



**T.C**

**BINGOL UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES**

**BUSINESS ADMINISTRATION DEPARTMENT**

**THE IMPACT OF TOTAL QUALITY MANAGEMENT  
ON THE ORGANIZATION PERFORMANCE: AN  
EMPIRICAL STUDY ON THE GENERAL  
DIRECTORATE OF HAJ AND UMRAH IN KURDISTAN  
REGION - IRAQ**

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**MASTER THESIS**

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**TOPLAM KALİTE YÖNETİMİNİN ÖRGÜT PERFORMANSI  
ÜZERİNDEKİ ETKİSİ: IRAK KÜRDİSTAN BÖLGESİNDE  
HAC VE UMRE GENEL MÜDÜRLÜĞÜ'NDE AMPİRİK  
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**Bingöl - 2017**

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## BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım (*The impact of total quality management on the organization performance: an empirical study on the general directorate of haj and umrah in kurdistan region – iraq*) adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim

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İmza

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Sarhang Salahadın Saleh tarafından hazırlanan “*The impact of total quality management on the organization performance: an empirical study on the general directorate of haj and umrah in kurdistan region – iraq*” başlıklı bu çalışma, . . . . . tarihinde yapılan tez savunma sınavı sonucunda . . . . . başarılı bulunarak jürimiz tarafından *İŞLETME* Anabilim Dalı’nda Yüksek Lisans tezi olarak kabul edilmiştir.

#### **TEZ JÜRİSİ ÜYELERİ (Unvanı, Adı ve Soyadı)**

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#### **ONAY**

Bu Tez, Bingöl Üniversitesi Sosyal Bilimler Enstitüsü Yönetim Kurulunun ...../...../201.. tarih ve ..... sayılı oturumunda belirlenen jüri tarafından kabul edilmiştir.

Unvanı Adı Soyadı  
Enstitü Müdürü

## ÖNSÖZ

Stratejik Toplam Kalite Yönetimi, bu yüzden tamamen yaratıcılığa ve sosyal sorumluluğa dayanan ve TKY'nin bir sonraki adımı olan yeni bir yönetim felsefesi olarak ortaya çıkmıştır.

Bu felsefede temel amaç; yaratıcı stratejiler ile hep bir adım önde olmak, iç ve dış müşterilerin var olan ve potansiyel gereksinimlerini en iyi biçimde tespit etmek ve oluşturulan ürün ve hizmetlerin müşteri Hac ve Umre lerinin memnuniyelidir.

Kamu kurumlarının hantal yapısı ve verimsizliği, yetki ve sorumluluk karmaşıklığı, sistemin etkin olarak işleyemediği düşüncesi yurttaşların yönetim kademesinin her alanında karar alıcılarla birlikte hareket etmesi idealini açıklayan yönetim anlayışı ile beraber TKY sağlar.

Toplam Kalite Yönetimi, müşteri tatmini ve sürekli gelişmeyi sağlayabilmek amacıyla bir işletmenin kârlılığı, amaçları, rekabeti gibi stratejileriyle, insan, malzeme ve bilgi kaynakları arasında uygun bir bağlantının oluşturulması olarak tanımlanmaktadır.

Performans yönetimi, örgütlere etkinliği, verimliliği izleme, kontrol etme ve stratejik öncelikleri yerine getirme imkanı veren, yeni sayılabilecek bir yönetim uygulamasıdır. Bugün tüm dünyada bu konunun önemini kavramış örgütler, performans yönetimi sistemini uygulamaktadırlar.

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## **DEDICATION**

I present the output of this work to the pure spirit of my father, and to my dear mother, who I pray her full health and well-Bing. I would also like to extend this message to my brothers, sisters, to my beloved wife and my beloved children (Muhammad, Rayyan, Siraj-Al-deen and Tabarak), God preserve them all. Finally, I present the output of my efforts to the Ministry of Endowment and Religious Affairs.



## ÖZET

Toplam Kalite Yönetimi (TKY) bu bağlamda önemli bir katalizör olarak değerlendirilmektedir. Bu nedenle TKY kavramı, başta politikacılar ve akademisyenler olmak üzere ticaret ve sanayi sektörlerinin tüm yönlerinin ilgisini çekmiştir. Bu alanda yayınlanan çok sayıda makale, kalite konularındaki yüksek seviyedeki ilginin kanıtıdır. Bu çalışma, TKY uygulamalarının çeşitli performans önlemleri, sebepleri ve Alhaj'ın Kürdistan bölgesi-Irak'taki TKY uygulamalarının engelleri üzerindeki etkilerini araştırmıştır.

Bu Çalışma anket yönetimi kesit analizi kullanılarak uygulanmış,örneklem birimi belli bir plan seviyesinde tutulmuştur.Örneklem Kürdistan bölgesindeki Hac \* Umre Genel Müdürlüğü üyelerinden oluşturulmuştur.Araştırma geçerli olan 50 anketle yapılmış.%78 oranında tatmin edici bir geri dönüş alınmıştır.

Bu çalışma farklı TKY uygulamalarının farklı performans sonuçlarını önemli ölçüde etkilediğini göstermiştir. Üstelik, ofisin karşılaştığı başlıca engellerin, liderlik katılımının eksikliği, çalışanların bilinçliliği ve taahhüdü, uygun olmayan ofis yapısı ve kayaks yetersizliği olduğu sonucuna varılmıştır.

Performansı artırmak için Alhaj'ın TKY'yi tüm değişkenlerle uygulamaya devam etmesi önerilir. Alhaj, TKY hizmetlerini iyileştirmeli, Alhaj yapısını geliştirmeli ve TKY uygulamalarının etkili bir şekilde uygulanmasını engelleyen engellerin üstesinden gelmek için kaynaklar sağlamalıdır.

**Anahtar Kelimeler:** Toplam Kalite Yönetimi, Örgütsel Performans, Hac ve Umre Genel Müdürlüğü

## ABSTRACT

Total Quality Management (TQM) is considered an important catalyst in this context. This is why the TQM concept has captured the attention of all sides of commerce and industry, as well as that of politicians and academics. The large number of articles being published in this area is a testimony to the high level of interest in quality issues. This study investigated impacts of TQM practices on various performance measures as well as the reasons and the barriers of the TQM practices of Alhaj office in Kurdistan Region-Iraq.

We used a cross-sectional survey methodology in this study, and the unit of the sample was at the plant level. The sample was selected from the member office located in Kurdistan region. Current study obtained 50 usable questionnaires, with a satisfactory response rate of 78 percent.

We conducted exploratory factor analysis and multiple regression analysis. This study has shown that different TQM practices significantly affect different performance outcomes. Results revealed that primary obstacles that the office faces were lack of leadership involvement, awareness and commitment of the employees, inappropriate office structure, and lack of the resources.

It is recommended that Alhaj should continue implement TQM with all variables to improve performance. Alhaj should improve services to TQM, enhance Alhaj structure, and provide resources to overcome the barriers that prevent effective implementation of TQM practices.

**KEY WORDS:** Total Quality Management, Organization Performance, General Directorate of Haj and Umrah

## **ABBREVIATIONS**

|      |   |
|------|---|
| MBA  | Master of Business Administration           |
| TQM  | Total Quality Management                    |
| GE   | General Electric                            |
| ASQC | American Quality Control Association        |
| TQC  | Total Quality Control                       |
| IAQ  | International Quality Academy               |
| SPSS | Statistical Package for the Social Sciences |
| US   | United States                               |
| ISO  | International Standardization Organization  |
| IV   | Independent Variable                        |
| DV   | Dependent Variable                          |
| DGHU | Director General of Al-Hajj and Al Umrah    |



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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. Introduction**

Total Quality Management (TQM) is considered as a management strategy which looks for creating an organizational culture that encourages continuous improvement of processes with the active participation of all employees at all times to achieve customer satisfaction. Therefore, it requires a process of change and improvement in organizational processes and procedures. Performance measurement, which is an integral part of many management strategies, helps production and service organizations (governmental and private) identify the problems which might be solved by modifying and improving the existing operations.

The Adoption of modern administrative methods is a highly distinctive feature of modern human thought. The application of these methods is important and inevitable for all the productive and service organizations. The management of total quality is considered as one of the most common administrative methods applied all over the world. It has achieved considerable successes in many international organizations over the last two decades. For the time being, the Total Quality Management (TQM) is the main subject in the business, universities, scientific research centers and international organizations all over the world and even government agencies. Without any doubt, the application of the management of total quality can reinforce the level of the quality of services provided to pilgrims and Umrah pilgrims whose needs and expectations must be met.

On the organizational performance level, we can easily notice that the world today is witnessing a series of transformations, changes and developments which influence the different aspects of life and it is not expected that it would cease at a certain point. The organizations in their public and private parts are influenced by their surroundings as it is the case of the various sectors of society. This is due to the fact that the institutions are exposed to growing pressures in order to increase the improvement of

the quality of their product or the service provided by them and to reduce the cost and the competition in the field of the quality of production and services.

This study comes to examine the reality and the level of the awareness of the employees of the importance of the application of total quality management (TQM) to the Directorate in question.

The present study is divided into three chapters. The first chapter deals with the introduction of the study, the problem of the study, the study questions, the importance of the study, the objectives of the study and its limits, the study model, the study hypothesis, the methodology, the procedural definitions of the research, it throws light on the statistical methods used and the examination of the validity of the questionnaire.

As for the second chapter, it tackles the current variables of the study with more emphasis on the dimensions of the Total Quality Management (TQM) as an independent variable and the organization as a dependent variable and the performance of the organization as dependent variables (supported). It discusses the definition of the Directorate General of Hajj and Umrah and its origin and objectives, functions and activities. Moreover, this chapter explains the theoretical relation between the dimensions of Total Quality Management (TQM) and the dimensions of the performance of the organization and it gives some references to some of the previous studies related to the present study. Finally, the third chapter studies the analysis and discussion of the findings and the most important (conclusions and proposals).

## **1.2. The Problem of the Study**

All the sectors operate under competitive challenges. In fact, these challenges require the need to overcome industry and service industry through the logic of excellence and the progress in the quality of services provided. In light of this, there is a real need to manipulate new methods including Total Quality Management (TQM) as a modern administrative approach which appeal to the senior management of the organization to focus on quality in all its aspects and the participation of all employees in achieving the quality required by customers in order to meet their needs. The researcher made a preliminary exploratory study of a number of employees in the Directorate General of Hajj and Umrah in the Region of Kurdistan during the period

1-20/1/2017. The researcher has come across that the employees of the Directorate in question have no knowledge of the relation and impact of the dimensions of Total Quality Management (TQM) in the performance of the Directorate General of Hajj and Umrah, which pushes the researcher to tackle this subject in his study.

### **1.3. The Questions of the Study**

- Do the individuals working in the Directorate General of Hajj and Umrah have a clear vision of the dimensions of Total Quality Management (TQM)?
- Do the individuals working in the Directorate General of Hajj and Umrah have sufficient vision of the organizational performance and the indicators of its measurement?
- What is the nature of the relation between the dimensions of Total Quality Management (TQM) and the organizational performance in the Directorate General of Hajj and Umrah?
- Do the dimensions of Total Quality Management (TQM) influence the organizational performance of the Directorate General of Hajj and Umrah?
- Does the organizational performance of the Directorate General of Hajj and Umrah witness any development during the period of the study as a result of its impact on the dimensions of Total Quality Management (TQM)?

### **1.4. The Importance of the Study**

The importance of the study comes from the fact that it is related to the invitation of the clerks in the administration to take into account the relation and the impact of the dimensions of the Total Quality Management (TQM) on the organizational performance of the Directorate General of Hajj and Umrah?

The present study is of high importance because the researcher attempts to provide a theoretical and field framework that links the dimensions of the Total Quality Management (TQM) and organizational performance to the Directorate General of Hajj and Umrah. And this connection may be a scientific addition which needs more attention, especially if we take into consideration the scarcity of such studies according

to the researcher's knowledge of Iraqi writings in the field of management organizations.

### **1.5. The Objectives of the Study**

In light of determining the study problem and its importance, the objective of the study concentrates mainly on the diagnose of the relationship and impact of the dimensions of the Total Quality Management (TQM) on the organizational performance of the Directorate General of Hajj and Umrah. It also explains the implications and the limits of this relationship on the level of the Directorate General of Hajj and Umrah, as well as achieving the following objectives:

- Providing theoretical and field features for the staff of the Directorate General of Hajj and Umrah about the dimensions of the Total Quality Management (TQM) and its impact on the organizational performance of the Directorate in question.
- The description and the diagnosis of the dimensions the Total Quality Management (TQM) and organizational performance of the Directorate General of Hajj and Umrah.
- Testing the relationship between the dimensions of the Total Quality Management (TQM) and organizational performance of the Directorate General of Hajj and Umrah.
- Testing the moral impact of the dimensions of the Total Quality Management (TQM) on the organizational performance of the Directorate General of Hajj and Umrah.

### **1.6. Study Limitations**

**A- The human limits:** The sample of study includes the employees of the Directorate General of Hajj and Umrah with its directorates in Erbil, Sulaymaniyah, Dohuk and Karamian.

**B – Spatial limits:** The study deals with the Directorate General of Hajj and Umrah with its directorates in (Erbil, Sulaymaniyah, Dohuk and Karamian).

**C- Time limits:** from 1/10/2016 to 10/5/2017.

**D- Scientific Limits:** To determine the dimensions of the Total Quality Management (TQM), the researcher takes into consideration the (customers, continuous improvement, management leadership, full participation of working individuals, decision-making based on facts and reality), and the performance of the organization and the (Balanced Score Card).

