

THE ROLE OF TOTAL QUALITY MANAGEMENT APPLICATIONS IN ACHIEVING THE HIGH PERFORMANCE OF THE ORGANIZATION

Ahmed Jalil Mohaisen

Sumer University: Faculty of Management and Economics / Department of Public Administration

ABSTRACT

The aim of the research is to know the role of Total Quality Management in achieving the high performance of the employees working in the Rifai silo department in DhiQar governorate. The study also aims to provide some recommendations that help the organization to improve the efficiency of its management, which plays an important role in developing skills, The second hypothesis is that there is a statistically significant relationship between the applications of TQM and high performance. It has been used The following statistical methods were used to analyze the data (percentages, frequencies, arithmetic mean, standard deviation).

Finally, key conclusions were reached through the study, including that the organization holds courses or training programs during the year that include all levels of management for the purpose of doing business well and raising and maintaining overall performance in the organization.

INTRODUCTION

Today's world is undergoing rapid and dynamic changes and developments that affect the essence of management practices in the systems of both public and private sector organizations, as a result of the information and communication revolutions, globalization, free market economics and competitive advantages. Which has put the management of these organizations to the challenges imposed on them to abandon the principles and systems and traditional management methods that are not commensurate with the challenges facing them, and adopt modern and sophisticated management concepts that enable them to deal with the challenges faced and overcome to achieve a high degree of efficiency and efficiency and excellence in performance, Quality has become one of the most important principles of management nowadays. In the past decades, management has believed that the success of the organization depends largely on the provision of products and services faster and less expensive, and then seek to market them and provide services for those products after sale

The literature and studies confirmed that the concepts and practices of TQM were the basis of the high performance movement (excellence), which is important in improving profitability and enhancing the competitive position, as well as responding to customer expectations and improving productivity. This reflects the importance of this income in achieving performance. And at all levels in the organizations, has been applied the vocabulary of this research in terms

of quality and performance in one of the departments of the state represented by Rifai / DhiQar, which was founded in 1979 and your marketing movement for the following years:

- Marketing in 2014 of local wheat amounted to 69 thousand tons.
- Marketing of 2013 from wheat The local wheat and barley barley was 57000 tons.
- Marketing of the year 2012 from local wheat and barley was 39000 tons .

THE CONCEPT OF TOTAL QUALITY MANAGEMENT

It was defined as a set of guiding principles, are considered as the pillars of continuous improvement of the company which is the application of quantitative methods and human resources to improve all processes, and degree of fulfillment, and to meet the needs, it has defined (Azher et al , 3013: 2) As one of the most leading intellectual and philosophical concepts that captured the broad attention by specialists, researchers, administrators and academics who are interested in particular in the development and improvement of productive performance or service in various organizations, and also known ((Hammett, 2000: 3 Administrative philosophy of looking for the integration of all functions of the insurance company, such as marketing, finance, design, engineering, production and service insured that focus on meeting their needs and organizational goals, while see (Brock & Brocka , 1992: 31) TQM is the method of continuous improvement of performance at all levels of the administrative process and in all functional areas of the organization using all available human and financial resources.

DIMENSIONS OF TOTAL QUALITY MANAGEMENT

1- Customer Focus: Fast response to the internal or external customer requirements and the provision of a flawless commodity and service lead to happiness - because it does not like delay and waiting - and when the organization seeks to achieve satisfaction and happiness the customer will get his loyalty, organizations will not be able to reach the satisfaction of the external customer Unless it is able to achieve the satisfaction of employees, it should seek to meet the needs and requirements of workers to obtain the satisfaction of external customers Schonberger & Knod , 1997: 13).

2- Strategic planning: Strategic planning begins with the preparation of the next phase, and includes thinking with a vision for future decisions regarding the company's message, and then takes into account the nature of work and strategy to achieve the long-term goals by integrating the objectives that the company seeks to achieve (Mintzeberg, 19 83 : 15).

3- Continuous improvement: Continuous improvement is a philosophy that seeks to improve all factors associated with the process of converting inputs into outputs on an evolving basis Stevenson, 2007: 417).

4- Employee Participation: This participation has added a new role to the top management leaders by introducing changes in their roles and tasks to suit the changes and developments in the process of collective participation. By encouraging senior management of employees, the company can achieve many of the objectives it seeks (Mellal, 2007: 20).

