386	2.6878	147	68.8	69	31.2

The results of Table (4) show that the answers of the study sample came in a general arithmetic mean (2.6878) It is higher than the hypothetical milieu, and this indicates that this field is clear in front of the study sample. The members of the sample confirmed the administration's keenness to encourage them to excel and creativity, each in its field of specialization with an arithmetic medium (2.6878) And so for the rest of the paragraphs in the field, their answers emphasized the interest of the administration in the participation of employees and interest in raising morale for them ,as the paragraph got the faculty encourages faculty members to distinguish and creativity ?On the top of my account as it reached 2.6999 Repeatedly 152.

**Table 5 Arithmetic mean and the standard deviation of the study sample answers in the field of (customer satisfaction)**

S.no	Ferries	standard deviation	Arithmetic mean	OK		neutral	
1	The college works to monitor the needs of customers accurately	466626	2.6833	Repetition	The ratio	Repetition	The ratio

	and continuously.						
2	The college responds to students' suggestions in developing its services.	.46445	2.6878	152	68.8	69	31.2
3	There is great interest in enhancing students' satisfaction and loyalty.	.46445	2.6878	147	66.5	75	33.5
4	The college continuously studies the labor market to find out the latest developments in order to develop its study plans.	.46445	2.6878	152	68.8	69	31.2
5	The college focuses on knowing the students' opinions to know their degree of satisfaction with their children's performance.	466626	2.6833	152	68.8	69	31.2
6	General mean and general deviation	.39408	2.6860	147	66.5	75	33.5

Table 5 results showed that the general mean (2.6860). It is higher than the hypothetical milieu, which indicates that this field is clear to the study sample. Their answers confirmed the interest of the college in monitoring the needs of customers on an ongoing basis, as they came with an arithmetic mean (2.6833) Likewise, the faculties' departments' interest in students' proposals and studying the labor market with a view to developing their study plans in the sample's members showed their hesitation regarding knowing the opinions of the students' families to know the degree of their satisfaction with the performance of their children, it came in the middle of my account (2.6833) Repeatedly has reached 152 The answers are ok and proportioned 68.8.

**Table 6 Arithmetic mean and the standard deviation of the answers of the study sample with regard to the field (team work teams for faculty members)**

S.no	Items	Arithmetic mean	OK	neutral	OK		neutral	
					Frequency	The ratio	Frequency	The ratio
1	The faculty administration encourages solving problems collectively.	.46445		2.6878	147	33.5	74	66.5
2	College management is constantly encouraging the transition to teamwork.	.46259		2.6929	147	66.5	75	33.5
3	There is a willingness by teachers to work through teams.	.46259		2.6923	152	68.8	69	31.2
4	The faculty administration is keen on building and enhancing human relations between workers.	.46259		2.6923	147	66.5	75	33.5
5	General mean and general deviation	.43359		2.6912	69.8		31.2	

The results of Table (6) show that the general mean for the field of work teams is (2.6912) And standard deviation (.43359). This means that the general mean is higher than the hypothetical mean, which means that this field is clear to the study sample ,and the special paragraph (the College's administration is constantly encouraging to convert to teamwork)

has obtained the highest arithmetic mean, as it reached( 2.6929(Standard deviation ).46259) And repeat147 For an OK and Ratio answer 66.5.

**Table 7 Arithmetic mean and the standard deviation of the study sample answers in the field of( education and training**

S.no	Items	Standard deviation	Media account	OK		Neutral	
				Frequency	The ratio	Frequency	The ratio
1	Senior management at the university and colleges attach great importance to the academic and administrative experience of the employees.	466626	2.6899	74	33.5	147	66.5
2	The college administration seeks to develop the expertise of employees in training and continuing education.	.46445	2.6878	147	66.5	75	33.5
3	The goals of the college are reflected in the training program.	.46445	2.6878	152	68.8	69	31.2
4	The faculty administration encourages the exchange of knowledge between employees.	.46445	2.6878	147	66.5	75	33.5
5	The college administration continuously strives to train employees and introduce them to the culture of quality and its role in improving the level of their professional performance.	466626	2.6533	152	68.8	69	31.2



6	General mean and general deviation	.39223	2.6860	86.8	31.2
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The results of Table (7) show that the general mean for the training and education field is (2.6860) And standard deviation (.39223). This means that the general arithmetic mean is higher than the hypothetical mean, which means that this field is clear to the study sample, and the special paragraph (Higher management at the university and colleges has taken on the diversification of the academic and administrative expertise of the workers is of great importance (at the highest arithmetic averages as it reached (2.6899) Standard deviation (466626), While the special paragraph (college administration continuously strives to train employees and acquaint them with the culture of quality and its role in improving the level of their professional performance) obtained the lowest arithmetic mean, as it reached (2.6533) Standard deviation (466626) Repeatedly 152 And in proportion 58.8 OK for an answer.