## **1.7. Study Model**

The methodological treatment of the study problem in the light of its theoretical framework and its field implications requires the design of a virtual model as it is shown in Figure (1-1) which refers to the logical relationship between the variables of the study. This expresses the solutions assumed by the researcher to answer the research questions raised in the problem of study. The model of the study represents a set of hypotheses according to:

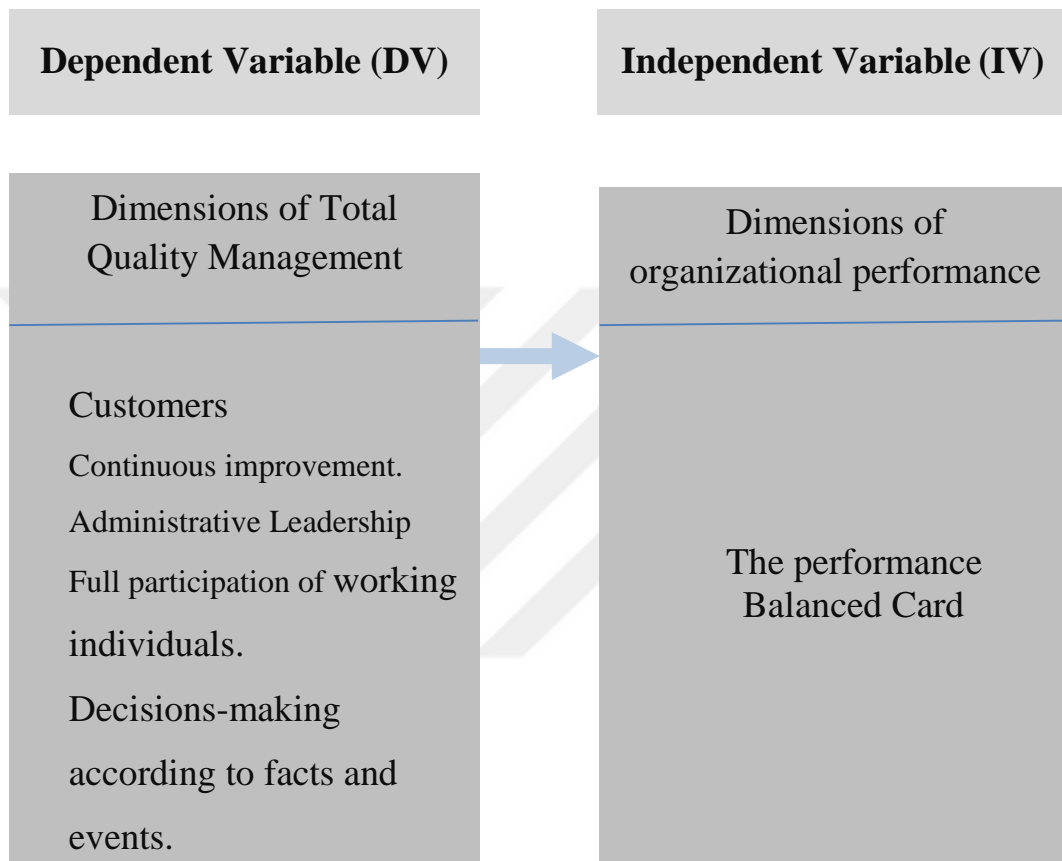
- The possibility of measuring each variable.
- Inclusiveness of the model of the study.

The model included independent and dependent variables. The dimensions of the Total Quality Management (TQM) are considered as independent variables affecting the organizational performance of the Directorate General of Hajj and Umrah because it is a worthy variable having one direction of effect.

The justifications of the choice of the model depend upon the following:

- The variables in the model of the study express the agreement of the majority of the researchers.
- The main variables included in the model of the study contained sub-variables having relatively great importance of the directorate which is the subject of this research.
- The full satisfaction of the researcher about the importance of these variables.

**Figure (1-1):** model of the study



**Source:** Prepared by the researcher

## **1.8. Study Hypotheses**

In line with the objectives of the study and the choice of the model, the study depends on a set of main and subsidiary hypotheses as follows:

### **- The First Main Hypothesis:**

There is a significant correlation between the dimensions of the Total Quality Management (TQM) and the organizational performance of the Directorate General of Hajj and Umrah from which the following sub-hypotheses can be derived:



- There is a moral correlation relationship between the customers and the organizational performance of the Directorate General of Hajj and Umrah.
- There is a moral correlation relationship between the continuous improvement of services and the organizational performance of the Directorate General of Hajj and Umrah.
- There is a moral correlation relationship between the full participation of employees and the organizational performance of the Directorate General of Hajj and Umrah.
- There is a moral correlation relationship between the administrative leadership of the Directorate and the organizational performance of the Directorate General of Hajj and Umrah.
- There is a moral correlation relationship between decision-making based on the facts and the organizational performance of the Directorate General of Hajj and Umrah.

**- The Second Main Hypothesis:**

The dimensions of the Total Quality Management (TQM) have a significant impact on the organizational performance of the Directorate General of Hajj and Umrah, the following sub-hypotheses can be derived:

- The clients of the Directorate are affected morally by the organizational performance of the Directorate General of Hajj and Umrah.
- The continuous improvement of the services provided has a significant impact on the organizational performance of the Directorate General of Hajj and Umrah.
- The full participation of the employees has significant impact on the organizational performance of the Directorate General of Hajj and Umrah.
- The administrative leadership of the Directorate is significant in the organizational performance of the Directorate General of Hajj and Umrah.
- Decision-making based on facts has a significant impact on the organizational performance of the Directorate General of Hajj and Umrah.

**- The Third Hypothesis:**

The impact of the Total Quality Management (TQM) requirements and Umrah varies accordingly.

**- The Fourth Main Hypothesis:**

The financial performance of the directorate has witnessed a development during the study period in comparison with the basic year as a result of the impact of the requirements of the Total Quality Management (TQM), and the following sub-hypotheses can be derived:

- Indicators of profit maximization have been developed during the period of the present study compared to the basic year due to the impact of the requirements of the Total Quality Management (TQM).
- Risk reduction indicators have been developed during the period of the study compared to the basic year due to the impact of the Total Quality Management (TQM) requirements.

## **1.9. Study Methodology**

In its choice of the hypotheses, the study depends upon the descriptive and analytical method by studying the relation between the main variables and the sub-variables and their impact by collecting and analyzing the data related to the Directorate which is the subject of the present research. The followings are the general related procedures:

### **1.9.1. Data Collection Methods**

The researcher depends on many sources in order to obtain the necessary data to achieve the objectives of the study and to examine its model and hypotheses and to carry out the theoretical aspect. These sources represented the scientific references such as books, magazines, research, studies and related theses. These sources have been obtained either by correspondence with Arab or foreign countries or through the

Internet. As for the field side, the researcher uses the following means to collect the data required for the study:

1. The personal interviews with the individuals working in the Directorate General with the aim of clarifying the paragraphs of the questionnaire in case of need to ensure the correct answer as well as asking indirect questions that serve the study and the staff in the Directorate as well.
2. Depending on the records and the financial reports, especially the financial situation and the final accounts of the Directorate surveyed through a series of years for the period of the study between 2008-2017.
3. The questionnaire is the essential means in data collection. It has its validity and ability to diagnose and measure the main variables and also the sub-variables of the study. The researcher has relied on various studies and researches as well as making use of the opinions of experts and specialists in this field. This is due to the fact that there is no ready scale that measures the variables of study in the light of the theoretical and field studies and the nature of the work of the directorate. Full description of its contents and its tests will be given.

### **1.9.2. Description of the Questionnaire**

The questionnaire is consisted of three main parts; the first part includes: personal data related to the individuals who respond to the questionnaire and general data of the Directorate. Concerning the personal data of the individuals who responded to the questionnaire, it included (gender, academic qualification, specialization, number of years of service, current position, all the period of service, experience in other directorates, etc.). The second part of the questionnaire concentrates on the standards of the Total Quality Management (TQM) agreed upon by the majority of writers, researchers and specialists in administration. The study criteria are prepared through the indicators presented by the researchers and they have been developed depending on the dimensions of the field study. This method is applicable to all the variables of the study; the Total Quality Management (TQM) has been tackled through the concentration on the customers as the pillars of the work of the organization and the driving force, continuous improvement, administrative leadership and full

participation of the personnel, and decision-making based on the facts and the reality of the directorate. Thirty questions have been raised about the requirements; these questions are divided into different categories and as follows: (6) questions about the customers who are the focus of the organization and its driving force, (7) questions about the dimension of the continuous improvement; (6) questions about the administrative leadership dimension, (6) questions about the full participation of working personnel, and (5) questions about decision-making based on facts and reality. As for the third part of the form, it focuses on data of the organizational performance of the Directorate General of Hajj and Umrah collected by most of the writers, researchers and specialists in business administration, as it has been stated earlier in the theoretical aspect of the study. Moreover, (16) more questions are put on the organizational performance of the Directorate General of Hajj and Umrah. It should be mentioned that in all standards of the questionnaire (five choices are used with five expressions and as follows (strongly agreed) which take (5 true) to the word (strongly disagree) which take (1 true) the response (5-1) and the arithmetic mean is (3). Each variable of the study is divided into three levels (high - medium - low) based on the understanding of the respondents of its contents. The agreement (strongly agreed and agreed) occupies the highest level; the case (neutral) expresses the medium level whereas the case (disagreed or strongly disagreed) refers to the lower level.

### **1.9.3. Tests and Validity of the Questionnaire**

In order to measure the validity of the questionnaire, the researcher has already put the it under a number of tests before being distributed to the individuals in the Directorate General of Hajj and Umrah under study (US). These tests are as follows:

#### **A. Tests Before Distribution of the Questionnaire:**

Measuring the virtual validity: For the purpose of ascertaining the ability of the questionnaire to measure the variables of the study, it has tested the validity of the paragraphs of the questionnaire after being presented to a group of experts and specialists in the administrative sciences ascertain the validity of the paragraphs and their suitability to the hypotheses of the study and its objectives and to survey their views on the ability of the questionnaire to measure the variables of the study and to ensure the clarity of its paragraphs and accuracy from the scientific point of view.

Many observations are resulted from the distribution of the questionnaire. These observations become the topic of discussion between the researcher and these experts. Consequently, some deletion, amendment and addition are made after obtaining the opinion of the majority of the arbitrators and experts.

- **Measuring Comprehensiveness:** The comprehensiveness of the questionnaire has been measured by asking many questions directed to arbitrators about the comprehensiveness of the questionnaire. In the light of the questions raised, a number of paragraphs have been added, some elements have been deleted, and a number of statements have been corrected or replaced by more appropriate ones.

- **Measurement of the Validity of the Questionnaire:** In order to express the accuracy of the variables of the resolution of the phenomenon studied when repeating the test with an individual or group of individuals, the researcher has conducted a preliminary test of the questionnaire variables for a sample of (17) members of the Directorate in January 2017. The test was repeated (19) days later it has been found that the identification match in the answers reached (84%) which means a high degree of validity.

#### **B. Tests after Distribution of Questionnaire:**

The researcher adopted a mechanism of extreme importance when distributing the questionnaire this is represented by the non-intervention in the answers of the individuals. They have not been under any influence in order to realize the objectivity and the impartiality and give them the opportunity to express the real opinion of the individuals interviewed. Accordingly, each of these individuals has been given sufficient and equal time to answer the questionnaire; this period extends from 1/2/2017 to 12/3/2017. At the same time, the researcher has waited a while for a number of respondents to obtain all distributed forms, in spite of the fact that the process takes more time and effort by visiting the individuals interviewed in their workplaces many times.

#### **1.9.4. Internal Consistency**

In order to test the validity of the questionnaire, the researcher tested the internal consistency between the variables of the study. The correlation values express the

extent of the credibility of that paragraph for the main and subsidiary variables. The results of the internal consistency are as follows:

**A. Internal Consistency of the Total Quality Management (TQM) Requirements:**

**\* Customers are the Focus and the Driving Force of the Organization:**

The internal consistency of the points of this requirement adopted in the questionnaire has been measured. It is obvious that the existence of a wide range of moral and positive correlations is shown in Appendix. This indicates that there is an internal consistency between these points; this means that there is the possibility to measure the mentioned dimension in spite of the existence of a few insignificant correlations.

**\*Continuous Improvement:**

The set of correlations for the points after continuous improvement, as shown in Appendix, indicates that there is a wide range of correlations indicating the existence of internal consistency, although there are non-significant values, but with more moral values indicating the possibility of measuring these paragraphs to the dimension mentioned earlier.

**\* Administrative leadership:**

The correlation matrix for the dimensions, as it is shown in Appendix, indicates that there is a wide range of moral and positive correlations, as well as negative correlations. But in general, the ratios of positive relationships are greater than the negative correlations, and this confirms the supply of a high degree of internal consistency between them and indicates its validity and ability to express the possibility of measuring it.

**\* Full participation Among Working Individuals**

The correlation matrix for the points of this dimension, as it is shown in Appendix, indicates that there is a wide range of correlations between moral and positive correlations as well as negative correlations. But in general, the ratios of positive relationships are greater than the negative correlation, and this confirms the supply of a high degree of internal consistency between them and indicates its validity and ability to express the possibility of measuring it.

**\* Making Decisions Based on Facts and Reality:**

The correlation matrix for the points of this requirement, as it is shown in Appendix, indicates that there is a wide range of correlations between moral and positive correlations and there is a wide range of correlations. This indicates that there is internal consistency in spite of the existence of non-significant values, but with great moral values indicating the possibility of measuring these points for the mentioned dimension.

**B. Internal Consistency of the Dimension of Organizational Erformance:**

The correlation matrix for the performance of the organization as it is shown in Appendix indicates that there is a large range of positive correlations, indicating the internal consistency between the organizational performance points, which indicates their validity and their ability to express performance measurement.

**1.9.5. Secondly Methods of Statistical Analysis**

According to the nature of the objectives of the study and its implications and hypotheses, a number of statistical methods are used:

1. Repetitions, percentages, arithmetic averages and standard deviations: they are used to describe and diagnose the variables the of study.
2. Simple Correlation: It is used to determine the strength and nature of the relationship between two variables; it has been also used to determine the internal consistency of the requirements of the Total Quality Management (TQM) and the organizational performance.
3. Multiple correlation coefficients: it used to determine the strength and nature of the relationship between a set of independent variables and adependent variables.
4. Multiple regressions: used to measure the moral effect of independent variables in dependent variable (or dependent).

**1.9.6. Thirdly, the Use of the Analysis of the Content:**

This method has been used by the researcher to analyze some quantitative indicators in order to identify the extent of the development in the current operations on the level of the Directorate. This depends upon the general situation of the Directorate as well as making use of the section of Accounting and management and personnel. This

activity lasts for three months in the Directorate during a period from 2/1/2017 to 2/4/2017.

## **1.10. Procedural Definitions of the Study**

### **1.10.1 Total Quality Management (TQM)**

It is an administrative process carried out by the organization in a cooperative manner to accomplish the work. This is achieved by making use of the special abilities of the management and staff to improve quality and increase the productivity continuously through the teamwork guided by the accurate information to get rid of the futility of work in the organization (Medhat, 2008: 64).

### **1.10.2. The Performance of the Organization**

The Performance is defined as the outcomes and objectives which the organization seeks to achieve. Thus, it is a concept which reflects both the objectives and the required means to achieve them. In other words, it is a concept that connects the aspects of activity with the objectives to be achieved within the organization. (Abdul -Muhsin, 2004: 3).



## **CHAPTER TWO**

### **THEORETICAL FRAMEWORK**

This chapter provides a theoretical framework for the main and secondary variables of the study in order to grasp the theoretical aspect based on what is stated in the literature of the subject through the following axes:

#### **2.1. Total Quality Management (TQM)**

The aim of this study is to clarify the concept of the Total Quality Management (TQM), its importance, objectives, dimensions, requirements and stages of application, and its pioneers and its similarity with some terms, as variables affecting the organization its activities and performance.

##### **2.1.1. Introduction to Total Quality Management**

The Total Quality Management (TQM) has recently become the center of considerable attention among all organizations. Most of these organizations have relied on it to found their strategic plans taking into account the multiple constants. These bases are considered as the pillars of the survival and the success of the organization to attain the highest degrees of quality whether these organizations are productive or service ones. They put the desire and need and satisfaction of the customer in the focus of attention, as far as quality is concerned considering the client as a key partner of the organization.