THE CONCEPT OF HIGH PERFORMANCE

It is difficult to frame the concept with a specific definition of the divergence of philosophies, entrances and concerns related to the issue of analysis and measurement of high performance. However, the review of literature confirmed an implicit agreement to express performance in terms of the organization's ability to achieve goals and objectives (Thompson, 1995), And points (Brown, 2006: 4) That the concept of high performance is the performance that is called a set of management practices that try to create an environment within the organization in which the employee feels great containment and responsibility.

HIGH PERFORMANCE DIMENSIONS

1- **Performance Appraisal:** The performance appraisal process encourages initiatives, develops a sense of responsibility, and motivates employees to make greater efforts to achieve high performance. The strategic objective of performance appraisal is the interrelationship between the goals, the employees and the objectives of the organization (Spence & Keeping, 2011: 88).

2- **Effective recruitment:** The effective recruitment strategy is seen today as a prerequisite for success, and that the selection of individuals highly skilled owners must be carried out in new ways, and lack of focus on traditional testing processes as must search for individuals who match their skills with what it takes to work in the organization who could be maintained in the Organization (Beckstop & Gellatly, 2004: 6).

3- **In-depth training:** The main objective of any training program is to link it to the business objectives. There are a number of factors that influence the effectiveness of the training program. For example, the success of the training is determined not only by the quality of the training but by the readiness of the individual to train and the degree of organizational support for training. The characteristics of the individual and the work environment are also important before training (by influencing motivation to participate), during training (by influencing learning) and after training (by influencing the transfer of learning and skills from training to work) (Mor et al., 2011: 27).

4- **Employee participation:** The work structure and function help to encourage employee participation and empowerment, such as the use of a task force structure that allows employees to define what should and how to be done. The participatory approach allows for broad decision-making with the management of organizations, Participation is defined as: the process that allows the employee to exercise some control and authority over their business and the circumstances in which they work ((Strauss, 2006: 8-19

RESEARCH METHODOLOGY

First: the problem of research

That TQM is one of the modern management programs and methods that all business organizations have taken care of in order to improve their performance, reduce the costs of executing the organized activities and events, and improve the quality of the products in order to meet the needs of customers and this important role of TQM which is important for the high performance of the organizations. Study the following questions.

1. It is that the organization surveyed apply total quality management in its operations through the use of the dimensions of this administration.
2. Identify high performance levels in the organization's activities and activities.
3. Is there a relationship between total quality management and high performance in the surveyed organization and know what is the relationship.

Second : The hypothesis of research

The researcher proceeded to achieve the objectives of the research from the following main hypothesis (there is a statistically significant relationship between the dimensions of TQM and high performance) and derived from the following sub-hypothesis.

1. There is a statistically significant relationship between customer focus and high performance.
2. There is a statistically significant relationship between strategic planning and high performance.
3. There is a statistically significant relationship between continuous improvement and high performance.
4. There is a statistically significant relationship between employee participation and High performance.

Third : Research Sample

The research community consists of the individuals working in the Rifai silo department, which number (89) individuals occupy jobs in all departments of the department and the researcher withdrew a random sample of the research community and the amount of 35 individuals representing the research, was adopted 30 questionable valid for analysis, 85%) is a very high percentage in the research sample.

Fourth : the research tool

The researcher used a tool for this research which is a questionnaire consisting of three parts.

Part One: It consists of information about the search sample.

Part Two : It consists of the questions of TQM in its dimensions (commitment of senior management, continuous improvement, employee participation, customer satisfaction, teams, education and training)

The third part: It contains a set of high performance questions. The researcher used a five-word quiz to answer the questions (OK, Strongly OK, Neutral, Disagree, Strongly Disagree).

Table (1) Variables, Sub - Variables , Number of Paragraphs, Approved Source

Variables	Dimensions	Sources
Total Quality Management	1- Focus on the customer 2- Strategic Planning 3- continuous improvement 4- Employee participation	Eusebio et al., 2006)) (Coyle & Morrow , 2001)
High performance	1- Performance evaluation 2- Effective recruitment 3- In-depth training 4- Employee participation	(Snell and Dean's 1992), (Delery and Doty 1996

Table (2) Option according to the Likert scale

Strongly agree	agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Table (3) The value of the Alpha Kronbach stability factor

The survey axes	Vaccronbach coefficient (Coefficient of honesty and consistency)
Total Quality Management	0.9967
High performance	0.9978
Total	0.9997

Source : Preparation of the researcher according to the results of the electronic calculator .