### To Answer the Following Study Hypotheses

- 1- There are no statistically significant differences in the extent of applying total quality management in the colleges of the University of Diyala from the viewpoint of faculty members attributed to the gender variable and in order to test the validity of this hypothesis, a test was used tFor independent samples to know the statistical differences in the application of total quality management and table 8 shows that :

**Table 8 Test Results to indicate the differences in the areas of total quality management according to the gender variable**

Dimensions	Values t	Moral	Minimum confidence limits	High confidence limits
<b>The commitment of faculty members</b>	.362	0.718	-.08275-	.09700
<b>continuous improvement</b>	.34	0.701	-.09082-	.10507
<b>The participation of faculty members</b>	.280	0.894	09.0977-	.09177
<b>Customer satisfaction</b>	.166	0.888	-.09917-	.09917
<b>Team work teams for faculty members</b>	.199	0.780	-.09820-	.10943
<b>Education and training</b>	.171	0.882	-.09843-	.9669

\*Moral at the level of significance (50.0) =  $\infty$

The results of the previous table showed that there were no statistically significant differences at the level of significance  $\alpha = 0.05$ ) In the possibility of applying total quality

management at Diyala University from the viewpoint of its faculty members attributed to the gender variable on all areas of total quality management and the total degree where all the values of the level of statistical significance were higher than 0.05. This indicates acceptance of the null hypothesis related to the gender variable.

**Table 9 Test results indicate the differences in the fields of total quality management according to the variable of the educational qualification**

Dimensions	Values t	Moral	Minimum confidence limits	High confidence limits
The commitment of faculty members	.107	.876	-10166-	.11150
continuous improvement	.106	.886	-10482-	.11466
The participation of faculty members	.091	1,000	-10236-	.13213
Customer satisfaction	.088	1,000	-10479-	.13456
Team work teams for faculty members	.250	.915	-10116-	.11100
Education and training	.245	.915	-10411-	.11395

\* Moral at the level of significance (50.0 ( =∞

By reviewing the results of the previous table, it was found that there were no statistically significant differences at the level of significance  $\alpha = 0.05$ ) In the possibility of applying total quality management at Diyala University from the viewpoint of its faculty members due to the variable of the academic qualification on all areas of total quality management and its overall score where all the values of the level of statistical significance were higher than 0.05 Which means accepting the null hypothesis related to the educational qualification.

**Table 10 Test results to indicate the differences in the areas of total quality management according to the college variable**

Dimensions	Values t	Moral	Minimum confidence limits	High confidence limits
The commitment of faculty members	-.033-	.974	-10166-	.11150
continuous improvement	-.034-	.973	-10482-	.11466
The participation of faculty members	-.013-	.990	-10236-	.13213
Customer satisfaction	-.013-	.990	-10479-	.13456
Team work teams for faculty me	.076	.940	-10116-	.11100

mbers				
Education and training	.080	.937	-10411-	.11395

The results shown in the previous table showed that there were no statistically significant differences at the level of significance  $\alpha = 0.05$  )In the possibility of applying total quality management from the viewpoint of its faculty members on all fields and the total score is attributable to the college variable in which the faculty member is taught and all the values of the level of statistical significance were higher than 0.05 This indicates acceptance of the null hypothesis related to this field.

## Conclusions and Recommendations

### The Conclusions

1. The results indicated that there is a commitment and support by the higher management in the colleges of the University of Diyala in the application of total quality management, as well as the interest of the departments of those colleges in the processes of continuous improvement because of its belief that continuous improvement is the essential point for the success of the application of total quality management in any organization.
2. The results also indicated in Table (8) that there is no difference between male and female trends around the application of total quality management in the colleges of Diyala University and this result supports the validity of the first hypothesis related to the gender variable.
3. While the results mentioned in Table )9) indicated that there were no significant differences in the application of total quality management in the colleges of Diyala University due to the variable of the academic qualification (PhD - Master) and this supports the validity of the second hypothesis related to the variable of the scientific qualification.
4. The results have proven the validity of the third hypothesis related to the college variable in which the faculty member studies )Human \_ scientific), where the results showed the absence of a difference between the attitudes of faculty members in the application of total quality management in the colleges of Diyala University, according to the different faculty in which the faculty member is taught.

### Recommendations

1. Disseminating the culture of total quality and its concepts to all university employees to create the organizational climate to accept the requirements of total quality, and this requires holding seminars, meetings and training courses for workers.

2. The adoption of standards and quality indicators to evaluate university education and compare it with the Iraqi and other Arab universities.
3. Reconsidering the traditional evaluation methods, adopting evaluation methods that are compatible with the philosophy and principles of total quality management, and developing a mechanism adopted by the university to evaluate performance.
4. Attention to the communication and internet network because of its importance in increasing the level of university education, as information is the nervous system of the total quality management model.
5. Orientation towards decentralization in taking educational decisions. Decentralization is one of the main problems facing the application of total quality management in education.

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