Zaher believes that it is possible to trace the origins of thinking about the concept of quality throughout a long period (Zaher, 2005: 76). In fact, accuracy and mastery, as terms, were used instead of quality. These terms were widely used as the basic synonyms for quality as it can be noticed in the ancient civilizations such as the Pharaonic civilization as in the construction of the Pyramids; the Chinese civilization as the construction of the Great Wall of China; the Christian civilization as the construction of cathedrals (churches) and the Islamic civilization as the construction of mosques and palaces. This concept has witnessed a wide development with new

dimensions especially throughout the 20<sup>th</sup> Century from its beginning until its end. As a matter of fact, this concept is closely related to management as an essential function.

From his part Ta'imah stated that, in recent decades, the term "total quality" has been widely used to become one of the most widespread concepts regarding the development of work methods in different fields. Total quality has become one of the most essential requirements in all administrative, academic and technical practices, (Taliyah, 2006, 12).

As for Sarhan, he confirms that the changes occurred in a sudden and sometimes rapid way exceeded the capacity of these organizations to adapt themselves to the reality and led to their inability to continue the rate of performance (Sarhan, 2014: 2). It is worth mentioning that the activation of the role of the so-called four forces namely: client and competition and change and complexity besides the emergence the international economic blocs and institutions as well as the tremendous revolution in the fields of information and communications, all these become a real impulse to rethink of the concepts and principles on which these institutions were founded which were suitable for the prevailing conditions at that time. Tendency becomes the motive to look for modern approaches which commensurate with these changes to try to reach new market quotas based on the achievement of competitive precedents, notably the precedence of quality. However, this is not the only priority to achieve this trend, it is necessary to adopt the most modern trends and systems in the management, and perhaps one of the most prominent of these trends is (Total Quality Management (TQM)), which comes at the forefront of management ideas that formed the new receptacle proportionate to those data and able to deal with them effectively.

### **2.1.2. The Concept of Total Quality Management (TQM)**

The Total Quality Management (TQM) is one of the modern management concepts and methods that have been the center of great attention after proving its validity and efficiency. The (TQM) is the standard for measuring the services and products of organizations and institutions. The adoption of the principles of (TQM) is now one of the most important factors for the success of the organizations because the ultimate goal is continuous improvement through innovation and creativity.

Al-Mara'ani explains that the Total Quality Management (TQM) is an intellectual, cultural, and organizational and management philosophy based on continuous product improvement techniques (Al-Mara'ani, 2005: 8). It takes into account the participation of all individuals working in the organization and it focuses on meeting the needs of the customers and their desire to attain the required objectives of the Organization and its aspirations in growth, continuity and existence.

Al-Daradkeh confirms that the Total Quality Management (TQM) is one of the most prominent modern management concepts which makes fundamental changes in the way the organization works, its philosophy and objectives (Al-Daradkeh, 2006: 19). It aims at making comprehensive improvements in all stages of the work in a way that suits the required specifications and conforms to the wishes of the customers not only to satisfy the desires of the customers and realize their happiness but to overwhelm them by providing them with unexpected goods.

On the other hand, Kayali states that the Total Quality Management (TQM) is a modern management philosophy that takes the form of a comprehensive management approach or system (Kayali, 2006: 5). It aims at causing radical positive changes of everything within the organization. These changes include: thought, behavior, values, organizational beliefs, management concepts, management leadership style, systems, procedures, performance, etc.

While, Ben Nayef, refers to the definition of the US Federal Quality Institute Quality Management of the (TQM) as achieving a good work depending on the consumer's assessment of performance improvement (Ben Nayef, 2007 16).

Ghoneim refers to the US Department of Defense's definition of TQM as "a philosophy or set of guiding principles that are considered as the pillars of continuous improvement of the organization" (Ghoneim 2008: 40). This means the application of the methods which contribute in meeting the current and future needs of the client.

On the other side, Allamy state that the Total Quality Management (TQM) is a management philosophy that seeks to contact all the members of the organization in order to achieve high quality and continuous improvement with more emphasis on the process and attention to internal and external customers (Allamy and Al-Bayati 2008:40). This leads to attain the best outputs and the satisfaction of the customers and leads to customer profits for the institution.

Furthermore, (Mansour explain that the Total Quality Management (TQM) is a transition from the concept of quality from a narrow framework (production) to a broader framework (the Total Quality Management (TQM) (Mansour and Al-Khafaji 2008: 56). These two researchers emphasize that the Total Quality Management (TQM) is a case of administrative excellence which is highly different from being a state related to certain efforts and costs.

Hammoud points to the definition of Hoover and his colleagues as a management philosophy designed to make the institution more flexible which enhances the establishment of a solid structural system through which all employees' efforts are directed to gain the customers by participating in the planning and implementation of operational performance (Hammoud 2009: 16).

According to Radwan, there is no definition agreed upon by the thinkers and the researchers. The first attempt to define the concept of TQM came from the (BQA) (Quality British Organization) which defines the (TQM) as a management philosophy of the institution through which it realizes both the needs of the consumer as well as the achievement of the objectives of the project together (Radwan, 2012: 23),

Al-Zaboon, points out that Royle Mill believes that the Total Quality Management (TQM) is a way which encourages the employees to work in one team and this will be reflected on clients or consumers (Al-Zaboon and Hamdan, 2015: 10).

Additionally, Mahmoud in his part refers to Tunks' definition of the Total Quality Management (TQM) as the commitment and of management and employees to achieve the business in a way which meets or exceeds the expectations of the consumer (Mahmoud, 2007: 75).

The researcher, in his turn, believes that the Total Quality Management (TQM) is a set of management practices throughout the organization aimed at ensuring the continuity of the organization because it is a system that integrates with all the administrative organization, production and marketing systems. It is also connected with the fields of all levels of activity which makes its application require continuous changes and continuous improvements on a number of activities and operations within the framework of an integrated methodology enabling the organization to attain the leadership in the quality of its products and to gain the satisfaction of the customer. It is also obvious that the researchers are different in their definition of the Total Quality

Management (TQM) because of their different directions. Some of them focus on the customer and how to satisfy his needs and desires; whereas others focus on the necessity of continuous improvement of the products and services provided by the institution.

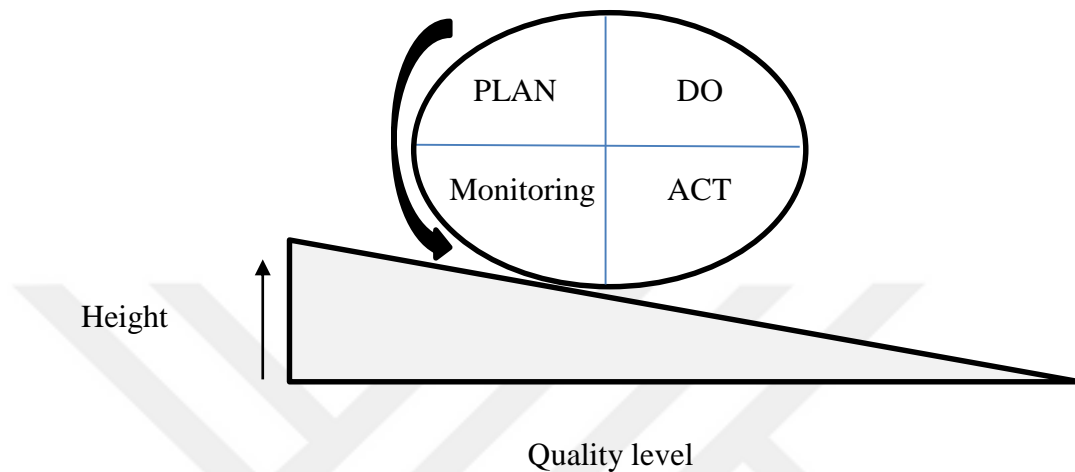
### **2.1.3. The Pioneers of Total Quality Management (TQM)**

#### **2.1.3.1 Walter Shewhart**

Walter Shewhart, an American scientist, was born in 1819 in New Canton, Illinois, and got his Bachelor and Master degrees from his state university. He obtained his Ph.D. From the University of California at Berkeley. In 1917, he worked at the Westin Electric Company during the period 1918-1924. Then, he moved to the Telephone Company (Bell) in 1925, where he remained until his retirement in 1956. After his retirement, he worked in the field of consultation; then he worked in the United Nations and the Indian Government. He spent twenty years as a first editor of a series of mathematical statistics publisher John Willie and his sons. He was active as a member of the International Statistical Institute, the National Research Council, the Institute of Mathematical Statistics, the American Statistical Association, the American Society for Science and Technology, and an Honorary Member of the Royal Statistical Society of England. He died in 1967 before the appearance of all his contributions to the world. In 1931, he published his book "Economic Control of Quality in Industrial Products). In 1939, he published another book entitled (Statistical Method of Quality Control Perspective), and also presented a series of research on quality control in the industry. Shewhart's contributions, theories and ideas have had the greatest impact on the rest of the quality leaders such as Deming, Goran and Takoshi. His impact reaches some programs and initiatives of quality, such as British standards, which later turned to the specifications of ISO. Even the roots of Six Sigma approach applied by the Motorola Company go back to Shewhart. In 1948, the American Quality Control Association (ASQC) awarded a prize taken from his name in recognition of his great efforts in the world of quality. In addition, he developed a model to improve the production process continuously called the Shewhart Circle which is abbreviated as (PDCA). In 1950, the Japanese changed the name of the model

to Deming, which was developed and best known as the Deming wheel (Al-Azzawi, 2010,257 – 259).

**Figure (1.2):** Shewart circle



**Source:** Fathiya, 2015: 80.

From the previous figure, it is clear that the wheel of continuous improvement of quality includes the following functions:

1. Plans: It means the determination of the problems of existing processes and activities and then the identification of the project for improvement.
2. Implement: It means the implementation of the planned project.
3. Monitor: It means to be sure that the planned solutions have developed and improved the performance according to an analytical and systematic approach
4. Do: It means correcting all the deviations and taking the preventive measures to prevent their recurrence.

From what is stated earlier, we conclude that the longer the improvement processes represented by the mounting circle, the higher the level of quality represented by the triangle below the circle. It is an ongoing process as long as there is scope for improvement. Taking corrective action will cause re-planning and revision of the previous plans followed by and implementing the plans with follow-up and evaluation of the deviations ... and so on. (Fathia, 2015: 79-81).

### 2.1.3.2. Deming Edward

Ghoneim points out that, without any doubt, it can be said that the scientist Edward Deming is the father and founder of the real movement of quality as a comprehensive concept and as an essential part of daily management practices. The TQM model was developed by this scientist in the United States of America. In fact, the system introduced by Deming in TQM has not been popular with American organizations, as long as this scientist has failed to convince these organizations to adopt his ideas of quality; he went to the Japanese and offered his ideas on them which found their popularity after World War II (Ghoneim, 2008: 25-26).

While, Ivan and Dean said that Deming was not known in the United States until 1980 when MBC broadcast announced a white paper entitled " If Japan can ... why can't we "In fact, the name of Deming and his program become known everywhere, therefore, companies like Ford have invited him to help revolutionize their methods of quality." Deming patiently worked until his death in December 1993 at the age of 93. When asked how people should remember him, Deming replied, "no one may remember me at all." After a long silence, he added, "Well, maybe ... as an individual who spent his life trying to keep America from committing suicide" (Ivan and Dean / 2009: 83).

The system of statistical control was not the only thing associated with Deming's name, although it was Shewart's contribution. There was also the circle of quality that the Japanese called the Deming Circle, while Deming was the first to call it the Shewart's circle. (Al-Azzawi, 2010: 264).

Deming has already stated (14) principles mentioned by (Al-Azzawi, 2010: 262-263), these principles are as follows:

1. Determining a constant objective for the organization to improve the quality of its products and services.
2. Adopting a new philosophy of the concept of quality.
3. Stopping the dependence on inspection to improve quality; using statistical means to monitor the production process instead.
4. Stopping the practice of the philosophy of current purchase based on prices only it is preferred that the financier enjoys the trait of quality.

5. Using the statistical means to know the types of the problems and their origins as well as continuing the improvement of the system.
6. The use of modern means for training on capital
7. Using modern methods in the inspection process.
8. Avoiding the policy of intimidation.
9. Elimination of organizational obstacles between the different sections.
10. Avoiding the digital quotas.
11. Periodic review of labor standards in order to achieve high quality.
12. 12- Remove barriers impeding the pride of the quality of work.
13. Developing a strong program to train employees in new skills.
14. Taking the necessary measures to achieve the conversion process and the senior management must have the commitment to the process of quality because quality is the objective of all.

It is worth mentioning that, through his previous principles, Deming concluded seven serious problems that have a negative impact on the future of the institution. He called them seven deadly diseases. (Aishawi, 2013: 34).

1. 1. Lack of stability and determination in the deciding the objectives towards the improvement and ambiguity of those goals.
2. Focus on short-term profits.
3. Focus on the digital assessment of the performance of individuals and their threat to affect the future career as a result of these figures.
4. Continuous change in administrative leadership.
5. The direction of the institution on the basis of achieving figures only, such as the increase of the amount of production for example.
6. Not building the quality system of goods or services from the first step.
7. The constant increase of cost.

### **2.1.3.3. Joseph M. Juran**

Al-Haddad noticed that Dr. Joseph Goran is the founder and honorary president of the Juran Foundation. He has held numerous managerial positions as an engineer, executive director of industrial companies. He wrote a number of books including the Quality Control Manual, Quality Planning and Analysis, Management Innovation,

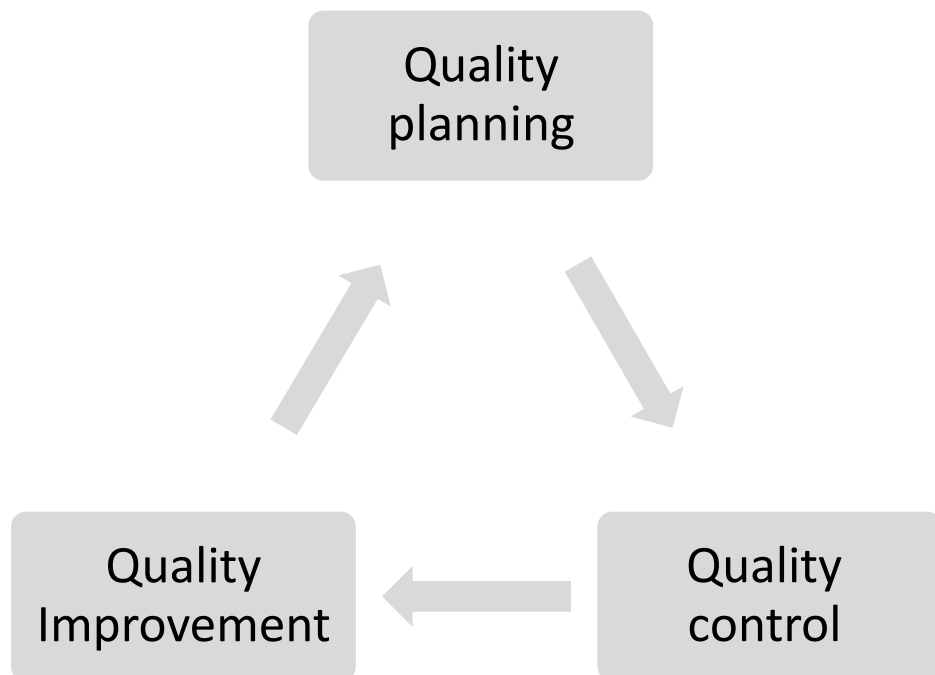


Technological Knowledge Progress, Juran and Quality Planning, Juran and Quality Leadership). He has been one of the first leaders in the field of quality and has contributed to building conceptual foundations for quality management (Al-Haddad, 2009: 34).