DATA ANALYSIS

- **The first axis (Total Quality Management)**

The following table shows the frequency distributions, percentages, arithmetic, and standard deviations for the exclusion of TQM in this department, as follows:

Table (4)

	Agree 5		Strongly agree 4		Neutral 3		Disagree 2		strongly Disagree 1		Arith metic mean	standa rd deviati on
	Number	Rate %	Num ber	Rate %	Num ber	Rate %	Num ber	Rate %	Num ber	Rate %		
1 1. Focus on the customer												
X 1	22	73.3	4	13.3	2	6.7	1	3.3	1	3.3	4.50	1.009
X 2	16	53.3	5	16.7	6	20.0	2	6.7	1	3.3	4.10	1.155
X 3	20	66.7	5	16.7	2	6.7	2	6.7	1	3.3	4.37	1.098
2. Strategic planning												
X 4	21	70.0	4	13.3	2	6.7	3	10.0	---	---	4.43	1.006
X 5	14	46.7	8	26.7	2	6.7	6	20.0	---	---	40.0	1.174
X6	17	56.7	4	13.3	5	16.7	3	10.0	1	3.3	4.10	1.213
3. Continuous improvement												

X 7	20	66.7	3	10.0	4	13.3	1	3.3	2	6.7	4.27	1.230
X 8	13	43.3	6	20.0	1	3.3	7	23.3	3	10.0	3.63	1.497
X 9	20	66.7	4	13.3	5	16.7	---	---	1	3.3	4.40	1.003
4- Employee participation												
X 10	17	56.7	2	6.7	6	20.0	2	6.7	3	10.0	3.93	1.413
X 11	13	43.3	3	10.0	8	26.7	4	13.3	2	6.7	3.70	1.343
X 12	13	43.3	---	---	4	13.3	4	13.3	9	30.0	3.13	1.776

- 1. Focus on the customer :** The results of statistical achievement revealed that the proportion of agreement on this dimension and the variables (X3 - X1) Has reached (79.9) which confirms the existence of specific strategic plans that include the concept of improving the performance of the organization for customer service . This result is supported by the (4.3) and the standard deviation (1.08). The most variable variable in this dimension X1) Expresses the initial operating characteristics of the product and service.
- 2. Strategic Planning :** The results of the statistical analysis showed that the percentage of agreement on this dimension, X6 - X4) Amounted to (75.56), which emphasizes the application of quality control in the organization systems and measurement of product quality and conform to the specifications required in the organization and this indicates the existence of planning strategies are my sound, supports this result the arithmetic mean of (1.81) and that most contribute to positive this dimension is the variable (X4 The Department is concerned with the application of conformity standards.
- 3. continuous improvement :** The results of the statistical analysis show that the percentage of agreement on this dimension, X9 - X7 ((73.3), which emphasizes that the organization works to raise the confidence of employees and strengthen the collective ties through the programs that are continuously carried out for the development of workers , and this result calls for an arithmetic mean of (4.1) and the standard deviation (1.51) and the most positive variable in this dimension (X9 Management is concerned with the continuity of performance over time.
- 4. Employee Participation:** The results of the statistical analysis showed that the percentage of agreement on this dimension, X12 - X 10 (53.32), which confirms the existence of a system that allows knowing whether the employees are satisfied or not satisfied with the services provided to them. This result supports the calculation mean (3.58) and the standard deviation (1.51). The most positive variable in this dimension

is (X15 The administration is concerned with maintenance, problem solving and complaints.

Table (5)**Order of comprehensive quality management dimensions**

Expulsion	Arrangement	Media	Illustration
Focus on the customer	1	4.17	This dimension was followed with good interest by the management, so I got the highest percentage of my account
Strategic Planning	2	4.3	This dimension has less attention than the first dimension. Management should increase its concerns with strategic plans to improve performance.
continuous improvement	3	4.1	This dimension has a lower interest rate than the two dimensions because it has the lowest interest rate. This indicates that the administration does not give sufficient importance to raise the confidence of the employees that they are not sufficiently interested in this dimension compared to other dimensions.
Employee participation	4	3.58	This dimension got the attention of the proportion of weak earlier this administration surveyed indicates a lack of management attention to know whether employees satisfied or dissatisfied with the g saw the services provided to them and therefore needs more attention by management.