On the other hand, Al-Haddad mentions that Goran is considered as one of the first engineers who helped build the quality revolution in Japan. After graduating from university in 1924, he joined Western Electric Hawthorne with a quality assurance function. In 1951, Goran published his first book, Quality Control Handbook, which was later considered as a highly constructive work in this field. He arrived in Japan four years after Dominique's arrival. He founded the Goran Institute in 1979. He presented his philosophy of quality in the form of the so-called Quality Trilogy in which he emphasized that quality management contains three stages or processes (Al-Haddad, 2009: 34) they are:

- Quality Planning
- Quality Control
- Quality Improvement.

**Figure (2.3):** shows the Goran trilogy



**Source:** (Al-Ali, 2010: 67)

Raman, states that the success of the organization according to Goran is based on the following points (Raman 2014: 87) they are including of:

1. A strong top management leads the TQM revolution at all levels.
2. Suitable training for all employees
3. Continuous and gradual improvement of all operations.

Al-Samarrai clarifies that the Total Quality Management (TQM) according to Goran is based on ten points (Al-Samarrai, 2007: 93) they are:

1. Creating awareness among the employees about the process of improvement and the need for quality.
2. Set the objectives for continuous improvement.
3. Full attention to the process of organization to achieve the desired objectives.
4. Training each individual in the organization.
5. Implementation of projects to solve the problems in the institution.
6. Full attention to the presentation of annual and periodic reports on the status of the institution and the progress of the work.
7. Paying attention to the outstanding efforts of workers.
8. Pay attention to the process of communication between the sections of the institution, and focus on the process of feedback as a means of delivering the results to the different organizational units.
9. Creating competition and expanding the achievement of continuous improvement.
10. Full attention to the documentation of the results and recording them in graphical form.

#### **2.1.3.4. Crosby Philip**

Al-Azzawi, mentions that Crosby was born in Welling, West Virginia in 1926, he got a medical degree from Ohio College in 1946 but he was not thoroughly convinced that this specialization suited him. Therefore, he joined the medical team in the military service in the early fifties, and then he worked at the company Crosley during the period from 1952 to 1955. He became the chief quality engineer at Martin in 1957 and continued his work for eight years. Then, he moved to the ITT company in 1966 where he stayed there for (15) years. In 1979, he founded an association named Winter Park in Florida (Al-Azzawi, 2010: 277).

In 1979 he published his book "Quality is Free ", and then in 1984, he issued another book entitled "Quality without Tears". Later on, in 1995, he published a third book entitled "Reflections of Quality". In 1996, he introduced his famous book "Quality is still Free"; it is considered as the most important of his writings since (20) years ago and he re-published this book after revision and develop some of his ideas and scientific views. Then, in 1999, he published another book "Quality and I". In fact, he published (13) books most of them were translated into (17) living languages.

On his side Al-Sulaybi points out that Crosby has identified four pillars called "constants" or "Crosby's constants". The organizations which wishes to implement the quality assurance program in their products should abide by these constants (Al-Sulaybi 2008: 36) they are:

- The definition of quality is the conformity of the requirements and it is the responsibility of management and it must be strictly respected.
- Preventing errors is the only way to realize quality.
- The performance standard must be a flawless product.
- Quality scale is the amount of price paid by the establishment because of non-conformance to specifications.

From his part, Al-Haddad describes the principles of Crosby for Quality, which consists of fourteen points (Al-Haddad 2009: 45) they are:

1. Management Commitment: Determining the management strategies concerning quality.
2. Quality Improvement Team: To develop, manage and control the quality improvement program.
3. Quality measurement systems that allow assessment of objectives and the development of corrective actions.
4. Evaluate quality costs and determine their own measurement systems.
5. Awareness and realization of quality at each level of management of the company which contribute to improve the reputation of the company.
6. Take the corrective action.
7. Zero error plans.
8. Train supervisors to ensure their contribution and performance in quality improvement programs.

9. Zero error days to create awareness among employees that there is a change.
10. Set the objectives to encourage individuals working to achieve quality goals.
11. Remove the causes of error in order to give the working personnel means to communicate with management. The management must be aware of the conditions that made the employee's commitment difficult to achieve any improvement.
12. Appreciation of efforts.
13. Quality Councils.
14. Repeat continuously that quality improvement programs never end.

### **2.1.3. 5. Armand Feigenbaum**

Armand Feigenbaum was born in 1919, he was appointed President of Quality at York General Electric (GE) and he was interested in communicating with important companies in that period, such as Hitachi and Toshiba. He became General Manager of Manufacturing and Quality Control in General Electric during the period 1958-1968. Then he became Chairman of the International Quality Academy (IAQ) and the American Society for Quality Control (ASQC). Vignium presented his book "Total Quality Control" (TQC), which was first published in 1951. The last editions were published in the 1990s of the previous century. Moreover, he published a book in 1968 entitled "Quality Engineering Techniques". This means that his book was published (21) years before Taguchi's book. It is known that Taguchi's book which emphasized the design process was published in 1989 with the title "Quality Engineering in Production Systems". In 1970, he published another book entitled "Designing Quality Systems". ((Al-Azzawi, 2010: 273).

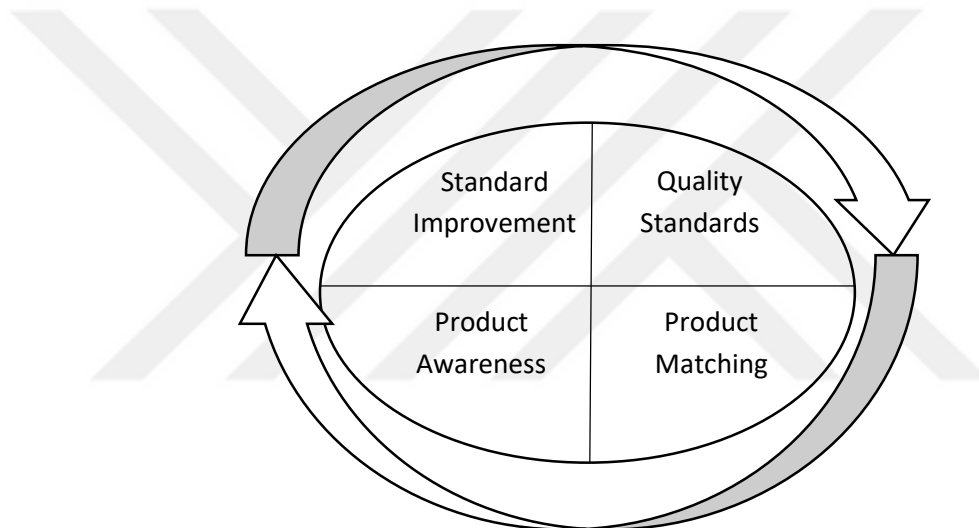
Armand Feigenbaum joined New York General Electric (GE) in 1944. While he was working on the jet engine he discovered that statistical methods had helped him greatly improve the performance of these engines. As a result, General Electric decided to appoint him responsible for its quality improvement program. Later on, when he worked at MIT, Massachusetts University, he developed the concept of Total Quality Control. In 1968, Feigenbaum founded a private consulting firm in the field of quality control. (Al-Ali, 2010: 72).

The term "quality control" was the most common term for him. He saw that the word "control" was an administrative tool which contains four steps and as follows:

1. Stating quality standards.
2. Assessing the conformity of the products or services with the criteria adopted in the first step.
3. Conscious behavior whenever violations of standards occur.
4. Effective planning to improve the mentioned standards.

We notice that in Fig. 1, 5 that the adjustment process is continuous at the same time Feigenbaum confirmed that the adjustment is necessary in all stages.

**Figure (2.4):** Vigenbum's control process



**Source:** (Al-Azzawi, 2010: 274).

As a conclusion, Vignbaum put ten points representing his philosophy to raise the level of quality, these points are:

- Making quality a widespread process adopted by the organization.
- The quality and cost should be both integrated and there is no contradiction between them.
- Quality means what the beneficiary understands and accepts.
- Enthusiasm among all individuals and working groups on the issue of quality.
- Quality becomes a management method
- Quality and creativity depend upon on each other.

- Quality becomes an ethical process.
- There should be continuous development of quality.
- Quality means the least amount of capital and the highest cost effectiveness in the production process.
- The quality should be implemented through a comprehensive system related to beneficiaries and suppliers. (Al-Samarrai, 2007: 90).

#### **2.1.3.6. Kauro Ishikawa**

He was born in Japan in 1915 and joined the Department of Engineering at University of Tokyo and graduated in 1939. In 1947, he became a lecturer at the same university, in 1960, he became a professor. After World War II, he met Deming and Joran during their stay in Japan to give lectures and organize training courses; he was deeply influenced by them and their ideas. Ishikawa died in April 1989 at the age of 74 years. (Al-Azzawi, 2010: 267).

Kairo Ishikawa considered the activities of quality control groups as an integral part of the Total Quality Management (TQM) approach, taking into account that this approach looks for achieving continuous improvement through the application of these groups. On the other hand, Ishikawa has also contributed effectively to the introduction of the Total Quality Management (TQM) through his proposal for several stages of this field. The most important was the necessity of the participation of all employees in the organization in discussing problems and proposing suitable solutions, forming quality control groups and encouraging programs at the state level. They focused on education and training processes to motivate employees to participate effectively in these operations. (Ghoneim, 2008: 36).

Kairo Ishkawa is the first quality reference in Japan and a major contributor to the development of the Japanese quality management theory. His knowledge of Deming and Juran has been influenced by his own contributions in the field of quality development. In fact, he was responsible for disseminating the concepts of "Quality Control Circles" which are small groups of employees who carry out the plans and are responsible for changing the process in order to improve the quality, productivity, or work environment ... etc.

Ishikawa developed the "Cause-Effect" scheme, also known as the "Greatness of the Fish" scheme, which he adopted to solve quality problems. One of his main concerns was the collection and use of quality data by employees. He also emphasized the effective management of quality through (Raman, 2014: 166) they are:

1. Quality function is the responsibility of all departments.
2. Training of staff in problem solving and analysis of statistical data and methods.
3. Collect and analyze quality data at all levels.
4. The Participation of workers in solving quality problems. (Haddad, 2009: 47).
5. The Ishikawa principles are as follows:
6. Quality is based on the customer's point of view.
7. Quality is the essence of the administrative process and is a long-term investment.
8. Quality depends entirely on the active participation of employees and managers.
9. 4 - Remove barriers between sections.
10. Use information through statistical means to assist decision-making process.
11. Commitment to continuous improvement processes.
12. Solve problems rather than blame others.
13. Division of the work system into small parts in order to identify the problems and then get rid of them.
14. Encourage all levels of employment (vertical integration of quality) and participation of all functions and this is (horizontal integration of quality)
15. Elimination of all types and aspects of wasted energies and time.
16. Announce the spirit of pride in performance among workers.
17. Increase interest in the elements of creativity and innovation.

The philosophy of quality leaders about quality systems concepts is very similar, since they do not generally differ in the final objectives. But there is divergence of views on the appropriate components of the Total Quality Management (TQM) and the interconnection between those components. There is also disagreement in the detailed steps of implementation but generally speaking, the objectives as a whole are agreed upon.

#### **2.1.4. The Importance and Objectives of Total Quality Management**

The importance of the Total Quality Management (TQM) comes from its being a comprehensive approach to change and a basic measure of differentiation between institutions or organizations, and their commitment and application. This will lead to a change in the behavior of its members and thus improve their performance and improve their reputation in front of other institutions or organizations. According to (Diming and Hagstrom, 2009: 16,) it is possible to summarize the importance of the Total Quality Management (TQM) and its advantages which the organizations receives through its application:

1. Reduce common mistakes within the enterprise.
2. Reduce the time required to complete the tasks and responsibilities.
3. Making the best use of the resources in the establishment.
4. Minimize continuous monitoring useless operations.
5. Increased satisfaction of beneficiaries.
6. Increase the satisfaction of the employees of the administration and technicians in the establishment.
7. Minimize unnecessary meetings and committees.
8. Limitation of liability and failure to assign consequences to others when any unjustified order occurs.
9. Strengthen loyalty to work, institution and establishment.
10. Building and strengthening human and social relations.
11. Improve the working environment by providing all services.
12. Identify appropriate leadership patterns for the Total Quality Management (TQM).
13. Establish a comprehensive information system for total quality management (TQM).

From his part, Arafa pointed to the importance of the Total Quality Management (TQM) in these points (Arafa, 2012: 192):

1. Reduce customer complaints by fully understanding their needs and desires and working realize them.
2. Increasing the efficiency of the organization in achieving customer satisfaction by providing products of acceptable quality.
3. Work on improving and developing methods of work and its techniques.



4. Reduce service and operating costs.

According to Boumedienne, the application of the Total Quality Management (TQM) in the business organization must achieve the following (Boumedienne, 2007: 31):

- Reduce consumer complaints and reduce the cost of quality which contributes to customer satisfaction.
- Enhancing the competitive position of the organization as long as the focus is on providing a good quality service to the customer and thus increasing customer loyalty to the product.
- Increase productivity and realized profits which helps increase administrative efficiency and productivity through increasing market share.
- Monthly increase of the organization.
- The improvement of the communication process at different levels of the organization and ensuring effective partnership of all its members to improve performance.

Whereas Ayish, pointed to the importance of the Total Quality Management (TQM) as follows (Ayish, 2008: 26):

1. **Cost reduction:** Quality requires doing the right things to work from the beginning which means: reducing or restoring damaged things and thus reduce costs.
2. **Reducing the time required to complete the tasks for the client:** The procedures set by the institution to accomplish the services for the client focused on achieving the objectives and control. Thus, these procedures are often long rigid which negatively affected the customer.
3. **Achieving quality:** This is realized by developing products and services as desired by the customers. The lack of attention to quality leads to increased time to perform and accomplish the tasks and increase the work of monitoring and thus increase the complaint of the beneficiaries of those services.

While, Hafez pointed to the most important objectives of the Total Quality Management (TQM) by the following points (Hafez, 2011: 165):

1. Achieve the highest return on sales through customer satisfaction.
2. Increasing the return on capital invested in the Total Quality Management (TQM).

3. Doubling the net profit by increasing the actions of customers on the products of the Organization.
4. Reduce costs by preventing errors and accidents.
5. Increase the efficiency of quality improvement teams.
6. Reducing customer complaints.
7. Improving supplier quality.
8. Improve the employees' perception and convince them of the total quality system.
9. Achieve good results for customer opinion surveys.
10. Speed to eliminate customer complaints.

### **2.1.5. Dimensions of Total Quality Management**

The views of the researchers in the field of the Total Quality Management (TQM) varied according to their backgrounds, knowledge and philosophy on the dimensions of the Total Quality Management (TQM). To determine this, the following topics will be discussed:

#### **2.1.5.1. Customers**

The customer is a person who has a financial, commercial or service relationship that he performs or takes from a certain party, whether from a person, a company, a bank or a trader, etc.

Whereas, Hamoudi and Fakhoury said that the customer is considered as one of the most important pillars of the Total Quality Management (TQM). The researchers and thinkers agreed that the customer is the main focus of activities related to the Total Quality Management (TQM). The Malcolm International Award gave 25% points to the attention of the organization to its customers and to the realization of their wishes (Hamoudi, Fakhoury, 2011: 357).

(Almaani, stated that the client is the first quality monitor and the focus of interest of the organizations profitability or service. He is the main source of its income so as the focus not only to be put on the external client of the organization devoted all its time and effort to stimulate the purchase of its products or services but it includes all employees within the organization (Almaani, 2012: 160-161).

Al-Haddad, confirms that in order that the organization should achieve the required level of quality, it must start with the customer, not with the tangible goods or the manufacturing process. The focus will be on the customer in all quality control processes, from planning and managing the activities and operations needed for quality control and management to final outputs. In other words, the trend will be towards the achievement of the overall value of the customer which requires the material and moral reward of the employees to achieve that value and to achieve customer satisfaction (Al-Haddad, 2009: 60).

### **2.1.5.2. Continuous Improvement**

Aishawi stressed that continuous improvement is a management philosophy that aims at continuously developing processes and activities related to machines, materials, individuals and methods of production. The philosophy of continuous improvement is one of the pillars of the Total Quality Management (TQM) methodology which aims at achieving full business perfection by continuously improving the organization productive processes. The efforts to improve should not stop because there are always opportunities for improvement that must be exploited (Aishawi 2013:35).

Fathia, mentioned that continuous improvement is a fundamental factor for the sustainable development of the quality of the performance of the institution and a mechanism for building new knowledge through the development of creativity and the spirit of participation of the employees. This represents a fundamental pillar of the philosophy of the Total Quality Management (TQM) in eliminating the deviations in performance and the application of the principle of flawless zero (Fathia, 2015: 141).

Ghoneim, argues that continuous improvement of the organization own outputs does not come spontaneously, but it requires to create and provide an appropriate environment for this organization which helps realize this. The appropriate organizational structures should be provided as well as making the required adjustments to the objectives, policies and procedures, as well as the use of task forces, proposal systems, quality departments, and effective incentive policies associated with improvement and development activities to help create the climate for their success (Ghoneim, 2008: 57).

(Almaani, explained that the continuous improvement is the commitment of the management in areas of improvement and development and not only to perform the job well but also to make an effort to improve performance, and give material and moral incentives and making the quality the motto of the organization (Almaani, 2012: 162).

Radwan, said that when the establishment applies the Total Quality Management (TQM) it means that it is following the method of continuous improvement of DEMING. Therefore, the process of making the product from the goods or services is based on understanding the desires of the customers by discovering their needs and fulfilling their requirements which automatically leads to customer satisfaction (Radwan, 2012: 33).

The participation of staff in the process of continuous improvement, problem solving, finding appropriate solutions, choosing alternatives and making decisions for improvement has great effect on increasing the morale and then the satisfaction of the staff with the establishment in which they work.

### **2.1.5.3. Administrative Leadership**

Al-Taei, Abbadi and Dabbas argued that senior management must declare that it is serious about the application of the Total Quality Management (TQM) and also effectively practice this trend. It is not only required to carry the mottos, but it also must be accompanied by actual practice and apply these mottos (Al-Taei, Abbadi and Dabbas, 2005: 145).

Al-Ali points out that the leadership is considered as the main driver in all organizations. Quality management organizations require a radical shift from the traditional behaviors of managers to the behaviors and concepts of the Total Quality Management (TQM). In order to achieve a real success at the present time, executive managers must feel that they are one team working to develop, establish and review quality values in-depth in order to reach the state of excellence in quality indicators, the management of the organization must also achieve radical changes in the culture and values of executives and their behavior because it is not easy to move from the position of responsibility to the situation of enabling the employees to perform their functions and to support them (Al-Ali 2010: 37).

Fathia, noticed that the administrative leadership is the essence of the administrative process. It represents an essential element in the success of the implementation of the Total Quality Management (TQM) as the system responsible for adopting the strategic vision for the future of the institution. In this context, the Total Quality Management (TQM) planning takes a strategic dimension in order to sustain customer satisfaction and his loyalty. On the other hand, the senior leadership plays a pivotal role in enabling employees, mobilizing their energies and ensuring their effective participation in planning, implementation, decision-making and problem solving related to quality (Fathia, 115-2015).

Al-Zuboun and. Hamdan confirm that the important results of the quality process and the administrative process, if they are well applied, excellent leaders with potential energies will certainly appear and they are able to manage the situation according to the requirements of things. In this case, the total quality will attain the maximum degree of satisfaction with the client and the good relations with customers under the best utilization of resources. Therefore, the existence of effective leadership represents a good and sincere example and it will be an example for individuals and employees and have the objectivity and interest in practical achievements more than slogans and speeches (Al-Zuboun and. Hamdan 62-2015).

The importance of assigning senior management is more significant than the determination of materials. Each organization has a set of priorities. If the senior management of the organization is unable to show its long commitment to support the program, it will not succeed in implementing the Total Quality Management (TQM).

#### **2.1.5.4. Full Participation of Working Individuals**

Almaani, describes the full participation as the mental and emotional participation of the individual in a collective position that encourages him to take part and contribute to the achievement of collective objectives and to share the responsibility for achieving them (Almaani, 2012: 161).

Al-Ali indicates that it means their role in discussing and setting objectives, plans and other matters related to the performance of the organization, in addition to activating their role in such a way as to make them feel of their importance and status

in the organization. The actual participation means the contribution of the employees at the various administrative levels, especially the lower levels, and each one according to his specialization in the development and preparation of the objectives and plans of the organization (Al-Ali, 2010: 39).

(Aishawi, expresses his opinion saying that the participation of each individual in the collective work is one of the most important activities that should be focused on, this will increase their loyalty and belonging to the institution. Collective work is an effective means to diagnose problems and find optimal solutions to them by direct contact between departments and sections and the continuous relations between members of the same institution. In order to increase the effectiveness of this communication, the Total Quality Management (TQM) system emphasizes the importance of using the method of decentralization and horizontal communication instead of the method of centralization and vertical communication to support the idea of teamwork among individuals in various departments and sections (Aishawi, 2013: 80 - 81).

#### **2.1.5.5. Making Decisions Based on Facts and Reality**

(Almaani, indicates that this method is based on the precise identification of responsibility, the identification of the place of the errors in the processes and the methods of treatment by following a series of procedures and steps that require serious study of the problem and the development of appropriate solutions (Almaani, 2012: 162).

Dr. Deming and Hagstrom stated that the Total Quality Management (TQM) adopts an institutional concept to solve the problems (as opportunities for improvement) in which participate all the employees as well as the customers. This comes as a result of full understanding of the work and its problems and causes in order to reach useful solutions. Decisions to improve processes are based on collecting information and data. This requires the building of an excellent team based on effective communication and the development of individual skills to maximize their creative potentials (Dr. Deming and Hagstrom 2009: 35).

Al-Ajmi, described the process of decision-making as the heart of management, and the concepts of management theory must be derived from the logic and psychology

of human choice. Therefore, decision-making has become the focus of the administrative process to a large extent it is the ability and efficiency of leadership to make appropriate decisions (Al-Ajmi, 2008: 230).

### **2.1.6. Requirements for the Application of the Total Quality Management (TQM)**

Aishawi, refers that the American Quality Institute identified a number of key elements that represent the total requirements of the application of the Total Quality Management (TQM) in all institutions, whether commodity or service, whatever their size (Aishawi, 2013: 138):

1. Support and encourage the senior management to apply the Total Quality Management (TQM): This comes out of the conviction and belief in the need for improvement and comprehensive development of the institution thus, it has a full readiness to support the changes that will occur.
2. Create the work environment and the culture of the institution: It is the preparation of individuals working in the institution and convince them to accept the Total Quality Management (TQM) approach by highlighting the benefits and advantages.
3. Concentration on customer: The customer is the basis of all efforts in the philosophy of the Total Quality Management (TQM) and therefore the administration should do all its best to provide a rich database of customers and their present and future needs.
4. Performance measurement: This is a system capable of measuring accurately the performance related to productivity and quality.
5. Effective management of human resources: Deming calls for a system based on the idea of teamwork and continuous training and linking rewards with the performance of the teams and their role in achieving customer satisfaction.
6. Education and continuous training: This means making efforts for the development and training of the human element and this must be continuous to ensure the ability to produce quality.

7. Leadership capable of implementing the Total Quality Management (TQM): This is considered as the central element that coordinates all other elements and provides sufficient support to attain the success of this effort.
8. Establishment of an overall quality management information system: The flow of information and ensuring access to the various levels of activity of the institution does more than the role of the Total Quality Management (TQM) in the mentioned institution.
9. Forming quality work teams: This calls for all the activities of the institution and impulses them to cooperate and make the necessary efforts towards the pursuit of quality.

Dr. Deming and Hagstrom mentioned eight requirements for applying the Total Quality Management (TQM) (Dr. Deming and Hagstrom 2009: 17):

1. Reformulation of the cultural structure inside the establishment.
2. The promotion and marketing of the program in a well and effective way.
3. Training and teaching the participants about the methods and tools of the program
4. Depending on specialists, consultants and researchers in the field of the Total Quality Management (TQM) in general and specialists in human resources management in particular
5. Formation of teamwork in the establishment
6. Encouraging and motivating the team continuously
7. Follow up and supervise the team regularly
8. Success and failure in the Total Quality Management (TQM).

### **2.1.7. The Stages of Applying the Total Quality Management (TQM)**

There are five stages to successful implementation of the Total Quality Management (TQM) in different institutions. This methodology is the most widespread although there are several ways to apply this method. These stages are as follows:



#### **2.1.7.1. Zero Phase: The Preparation Stage**

The main objective of this stage is to consider the Total Quality Management (TQM) as part of the culture of the institution and to focus on the full support of the senior management of the institution. This stage includes the following steps: (Al-Mahayawi, 2006: 192)

- Reinforcing the consciousness of the importance of the continuous development, through the practical diagnosis of the problems of the institution, and the identification of the challenges it faces.
- Identifying the needs, requirements, trends and desires of the beneficiaries, and consider them as an important basis for formulating the objectives of the institution.
- Introducing the leadership of the institution to the intellectual foundations of the Total Quality Management (TQM).
- Commitment of administrative leaders to the thought of administrative excellence and the Total Quality Management (TQM), as well as its support of the development of the performance of the employees.

#### **2.1.7.2. The First Phase: The Planning Stage**

In this stage, the following will be achieved: (Aishawi, 2013: 12)

- Selection of quality committee members.
- Selection of quality consultant.
- Training of committee of quality direction and the consultant.
- Approval of the application of the plan and the determination of necessary materials.

#### **2.1.7.3. The Second Phase: Evaluation Phase**

The strategic quality planning requires identifying different areas of processes that need improvement (e.g. leadership, information and analysis, strategic planning, staff development, business or industrial processes, project results, and customer satisfaction). (Ayish, 2008: 27).

#### **2.1.7.4. Third Stage: Implementation Phase**

In this stage, we can notice that the investments made during the previous phases will be fruitful. Specific training initiatives will be initiated for both managers and staff, with the full support of the Advisory Board. Task forces for specific operations will be given the right to evaluate and improve processes and the application of any change. (Muhaidib, 2005: 73)

#### **2.1.7.5. The Fourth Stage: The Stage of Exchange and Dissemination of Experiences**

If the application of the Total Quality Management (TQM) approach is successful, the management of the institution will invite the managers who contributed to this application in addition to all other partners' owners, employees, customers and suppliers to inform them of the results of this application. The management also invites them to announce their solidarity with them and to cooperate with them to realize the continuity and progress in this direction. Moreover, the institution could invite other institutions to cooperate and share experiences in this field. (Aishawi, 2013: 141)

#### **2.1.8. Some Terms Are Similar to TQM**

##### **2.1.8.1. International Organization for Standardization (ISO)**

ISO (International Organization for Standardization - ISO) is a set of specifications and standards that have been considered as requirements for quality systems. ISO stands for International Standards Organization, established in 1924 in Geneva, Switzerland. It is a federation of national standardization bodies in various countries which aims at developing standards and promotes related activities to facilitate international trade in goods and services and to develop cooperation in information, science, technology and economic fields (AlMaani, 2012: 197).

The International Organization for Standardization – (ISO) is really an addition to the science of management, provided that the organizations implemented it accurately and effectively, it is not mere certificate as it is currently the case in the majority of developing country organizations. (Al-Kafafi, 2007: 9-10)

Consequently, the implementation of the ISO series is generally considered an integral part of the Total Quality Management (TQM) program in contemporary organizations. (Ghoneim, 2008: 83-84).

From his part, the researcher believes that the series of The International Organization for Standardization - ISO) is one of the requirements of the concept of TQM. It is the first step towards the application of TQM this is due to the fact that TQM has three basic elements:

The management process, the individuals and the systems while the International Organization for Standardization – (ISO) involves granting organizations quality assurance certificates about the systems without including the administrative process and individuals directly. It must be mentioned that the Total Quality Management (TQM) is more general and comprehensive than the ISO 9000 specification. The organizations can obtain the (ISO) certificate without having completed the TQM application.

#### **2.1.8.2. Six Sigma**

The Six Sigma is a method of performance management at the operational level of organizations where the error does not exceed (3.4) times per million it is a statistical measure of accuracy without error. (Abdel Mohsen, 2006: 272).

It is a means designed to achieve the highest levels of performance through reliance on data related to the actual performance of the organization and its outputs whether they are goods or services collected and analyzed. Then there must be a comparison of those data with the requirements or the desires of customers in the targeted markets to analyze the results of the comparison to diagnose deviations and look for addressing them radically by reducing the defective production rates up to the ideal ratio of (6 sigma). (Baldawi and Nadim, 2007: 106).

The Total Quality Management (TQM) and Six Sigma approach share the same culture of persuading employees to change their view towards the new approach and work on a team basis. This will lead to quality requirements and meeting the needs of shareholders, clients and employees of the organization. The Total Quality Management (TQM) and Six Sigma share the same philosophy that seeks to help the

organization achieve (TQM) by strengthening senior management, continuous quality development and working on long-term success. (A'adili, 2014: 60-62).

Six Sigma transcends the limits of the technical program to address quality problems to include the administrative and strategic dimension which aims at maximizing the satisfaction of the customer and maintain the financial health of the institution. It is also seen as a systematic, organizational and strategic way to improve and develop new products. These are translated in the form of statistical ways and scientific methods to reduce the defect. It also includes a radical change in the culture of the institution and its philosophy of measuring the current performance and a way to achieve the planned performance in the absence of deviation in performance and the absence of defect for product quality. (Fathia, 2015: 269).

Six Sigma aims at helping the employees provide Defect Free products and services. It is a method which recognizes that there is always room for error even in the best design of products and services. However, at 99.9997% performance, defects in products and services are almost nonexistent. According to the six Sigma levels, the probability of error according to standard deviation, errors and defects per million units, service or opportunity is as follows (Al-Azzawi, 2010: 233).