- **The second axis (high performance)**

Description and diagnosis of high performance exclusion in the Rifai silo department under consideration The table below shows the frequency distributions, percentages, arithmetic and standard deviations of high performance exclusion in this department. Agencies:

Table (6)

Variables	Agree 5		Strongly agreed 4		Neutral 3		Dis agree 2		strongly Disagree 1		Arithmetic mean	stand ar deviation
	Number	Rate %	Number	Rate %	Number	Rate %	Number	Rate %	Number	Rate %		
1- In- depth training												
y 13	19	63.3	3	10.0	3	10.0	5	16.7	---	---	4.20	1.186

y 14	22	73.3	7	23.3	---	---	1	3.3	---	---	4.67	0.661
y 15	17	56.7	3	10.0	4	13.3	4	13.3	2	6.7	3.97	1.377
2- After the participation of employees												
y 16	14	46.7	5	16.7	6	20.0	5	16.7	---	---	3.93	1.172
y 17	16	53.3	5	16.7	4	13.3	2	6.7	3	10.0	3.97	1.377
y 18	16	53.3	4	13.3	4	13.3	4	13.3	2	6.7	3.93	1.363
3- Performance evaluation												
y 19	16	53.3	5	16.7	3	10.0	6	20.0	---	---	4.03	1.217
y 20	17	56.7	4	13.3	6	20.0	2	6.7	1	3.3	4.13	1.167
y 21	19	63.3	4	13.3	1	3.3	2	6.7	4	13.3	4.07	1.484
4- Effective recruitment												
y 22	20	66.7	---	---	7	23.3	3	10.0	---	---	4.23	1.135
y 23	21	70.0	3	10.0	3	10.0	3	10.0	---	---	4.40	1.037
y 24	17	56.7	2	6.7	5	16.7	3	10.0	3	10.0	3.90	1.447

1. In- depth **training** : revealed the results of statistical analysis The proportion of expenditure on this dimension, represented by variables (y 15 - y 13) Amounted to (78.86), which emphasizes that training contributes to raising the quality and performance improvement, and this result supports the arithmetic mean of (4.88) and the standard deviation of mind g (1.07) and the most positive contribution to this dimension is the variable (y14 The Department is interested in training courses for employees.

2. **Employee Participation** : The results of the statistical analysis The proportion of agreement on this dimension and the variables (y18 - y16) Reached (66.66) which confirms that Administration gives an opportunity for employees to express their opinion on the work assigned to them, and this result supports the arithmetic mean of (3.94)and the standard deviation of (1.30) and the most positive contribution to this dimension is the variable (y 17) There are task forces to discuss problems and make decisions.

3. **Performance evaluation** : The results of the statistical analysis showed that the percentage of agreement on this dimension, y21 - y19 (72.19), which confirms that the management follows a good system in the evaluation of performance and supports this result the mean of the calculation (4.07) and the standard deviation of (1.28) and the variable most contributing to the positive of this dimension is (y21) Positive competition for employees is improved .

4. Effective Employment : Results of Statistical Analysis The percentage of agreement on this dimension, $y_{24} - y_{22}$ (70.02), which confirms the existence of an administrative system concerned with the selection of workers on the basis of scientific , and supports this result the mean arithmetic mean (4.17) and the standard deviation of (1.20) and the most positive variable in this dimension is (y_{23}) Quality is treated as a strategic objective .

Table (7) shows the order of deportation of high performance

Expulsion	Arrangement	Media	Illustration
In - depthtraining	1	4.28	This dimension was followed with good interest by the management, so I got the highest percentage of my account
Performance evaluation	2	4.17	This dimension has a lower interest rate than the first dimension. Management should increase its interest in assessing performanceas a strategic objective
Effective recruitment	3	4.07	This dimension has a lower interest rate than the two dimensions due to the lowest interest rate. This indicates that the administration should increase its interest in studying the labor market in order to select the subjects
Employee participation	4	3.94	This dimension has received a low level of interest by the Department of Investigation and this indicates the lack of interest of the administration to grant opportunities for employees to express their opinion on the work entrusted to them

- **Axis III (Testing the hypothesis of research (Correlations**

Table (8)

Y	x	
.861 ** .000 30	1 30	: x Pearson correlation Sig: (2.TAILED) N
1 30	.861 ** .000 30	: y Pearson correlation Sig: (2.TAILED) N

The table above shows that the coefficient of correlation (Pearson) **r: 861** Which reflects the relationship between the two variables, which is a strong positive relationship indicating that there is a strong correlation between TQM and high performance which is a statistical function indicating that the first variable TQM as the levels increase, the second variable raises the high performance of the employees.