**Table (2.1):** shows errors and deficiencies per million units, service or opportunity

| Sigma | Qualification | Errors or Efficiencies per million chances |
|-------|---------------|--|
| 1     | 31%           | 690000                                     |
| 2     | 69,2%         | 308537                                     |
| 3     | 93,32%        | 66807                                      |
| 4     | 99,379%       | 6210                                       |
| 5     | 99,977%       | 233  |
| 6     | 99,999 %      | 3,4  |

**Source:** (Azzawi, 2010: 234).

## **2.2. Performance of the Organization**

This course aims at clarifying the concept of the performance of the organization, the factors affecting the performance, performance measurement, measures, types and classifications of performance measures and their importance, performance evaluation, methods, stages, objectives and problems and the Balanced Score Card.

### **2.2.1. Introduction of the Performance of Organization**

Performance is an important and fundamental concept for organizations in general, and it is of great importance to the management of institutions. It represents the common denominator of the interest of researchers in management science in particular. Performance is an integrated system in which individual performance is the key element, and this is because the human element is the most effective component of performance for its experience and capabilities to achieve business. (Al-Saud, 2008: 73).

All organizations strive to accomplish their work efficiently and effectively in order to achieve the objectives that have been planned in advance and at the lowest possible cost. The organizations have many resources that they can use to achieve competitive advantage in their product markets within the framework of their activities locally, regionally or internationally. Then, they try to achieve their specific objectives and classify these resources into three groups, including physical resources such as buildings, equipment, technology, financial assets, the organizational resources such as financial, administrative, supervisory and other structures and systems, and human resources which include the expertise, skills and capabilities of the staff. (Jalal al-Deen, 2009: 70)

### **2.2.2. The Concept of the Organization**

Performance plays an important role in organizations of all kinds. The organizations try to achieve the best performance while maintaining it to ensure their survival, and their continuation in the market in particular and the environment in general. There is a difference among the researchers concerning the expression of the concept of performance according to the objectives which must be achieved in

different fields of science with different standards and measures of performance. Most of the researchers consider the extent of the success realized by the organization is the best way of expressing it.

Al Ghalebi and Idris believe that performance is "the outcomes or objectives that the system seeks to achieve, it is a concept that reflects both the objectives and the required means to achieve them", In other words, it is a concept that links the activities to the objectives that the institution seeks to achieve (Al Ghalebi and Idris 2007: 77).

From his part, Al-Lozi defines it as one of the stages of effective control because it is a process of comparing the performance with what is planned to be sure of the realization of the already designed objectives. There is a need to identify and address the deviations both before and after their occurrence by using the best scientific methods of the elements of production and the realization of the objectives with high efficiency (Al-Lozi 2005: 199).

(Shaqer 19:2005) pointed out that the performance is the outputs or the objectives that the managements seek to achieve within a certain period of time. The performance reflects the extent to which the objectives of the organization are achieved, whether those related to profitability, growth or market share or those related to mental impressions related to satisfaction, loyalty and brand knowledge (Shaqer 19:2005). While (Wheelen & Hunger) defined it as the concentration of the objectives of survival, adaptation and growth, which are long-term for the organization.

Daft added that it is the ability of the company to achieve its objectives by using the available resources in an efficient and active manner. The National Quality Program describes it as an expression of the outputs obtained from the products and processes. (Taweel and Abadi, 2013: 116).

Abdel Mohsin defines it as the performance of the outputs or the objectives that the system seeks to achieve (Abdel Mohsin, 2006: 3).

Whereas Al-Sarafi defined it as a periodic administrative process whose aim is to measure the strengths and weaknesses of the individual's efforts and behaviors in a particular situation and to achieve a specific goal previously planned by the organization. (Al-Sirafi, 2007: 208).

### **2.2.3. Factors Affecting Performance**

Badhadhu thinks that the factors affecting the functional performance include (Badhadhu, 2009: 49):

1. Setting the objectives of the Organization: The organizations that operate without clear plans and specific production rates cannot measure the extent of achievements which is in turn reflected on the performance of staff.
2. The participation of different administrative levels in planning and decision-making. There is no doubt that the weak participation of different administrative levels in planning and decision-making has contributed to the creation of a gap between senior management and staff, which in turn reflected on the performance of the organization as a whole.
3. Functional satisfaction: Low satisfaction is a key factor in low performance.
4. Administrative Negligence: Administrative negligence is a management phenomenon that has a significant impact on the low performance of employees.
5. Organizational development: The problems which have been resulted from the organizational development have a clear effect on the low performance of employees.
6. Physical environment: The inability of the organization to provide a suitable working environment for workers will definitely leave bad effects in the employees, which leads to poor performance level.
7. Scope of supervision: The scope of supervision plays an important role in influencing the functional performance. The lack of good supervision causes a real decrease of staff morale and creates an atmosphere of mistrust. Consequently, it will affect the staff performance.

### **2.2.4. Performance Measurement**

Performance measurement is defined as: continuous monitoring of the achievements of the programs of the organization and their recording especially monitoring and recording the aspects of the progress towards the well planned objectives (Al-Galpi and Idris, 2007: 487).

Al-Galpi and Idris, define it as a continuous monitoring and documentation of the achievements of the programs of progress especially the aspects of the progress towards the well planned objectives. The performance measures contain the types or levels of activities of the executed programs, the products and services that result from those programs, and the outcomes of the products and services provided. The programs are the activities, projects, jobs or policies that have specific objectives or a set of homogeneous objectives. The performance measurement system is necessary to detect the errors and to control the operations to improve them. What is more, the performance measurement provides the necessary information to take the correct decisions about what the organization is doing (Al-Galpi and Idris, 2009: 69).

### **2.2.5. Performance measures**

The Performance measures provide the necessary information to take the correct decisions about what the organization is doing. From the quantitative point of view, performance measures give the organizations an important vision of the products, services, and processes that produce those products and services. From the significant points that can help discover the good performance measures we can mention the followings: Miley (Al-Galpi and Idris, 2009: 487):

1. The level of quality of business.
2. The level of achievement of goals.
3. The customer satisfaction level.
4. 4. The conformity of the measures and the operations with conform to the well prepared statistical standards and criteria.
5. Level of improvements where and when they should be.

### **2.2.6. Types and classifications of performance measures**

Performance measures take many types of classifications and generally they are classified into five types and as follows: (Beni Hamdan and Idris, 2007: 392):

1. Input Measures: They are used to understand the human and financial resources and to reach the desired outputs and outcomes.
2. Process Measures: They are used to understand the immediate steps of product or service production processes.



3. Output Measures: They are used to measure the product or service provided by the system or organization and delivered to customers.
4. Outcome Measures: They are used to assess expected, desired or actual results. Sometimes, and in some cases, there is difficulty in the establishment of direct causal relationship between the outputs of the activity and its intended outcomes.
5. Impact Measures: They are used to measure the direct or indirect effects of achieving the objectives of the organization.

### **2.2.7. Importance of Measuring Performance:**

The importance of measurement of performance can be summarized by the following points: (Al-Galpi and Idris, 2009: 489)

1. Provide a clear introduction to focus on the strategic plan of the program as well as its objectives and level of performance. The measurement also provides a mechanism for reporting on the performance of the work program to senior management.
2. Measurement focuses on what needs to be achieved and urges organizations to save the time, resources and energy required to realize the objectives. Measurement also provides feedback on progress towards the goals. If results are different from goals, the organizations can analyze the existing gaps in performance and make the required modifications.
3. Performance measurement improves the reality of internal communications between employees, as well as external communication between the organization and its customers and clients. The emphasis on measuring and improving performance creates a new environment that will affect all the customers and clients of the organization.
4. Performance measurement helps explain the implementation of programs and their costs.
5. Performance measurement can show that the organization treats the needs of society by making progress towards social objectives.
6. Performance measurement encourages a constructive approach to solve the problems and the measurement provides tangible and real data that can be used to make correct decisions about the operations of the organization.

7. Measurement increases the influence of the organization and through this measurement it is possible to get to know the axes which need attention and focus as well and it will be possible also to realize the positive impact on these axes.
8. There can be no improvement without measurement. If the organization does not know where it is now in terms of the reality of its operations, it cannot know what its future is, and certainly cannot attain its inspirations.

### **2.2.8. Performance Evaluation**

Performance evaluation reveals the actual imbalance between the actual and planned performance (performance gap). The performance evaluation is an important process for the employee as long as it affects his career and provides a significant opportunity for promotion and progress and the determination of the level of income. Therefore, this process must be honest, objective, and correct and performed in accordance with clear and obvious methods and standards so as to bear fruit and contribute to change of the employee for the better. Performance appraisal helps management put everyone in the right place and does the job which is suitable for the management.

Gad Al-Rab, defines the performance as the process by which positive aspects and negative aspects of achievement of goals are discovered and performance targets are carried out. He adds that performance appraisal is not an end in itself but is a necessary means for continuous improvement, both at the level of the performance of the individual or the Total Quality Management (TQM) of the organization or even the level of performance of the work teams (Gad Al-Rab, 2009: 51).

Al-Mohasana adds that the process of evaluating performance is the official means of identifying the strengths and weaknesses of the contributions given by the individuals to the functions and tasks they are required to accomplish (Al-Mohasana 119:2013).

Alaameri points out that performance evaluation is a stage of the administrative process in which we try to compare the actual performance using specific indicators. In order to identify the deficiency or lack of performance and therefore make the necessary or appropriate decisions to correct this deficiency between what exists or is

actually achieved and what is targeted within a given period of time which is usually one year (Alaameri , 2007 : 602).

Al-Husseini, and, Al-Douri, defined it as: studies and research aimed at identifying the relations between the available resources and showing how they are used by the economic unit and how to develop this relationship over a period of time by comparing what has already been achieved with the predefined criteria (Al-Husseini, and, Al-Douri, 2008: 63).

In fact, the performance evaluation is the comparison of the actual performance of the worker with the targeted performance with a view to identifying deficiencies, noting that the evaluation does not mean defamation or distortion, nor does it mean accusations and trial; it is a process of knowing the actual performance and comparing it to the targeted performance this is applied to all the organizational levels including presidents and superiors. (Shawish, 2005: 87).

However, (Al-Kubaisi) defines the performance evaluation as: the administrative and technical process through which the data are collected and the descriptive and quantitative information is derived indicating the actual performance levels of the employees compared to their previous performance and the performance of their colleagues or the rates and criteria that explain what should be achieved. (Al-Kubaisi 2005 -: 189).

It is defined as the process of pronouncing a general judgment on the system as a whole through a careful study of the various actors and those concerned. This study aims at making future decisions that support what is positive and correct and what is negative. (Abd Al-Bari and Al-Sabbagh, 2010: 259).

Jad Alrab adds that the evaluation of performance is a flexible system capable of responding to the variables and circumstances surrounding the organization. It uses a set of criteria and means to compare the actual performance to the targeted performance across all phases of implementation for each activity and in all activities of the organization as a whole (Gad Al-Rab 37:2012).

It is also defined as an attempt to analyze the performance of the individual and all his psychological, physical or technical and behavioral skills in order to identify strengths and weaknesses and to try to strengthen the former and to confront the latter

as a basic guarantee for the effectiveness of the organization now and in the future (Al-Sirafi, 2008: 84).

### **2.2.9. Performance Evaluation Methods**

(Al-Karkhi 2014: 140) categorizes the methods of job evaluation as follows:

#### **2.2.9.1. The Method of Performance Type**

This approach focuses on the type of outputs achieved and it requires the followings:

- Determine the quality of the outputs achieved.
- The extent to which performance relates to the objectives of the organization.

This approach involves some practical difficulties including the difficulty in determining the quality of the outputs and the extent to which they meet the requirements.

#### **2.2.9.2. Method of Quantity of Performance**

This method focuses on determining the quantity of outputs and their units of measurement such as: determining the number of the issued transactions, the number of printed books, the number of accounts maintained in the organization, etc. This method is simple and easy to stand on the preparation of outputs digitally. But it faces some difficulties, it gives neither the quality of output nor it indicates the direct contribution of the staff to the production of these outputs.

#### **2.2.9.3. Quantitative and Qualitative Method of Performance**

This is considered as the best method because it combines quantitative and qualitative outputs. Thus, it avoids the disadvantages of the two previous methods because of their shortcomings.

### **2.2.10. Performance Evaluation Stages**

The performance process goes through many stages, including: (Al-Karkhi, 2007: 39).

1. Collecting statistical data and information:

The performance evaluation process requires the provision of the necessary data, information, reports, indicators and standards needed for the activity of the establishment. These can be obtained from production accounts, profits, losses, information on productive capacities, capital, number of workers and their wages. As long as this information usually serves the assessment during the given year, as well as the information about the previous years and data on activities of similar enterprises in the same sector or with some establishments abroad for their importance in making comparisons.

2. Analysis and study of statistical data and information:

To determine how accurate and valid the data are to calculate the criteria and indicators needed for the performance evaluation process a level of reliability is required in these data using some well-known statistical methods to determine the reliability of such data.

3. Conduct the evaluation process:

Using appropriate criteria for the activity of the economic unit, provided that the evaluation process includes the overall activity of the unit, ie, all activities of the centers of responsibility with a view to realize the objective and the accurate judgment.

4. Take appropriate decision on the results of the evaluation:

It becomes clear that the activity of the implementing unit was one of the planned objectives and that the deviations in the activity had been limited and that its reasons had been identified and that the solutions needed to address these deviations had been taken and the plans had been put in place to move the unit forward the better in the future.

5. Defining responsibilities and following the corrective processes of deviations:

This will be done by identifying those responsible for follow-up with the information and data resulted from the evaluation process in order to use them in drawing up future plans and increasing the effectiveness of follow-up and monitoring.

### 2.2.11. Performance Evaluation Process Problems

These problems can be classified as subjective related to the responsible for the evaluation process and the objective problems related to the of the performance appraisal process itself (Dessler, 2014: 337-338).

**1. The Subjective Problems:** These problems are related to the following:

- The characteristics and the traits of the evaluator: These traits are related to the skill and the professional experience of evaluator. Therefore, he must be highly experienced and be able to have social interaction.
- Tolerance and benevolence: The evaluators tend to deal gently with subordinates in this process. This behavior hides the real results of the process and makes it away from the desired objectives.
- Centralized tendency: By following this tendency, the evaluators tend to give moderate and general judgements concerning the performance of individuals. As a matter of course, this will affect the final judgments about the process because of the lack of different results.
- Priority and modernity: These two traits appear in the long-term evaluation process, where the assessment is done by taking the initial performance of the individual without considering the subsequent developments of the first evaluation or neglecting the performance of the previous individual. The evaluator gives a picture of the latest level of performance. This process aims at collecting past, current and the expected future changes.
- Personal bias: It is the bias of the evaluator for the benefit of certain individual whose performance is to be assessed because of kinship, friendship, sex or domicile.

**2. Objective Problems:** These problems are related to the process itself, namely:

- The lack of clarity in the objectives of the performance appraisal process this gives a kind of randomization.
- The inaccuracy of the standards and their inability to express the real performance.
- Lack of sufficient and adequate instructions in the evaluation method.

### **2.3. Balanced Score Card**

Because of the lack of traditional evaluation methods, which are based on the assessment of financial aspects and their neglect of non-financial aspects, a new approach has emerged which takes into account its evaluation of the strategy in all financial and non-financial aspects. This method is known as Balanced Scorecard method.

(Kaplan and Norton) define the Balanced Scorecard as a means of measuring strategic performance. The strategy is translated into strategic objectives, benchmarks, targeted values, and clear procedural steps during the implementing of the strategy. (Al Maghribi, 2009: 57).

Whereas Al-Khafaji and Yaghi, define it as an administrative system designed to help the institution translate its vision and strategy into a set of interrelated strategic objectives and measurements (Al-Khafaji and Yaghi, 2015: 43).

Balanced Scorecard enables the organization to evaluate performance in an integrated manner by linking the multiple objectives that the organization seeks to achieve to strengthen its competitive position. Through the Balanced Scorecard the vision and strategy of the organization are translated into objectives and standards which can be classified into four dimensions. Each one of them achieves the performance assessment from a different perspective, performance is assessed from the perspective of shareholders, customers and operational processes, learning and growth (Abdel Adhim, 2005: 26).

It has also been defined as a system to evaluate the activities and performance of the institution in light of its vision and strategy. It creates a balance between the financial perspective, the perspective of the clientele and the perspective of internal processes, growth and learning (Abu Jazar, 2012: 26).

Through the above definitions, we conclude that: Balanced Scorecard enables the organization to evaluate performance in an integrated manner by linking the multiple objectives which the institution seeks to achieve in order to strengthen its competitive position. The Balanced Scorecard translates the vision of the organization and its strategies into objectives. Moreover, the Balanced Scorecard is a practical framework used as an input to improve current and future performance by studying a number of measurements within four dimensions represented in the financial dimension, the

dimension of the clients, the dimension of the internal processes, the dimension of learning and growth. It is necessary to emphasize the interactions among them. Therefore, the balanced performance will obviously appear.

**1- The Financial Dimension:** The financial performance measures reflect the short-term objectives of the organization. It indicates the extent of its contribution to the implementation of the strategy. It improves continuously its objectives and activities from a financial point of view by identifying the aspects of the financial position of the organization based on several measures. Performance evaluation is done by the comparison to the results of the financial performance of the competing organizations with historical standards and measurements of the organization itself. (Awadh, 2007: 97).

The financial measurements play a double role: they determine the expected financial performance of the strategy; and match the goals with the objectives and measurements in all other assessment card perspectives. The objectives and measurements in other perspectives of the card must be linked to the achievement of one or more of the objectives in the financial perspective (Al-Galpi and Idris, 2009: 175).

**2- The Dimension of the Internal Processes:** It reflects all internal operating processes by which the organization must deal with its competitors. This has a significant impact on customer satisfaction and the achievement of the financial objectives of the institution. This will enable the management of the institution to assess its performance from the perspective of the financial operations of the institution and to be able to evaluate its performance from the perspective of internal processes, the organization analyzes all the activities of the departments and units in a precise and detailed manner in order to create a sound picture of performance that helps managers at all levels correct the points of weakness. It also reinforces the points of strength, excellence and superiority over competitors (Al -Khafaji and Yaghi, 2015: 48).

The internal processes form the cornerstone of the capacity of performance and competitive business organizations. Therefore, these processes are defined as all the vital internal activities which make the organization highly distinguished from other institutions through which the needs of customers and shareholder's objectives are met. (Al-Galpi and Idris, 2009: 224).



**3- The Dimension of Customers:** Most of the present organizations rely on customer needs as the center of their strategy especially after the modern trend which confirms that the client is the reason for the existence and the basis of the survival of the organization. This is achieved through the organization ability to deliver products with high quality at reasonable prices and by measuring balanced performance taking into account these characteristics by taking into consideration the customer. This includes standards for the targeted customers and includes multiple measurements. (Awadh, 2007: 99).

At present, most institutions rely on the requirements, needs and desires of customers in designing their strategy. This is due to the fact that the customer enjoys a great importance and this is reflected on the success of the institution in front of its competitors and its survival and continuity in the market. This depends upon their ability to deliver goods and services with high quality and moderate prices. Through this dimension, managers can translate their message concerning the customers into specific standards that are relevant to their interests and satisfy their needs and desires (Mahad, 2011: 82).

**4- After Growth and Learning:** Alian Burlaud points out that this aspect focuses on the internal capabilities and skills which must be developed to achieve the long-term objectives of the organization. The Competition requires that organizations continually develop their capacities to achieve value for customers and shareholders and to fill the gap between the present and the future capabilities and skills to achieve the long-term objectives of the organization; this is carried out in three main areas (Alian Burlaud 2004: 187):

1. Individuals through the policy of wages and incentives.
2. Regulations: activation of the information system.
3. Organizational procedures: Investing the capabilities of employees through training, skills development, competency development, introduction of modern information systems, and development of organizational procedures. Each worker must seek innovation and improvement of all aspects of the organization work to maintain and improve competitive advantage in the future.

Yousif states that the four cards support each other. Learning and development supports internal processes and affects customer satisfaction. Internal processes, in

turn, affect customer satisfaction, all these points affect the financial indicators (Yousif 2004: 142).

Finally, it is worth mentioning that the four dimensions of a balanced performance card may not be sufficient alone for the success of the performance appraisal process. In some cases, the interest is not only centered on achieving customer satisfaction and financial interests of the shareholders but it may turn to other parties such as the community and the surrounding environment. Thus, in such cases, some researchers suggest to put those parties in the card in order to realize an objective evaluation of the performance of the institution.

### **2.3.1. Balanced Scorecard Components**

Al-Galpi and Idris state that Kaplan and Norton presented the elements of the Balanced Scorecard as follows (Al-Galpi and Idris 2009: 158):

**Future Vision:** Future vision shows the direction of the organization and what future body it will be.

**Strategy:** Strategy consists of all long-term objectives and plans.

**Objectives:** The objectives represent the results to be achieved which will contribute to the organization vision. The objectives are distributed among the four dimensions provided that they must be realistic, measurable and time-bound.

**Indicators:** They reflect the progress in achieving the strategic objective.

**Target Value:** It is a specific amount to determine the extent of deviation from the realized values.

**Strategic Initiatives:** The initiatives or things which will be achieved must be recorded. For example, the objective might be the increase of customer satisfaction with the level of service. The indicator is the result of a quarterly survey. For example, there may be an initiative such as improving the appearance of employees or training employees to deal with customers or otherwise. Note that performance indicators are not required to be quantitative, but may be qualitative or descriptive.

### **2.3.2. The Necessary Basic Requirements to use the Balanced Scorecard**

Abu Fadheh and Dargham, state that providing basic requirements is a necessary condition before starting to use a balanced performance card. The application of the Balanced Scorecard without creating the necessary preparation for its use will inevitably lead to unsatisfactory results. Therefore, the institution which wants to implement the Balanced Scorecard should form the infrastructure that leads to successful design and implementation of the card. The necessary organizational requirements to implement the Balanced Scorecard are (Abu Fadheh and Dargham, 2009: 752):

- The necessity to develop a clear and defined program that accommodates the general principles of the card and comes in line with the ability of the institution and its desire to develop a new management system.
- The need to recognize that the identification and understanding of the strategy of the institution is the starting point in the Balanced Scorecard project. When the strategic requirements for the success of the institution are identified and understood, the indicators that are consistent with the strategy are selected and they reflect the extent to which the objectives are implemented.
- The need to adopt and strengthen the senior management to implement the balanced performance card model with the need to be clear for all employees of the institution.
- It must be realized that there are no standard solutions suitable for all the institutions because of different factors. - The internal and external environment that affect these institutions.
- The impact of performance indicators on the behavior of employees should be understood with the emphasis that their change will affect that behavior in order to encourage improvement.
- The need to recognize the difficulty of quantitative measurement of all the performance indicators taking into consideration that the Balanced Scorecard includes qualitative and quantitative indicators.

- The need to rely on the communication approach from the bottom up and from the top down the organization to recognize the continuous changes which occurred.
- It is important not to start with deep analysis, but prefer to start with simple and approximate analysis to learn and improve with the expansion of the use gradually so that there may not be gap between analysis and application.

### **2.3.3. The Importance of Applying the Balanced Scorecard for Performance**

Nazeeh indicates that the main idea in the Balanced Scorecard is the emphasis on all areas which are the center of interest to the organization to avoid focusing solely on the financial aspect. The next step is to try to reach the appropriate measures that can be used for measurement when the company attains its required objectives. The Balanced Scorecard performance is quite different from other measurement tools in several aspects and as follows (Nazeeh 39-38:2008):

1. It translates the organization message and strategy into organizational objectives and measures in four axes: (financial, clients, internal operations, learning and growth).
2. It is considered as a comprehensive performance measurement system based on types of measurements suitable for the complexities of the business environment and the different staff contributions. Balanced Scorecard measures are financial and non-financial measures focused on the four axes. These measures may be external or internal.
3. It is a new way of measuring performance; it is concerned with standards at all levels and functions of the organization and does not concern the financial standards only.
4. It is a system of performance measurement derived from the vision and strategy of the organization. It reflects the most important features of the work so that the plans and initiatives can be implemented by reinforcing the actions of all members of the organization on a common understanding of their objectives and by finding a basis for evaluating the efforts and raising the level of strategic awareness.

5. It connects the objectives and the measurements in the balanced scorecard between causal relationships to the success of the organization mission to describe a comprehensive plan for achieving the strategy.
6. The Balanced Scorecard is an educational, communicative and informative system rather than a system of control and accountability.
7. It unifies the objectives to direct all measurements used to achieve an integrated strategy.
8. It provides the senior administration with a clear and accurate picture of the performance of the organizations and departments, and shows their performance and assesses their contributions to the achievement of the strategic objectives of the organization.
9. It focuses on the investment of human resources to achieve the competitive advantage of the organization and improves its future achievements

#### **2.3.4. Balanced Scorecard Objectives**

There are a number of objectives that the Balanced Scorecard seeks to achieve. The balanced performance card directs businesses to focus their attention on achieving their mission. Previously, its concern was put on the financial aspect only. At present, its concern takes care of the companies on the short-term as well as the long-term. Therefore, it connects the short-term annual plan to long-term strategies and achieving a deeper management understanding of the interrelationships between the implementation of specific strategic objectives. The Balanced Scorecard is a strategic management means that ensures the planning of a strategy that ends with the achievement of specific purposes and objectives. This strategy is the focus of attention of each employee. The balanced performance card can be applied at all levels of management and put the priorities for each administrative level. This provides a means of communications explaining the strategic objectives for everyone working in the company. It can be added that it provides a balance between measurement and evaluation. The affairs which are measured with difficulty might have a significant impact on the continuation or failure of the company (wadodin, 2009: 9).

### **2.3.5. The Challenges of Applying a Balanced Scorecard**

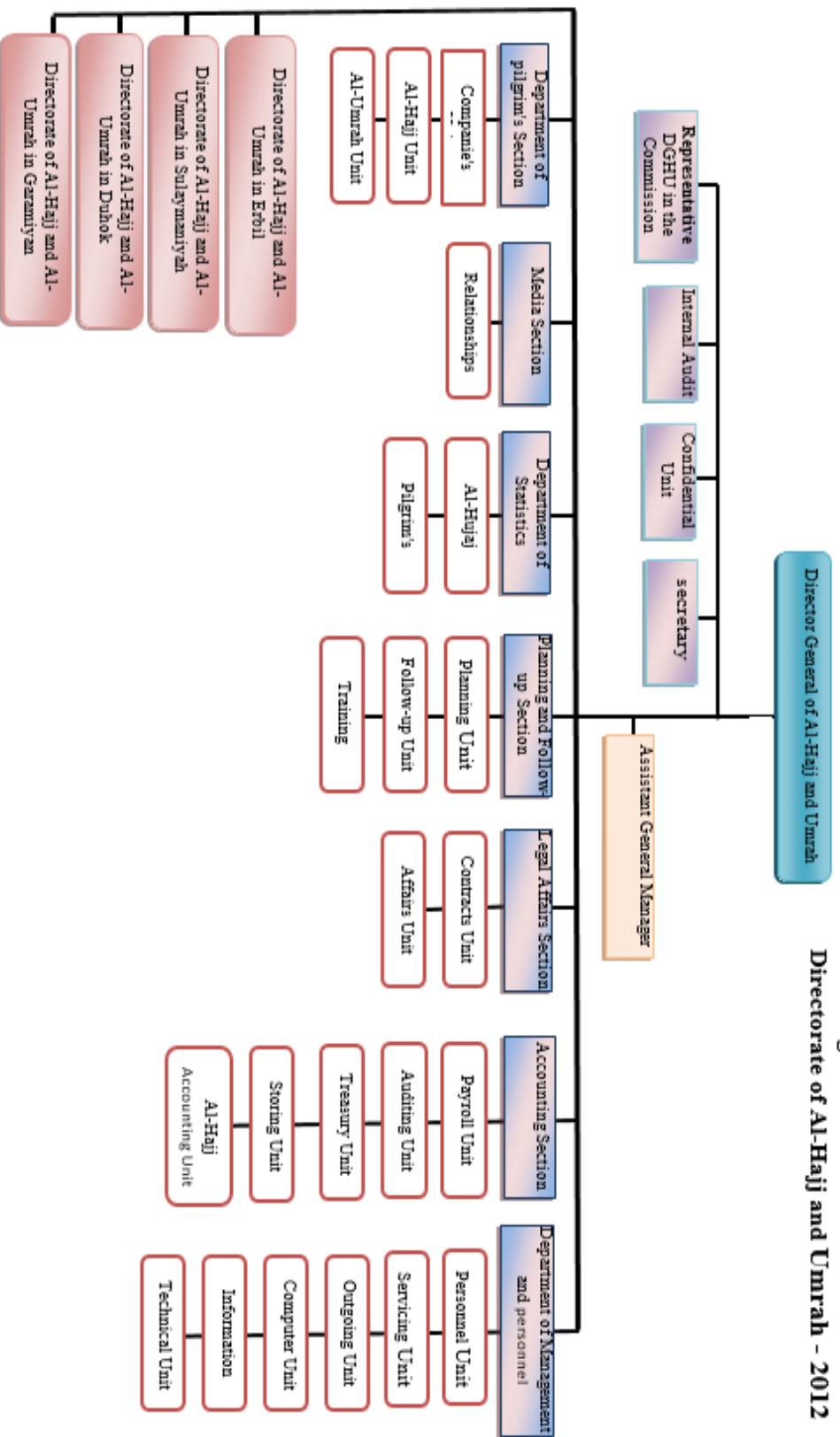
Business organizations and service institutions face challenges that prevent the Balanced Scorecard from being successfully applied. The following challenges are part of the challenges facing these institutions (Jacobsen 2008: 37):

1. Lack of commitment to management and employees in the process of applying the Balanced Scorecard.
2. Non-compliance with the implementation of short-term operational plans and annual budgets in a timely manner.
3. Limitations imposed on the information system which prevents the possibility of evaluating the performance of the institution, and thus the inability to monitor progress towards the required objectives.
4. Difficulties facing the team in drawing the strategic map.
5. A lack of consensus on the selection of performance measures.
6. Workers resistance to change.