CONCLUSIONS

1. It turned out that all members of the research sample showed the commitment of senior management to implement TQM.
2. The organization is committed to addressing the problems facing work or hindering the performance of employees through its continuous follow-up to the work and to view all its stages .
3. The staff has full awareness of the tasks assigned to them and their commitment to specific criteria, as it gets the employee 's father 's uncle and the full guidance of supervisors and the feeling of being part of the community in his place of work.
4. The Organization holds training courses or programs during the year that include all administrative levels for the purpose of performing the work well and raising and maintaining the general performance level in the Organization .
5. The existence of a balance between the problems of work and its conditions and requirements and the employee's personal life and social relationship with others.
6. The organization uses modern machinery and equipment and therefore its products are of high quality and conform to the required specifications that the customer wishes to obtain .

SOURCES:

- 1- Schonberger , Richard J. & Knod , Edward M., (1997), "Operations Management Customer - Focused Principles", MC Graw- Hill, Inc. ., New York.
- 2- Hammett, Pat, "Organizing for Quality", university of Michigan, Available from, www.osat.umich.edu . 2000.
- 3- Mintzberg , H., & Mintzberg , H. (1983). *Power in and around organizations* (Vol. 142). Englewood Cliffs, NJ: Prentice-Hall. Azher , Zain & Naz , Anila & Asiya Gul , Maryam Nawaz, (2013), "The role of TQM and BPR in implementing quality improvement: a comparative study ."
- 4- Eusebio , Scornavacca Stuart J. Barnes, Douglas Innes, (2006) "Understanding wireless field force automation in trade services", Emerald Group Publishing Limited [Copyright information](#) [Site Policies](#) [Cookie information](#) , p . 172 - 181.
- 5- Coyle-Shapiro, Jacqueline AM. and Morrow, Paula C., (2003), " [The role of individual differences in employee adoption of TQM orientation](#) ", Journal of voluntary behavior, 62 (2). 320-340. ISSN 1095-9084.

- 6- Brocka , Bruce And Brocka , Zyzann : Quality Management: Implementiy Best Of Masters, Have Wood 11, 1992.
- 7- Mellal , Amar, " The market of insurance ", a new dynamic walking master CNAM 2007 p 20
- 8- Stevenson, W., "Operation Management", 8th ed , McGraw-Hill, 2007.
- 9- Brown, Eric D. ((Implementing a High Performance Work System)) Copyright 2006-2007.
- 10- Thompson A. & Strickland J "Strategic Management concept and cases 11th , Irwin - McGrew -Hill, Singapore, 1999.
- 11- Delery , EJ, & Doty, DH (1996). "Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions" . Academy of Management Journal, 39: 802-835.
- 12- Snell, SA and Dean, JW, Jr. (1992). '*Integrated manufacturing and human resource management: a human capital perspective*'. Academy of Management Journal, 35: 3, 467 -504 .
- 13- Spence, Jeffrey R. and Keeping, Lisa Keeping (2011), "*Conscious rating distortion in performance appraisal: A review, commentary, and proposed framework for research* ",**Human Resource Management Review** 21, 85-95 ., Elsevier Inc.
- 14- Mor , Neomi Kaplan and Glezer , Chanan and Zviran , Moshe, (2011), "*A comparative analysis of end-user training methods*", **Journal of Systems and Information Technology** , Vol. 13 No. 1, pp. 25-42, Emerald Group Publishing Limited.
- 15- Beckst, d , D and Gellatly , C. , (2004) Are knowledge workers found only in high technology industries san francises - Jossey Bass.
- 16- Strauss, G ., (2006), "An Overview, In Heller, F., Pusic, E ., Strauss, G , And Wilpert , B. (EDs) *Organizational Participation: Myth And reality View* , Oxford University Press, of Oxford 8- 39.