### **2.4. Directorate General of Hajj and Umrah**

Because of the lack of sources and references about the structure and functions of the Directorate General of Hajj and Umrah and its activities and its tasks, we are obliged to make personal interviews with the Director-General and his assistant and department managers and officials of units and staff to obtain a general description of the Directorate especially the former Director General who provided an abundant information in general about Directorate.

**The organizational structure of General Directorate of Al-Hajj and Umrah - 2012**



**Figure (2.5): Directorate General of Hajj and Umra**

### **2.4.1. Establishment of the Directorate General of Hajj and Umrah**

The Directorate General of Hajj and Umrah was established according to the Ministerial Order of the Council of Ministers of the Kurdistan Region No. (3036) on 23/10/2008 under the name of "The Directorate General of Hajj and Umrah".

According to the Ministerial Order of the Ministry of Awqaf and Religious Affairs No. (29) Of (2/4/2008) concerning the office of the Minister and according to paragraph 8 of the law of the Ministry of Awqaf and Religious Affairs No. (11) of 2007 and in Article III, paragraph (8) which referred to the Directorate General of Hajj and Umrah as the director general a university degree with experience and specialization in his work.

### **2.4.2. Definition of the Directorate General of Hajj and Umrah**

The organizational structure of the Directorate General of Hajj and Umrah reflects the various functions exercised by the Directorate and consists of seven sections with four directorates (Erbil, Sulaymaniyah, Duhok and Karamian) and as follows:

#### **❖ The Director General**

He is the one who directly controls all the functions of the Directorate General through the powers he has and is keen to apply them correctly. He follows up the implementation of the main administrative processes in the best and most successful ways. One of the most important tasks of the Director General is to supervise all activities and daily operations by following them continuously and to ensure the implementation of the best strategies for continuous development and set objectives for all tasks, Measuring the success of performance in their implementation, and following up on their own reports with full attention to the work of the heads of departments, and interest in the recruitment of qualified staff, who contribute to the progress of the Directorate General and hear their views and motivate them to participate in meetings in order to recognize the achievements and challenges facing them. And representation of the Directorate General in the local, regional and international Islamic conferences and meetings to clarify all the strategies adopted by the Directorate General for all managers correctly, so that they can transfer them to the staff. And permanent coordination with the Supreme Commission for Hajj and Umrah



in matters related to the necessary relations with the Ministry of Hajj in the Kingdom of Saudi Arabia and other departments related to the matters of pilgrims and Umrah.

- **The Secretary**

The secretary is directly related to the Director General, he facilitates the task of visitors and auditors and prints reports and official letters, and follows them up. He is responsible for issuing and receiving the official letters and takes the necessary action concerning them. He opens the files whenever it is necessary and he numbers the contents according to the rules and maintain the confidentiality of the work, reports and files and their contents and delivers the required files to the concerned persons upon request and return them to their places immediately after using them in according to the directions of the Director General and carries out any other tasks assigned by the Director General.

- **The Secret Pen**

It is connected directly with the Director General, and undertakes the following tasks and duties:

- 1- Issuing official letters and secret administrative orders for the Directorate.
- 2- Follow-up the confidential mail in the Office of the Director General and answer the relevant official letters.
- 3- The management of the incoming and outgoing secret of the official letters
- 4- Distributing the mail of the secret pen to the different departments according to their specialization.
- 5- Keeping and copying the secret archive and printing the official letters issued by the office of the Director General.
- 6- Following up the urgent secret official letters of the Director General.
- 7- Preserving the confidential communications and issuing their number.
- 8- Carry out other similar work.

- **Internal Audit**

It is directly related to the Director General, it is an independent activity carried out by an efficient and independent person to express an opinion on the legality and integrity of the financial statements within the Directorate. It is also an effective means to assist the administration in verifying the implementation of administrative policies

to ensure the accuracy of the data contained in the accounting letters, books and records.

❖ **The Representative of the Directorate General in the Commission**

He is connected directly with the Director General he carries out the transfer of mail between the Directorate General of Hajj and Umrah and the Supreme Commission for Hajj and Umrah of Iraq and the **revision** of the State Departments in Baghdad in concerning Hajj and Umrah. He represents the Director General in some meetings in the Iraqi Hajj and Umrah when mandated by the Director General.

• **Assistant General Manager**

He replaces the Director General during his absence for twenty-four hours for any reason whatsoever with all his powers until his return. In ordinary cases, he shall participate in the supervision, decision-making and routine work with the Director General.

• **Department of Management and Personnel**

The Department of Management and personnel is one of the difficult departments because it needs the ability of self-control and calm and wisdom. The manager of this department is the primary and direct supervisor of the management and follow-up of all matters related to employees. The tasks of this department are to manage personnel affairs in all administrative aspects of appointments, career visits, and penalties, thanks issuance of administrative orders, annual bonuses, and follow-up of incoming and outgoing mail, custody, retirement and monitoring of working hours. In addition to recording and inputting all data about employees and everything related to them and other tasks assigned to them. It also helps develop plans and programs for the department on the ground, and supervises the implementation of efficiency and excellence, and promote the harmony and development of the relationships between individuals to form an effective unit within the Directorate and the development of good relations between management and staff by following a clear and fair policy. And that the function of the director of the administration and personnel faces many pressures and it requires a high mental effort and a great ability to focus and solve the problems facing the staff and the management. The Director of this department supervises the work of the Directorate and directs the subordinates to carry out the work assigned to them, and studies, proposes and develops the systems for work and

the management of the personnel .Moreover, he follows up all matters related to the staff of the Directorate which is concerned with the appointment, promotion, transfer, assignment, lending and provision of administrative services to the departments of the Directorate and supervises the maintenance of the building and furniture and office and equipment and besides the work of various departments of the Directorate such as the supervision of the annual inventory of the Directorate properties, the preparation of the write-offs of materials and equipment and the movement of furniture and equipment in it. This department consists of the following divisions: (the personnel, Services Unit, incoming and outgoing mail incoming and outgoing mail and Incoming Unit, Compute, Information Bureau and Technical Unit).

- **Accounting Section**

The accounting Section is one of the basic and important sections in the Directorate; its importance comes from the fact that it is responsible for managing the funds of the Directorate coming from the revenues and expenses and covers the operational expenses required by the departments of the Directorate and the organization of annual accounts for the budget.

Its tasks include implementing the financial and accounting procedures adopted by senior management, supervising the documents issued to the accounting department, verifying their validity and containing the necessary signatures and keeping the necessary accounting books and documents to implement the approved accounting system. Make sure that they are registered legally and save them after being completed, preparing monthly adjustments, participating in the periodic and annual inventory of materials and fixed assets and matching them with their own accounts. It supervises the preparation of the payroll scales and ensuring the correct preparation of these tables and preparing financial reports at the end of each period of and the preparation of final accounts at the end of the fiscal year. It prepares the exchange documents for the work of the Directorate, the issuance of cheques, preparation of accounting entries in accordance with the rules, preparation of payroll, advances and other financial statements and maintaining confidentiality of information. It consists of the following units: (Payroll and Expense Unit, Audit Unit, Treasury Unit, Warehouse Unit and Hajj Accountant).

Other functions of the Accounts Section include:

1. Participating in the formation of the main committees and the various committees necessary for the performance of Hajj and Umrah in different stages.
2. Participating in the process of preparing and signing various agreements and contracts related to Hajj and Umrah.
3. Preparation of general budget draft as well as the final accounts for the work of Hajj and Umrah and identifying the necessary requirements for the conduct of various works.
4. Follow-up the revenues by taxpayers and ensure the proper use of financial documents proved in the records according to the approved rules.
5. Working to pay the benefits of the relevant parties in the Holy Land in accordance with the conventions and plans and controls governing the work of Hajj and Umrah.
6. Determine the needs and requirements of the work of Hajj and Umrah equipment, furniture, stationery, various publications and other in coordination with the relevant administrations in the Directorate of the investigation and take the necessary procedures to purchase or print and store and organize them in accordance with financial regulations and financial systems.
7. Carrying out archiving the documents, contracts, agreements, records, etc. according to the latest mechanisms and systems.
8. Keeping and documenting all accounting and storage documents and records for the various financial works of Hajj and Umrah in order to achieve ease and facility when it is necessary to revise them.
9. Carrying out any other tasks entrusted to it or within the scope of its functions.

As for the revenues of the General Directorate, the pilgrims who travel on Iraqi Airways were deducted \$ 50 for each Umrah by the Supreme Committee for Hajj and Umrah, \$ 35 for the Iraqi Hajj and Umrah Authority, and the Iraqi Mission for Hajj and Umrah in Saudi Arabia for them and the share of the Directorate General of Hajj and Umrah in the province of Kurdistan Alaak was \$ 15.

But with the beginning of the New Year Directorate General of Hajj and Umrah in the Kurdistan Region began to take \$ 100 for each mu'tamreen, and this is a big jump its revenues.

On the other hand, the Government in the Region of Kurdistan of Iraq takes from the owners of travel companies for Hajj and Umrah the amount of \$ 15 for each Mu'tamr going to Umrah by them. From what preceded, it is obvious the size of the huge amount is added to the revenues of the Kurdistan Regional Government.

**Figure (2.2):** Number of pilgrims and Umrah pilgrims in Iraqi-Kurdistan Region during 2008 - 2016

| No. of pilgrims | No. of pilgrims | Year | No. |
|-----------------|-----------------|------|-----|
| 15152           | 4311            | 2008 | 1   |
| 22616           | 4534            | 2009 | 2   |
| 35412           | 4500            | 2010 | 3   |
| 40920           | 4650            | 2011 | 4   |
| 61000           | 4616            | 2012 | 5   |
| 63000           | 3720            | 2013 | 6   |
| 36200           | 3656            | 2014 | 7   |
| 30226           | 3656            | 2015 | 8   |
| 16147           | 3650            | 2016 | 9   |

**Source:** Prepared by the researcher

- **Legal Affairs Section**

The Legal Affairs Section is responsible for establishing relations with the legal institutions and reviewing the legal contracts and agreements of the Directorate. It is also responsible for following up and preparing, guidance, planning and organizing all the matters related to legal affairs in the Directorate. It participates in the development of the main objectives of the Directorate in question and drafting it. It participates in the committees and meetings called for to express its opinion in the results and decisions, and the preparation of sub-plans and operational programs for legal affairs to achieve the main objectives of the Directorate in question and answer all questions and legal inquiries received from the directorates. It works on the study of all issues related to the Directorate and solves the disputes in which the Directorate is party. It does all its best to establish friendly relations with all the departments and institutions

and judicial bodies. In turn, it provides the necessary legal support to the Directorate in the management of its operations and provides guidance and legal advice in the formulation and review of the contracts and the agreements besides monitoring the laws and the government legislation and regulations that affect the work of the Directorate and to be presented to senior management for discussion. What is more, it provides the necessary legal recommendations and representation of the Directorate to the judicial bodies and institutions and the government departments. It works on the management of legal cases and the presidency of the investigation committees concerning violations attributed to employees, or complaints filed against them or in cases and matters that the administration considers the formation of a committee of inquiry to study and supervise the preparation of the minutes after the investigation. It is authorized to impose sanctions on violators in accordance with the approved sanctions and coordination with all legal units in the departments and governmental institutions in the country in all matters related to the legal issues, the functions and work of the Directorate General and the preparation of periodic reports on the work of the Department of Legal Affairs, including all the achievements and obstacles and solutions proposed to develop the work and the performance and submit them to the Director General, consisting of the following units: (Contracts Unit and Legal Administration Unit).

- **Planning and Follow Up Section**

It is the duties of this section to develop the necessary plans and to enhance the efficiency of the staff in the Directorate and study the reports of Directorate General related to the achievements and aspirations and propose plans and methods to improve the performance of employees in all areas of work in the Directorate General. It evaluates the achievements of all the activities in light of the plans set for them and provides an annual report on the achievements of the Section and works on the preparation of statistics and follow-up of the implementation of the plans and types of policies and explains the constraints which impeded their implementation and cooperation with other bodies to collect policies and plans (short, medium and long-term) and analysis and make recommendations in the light of this to determine the overall objectives of the Directorate. It takes into consideration the distribution of

policies and the objectives adopted by the senior management to the departments in the Directorate, and the development of a system for collecting information and administrative orders and statistics, and cooperation with other departments of the Directorate to identify the need for information necessary to develop the plans and provides that information.

It also collects and analyzes data and information, it assists in the preparation of reports and studies according to the approved work plan, it contributes to the development and design of the organizational structures for all departments in the inspected department. Finally, it defines its competencies and characterizes its functions and provides a comprehensive guide of the administrative organization. It points out the functional description of all the functions and the administrative, financial and technical powers to clarify the duties and responsibilities of the employees of the Directorate to improve performance and development in accordance with future changes.

It is consisted of the following units: (Planning Unit, Follow-up, Unit Sessions and Training Unit).

- **Department of Statistics**

It collects the information about the activities and works of the different departments of the Directorate by: designing statistical tables on its work sectors and categorizing them to include all the different activities, designing and distributing the necessary forms to obtain the required information, and checking the information contained in the forms from the administrative units and putting them in the allocated statistical tables preparing the statistics on the employees, the directorates, their activities and their work. It aims at updating the information about the employees by following up the changes in their functional affairs, and coordinating with the governmental departments and institutions regarding the exchange of statistical information to make use of them when preparing plans and taking decisions regarding the work of the Directorate. It collects and prepares the necessary information to issue the statistical guide, and provides an annual report on the work of the department. It collects data on the activities of the Directorate investigated for the purpose of drawing up plans and programs of their own and builds a database of their own and provides the Central Bureau of Statistics and other official authorities with the statistical data of

the Directorate. These data are composed of the following units: (Department of Statistic of Pilgrims and Statistics Unit of Umrah).

Section of Media

- **Section of Media**

It is one of the important sections in the administrative structure of the Directorate General of Hajj and Umrah. It carries out the work and activities of the Directorate General and communicates with the public opinion through joint work with other read or audible or visible media institutions. The tasks and duties carried out by the Office of Information and Relations are:

1. Coordination with the media in the Kurdistan Region of Iraq to cover and activate the activities of the Directorate.
2. The distinguished and active presence in the media quarter and participates in seminars and television and radio programs and conduct press interviews with local and Iraqi and Saudi newspapers for the purpose of clarifying the activities of the Directorate and the preparations and controls that work in the seasons of Hajj.
3. Monitoring and follow up what is published in local newspapers and what is broadcast in satellite channels and radio and deal with them positively and giving free answers to inquiries and complaints and proposals. It coordinates with the official institutions and services to serve the objectives of the Directorate and the follow-up of the media to monitor the news of interest to the Directorate and showing the definition of its activities.

- **Section of Pilgrim's Affairs**

It follows up the activities related to the affairs of Hajj and Umrah and the implementation of instructions issued. It consists of the following units: (Companies Section, Hajj and Umrah Section).

As for the establishment of private companies for Hajj and Umrah, the following conditions must be met so that the business may be realized:

1. The director of the company shall be between (30 and 60) years old, he should not change his age, and if he is over the age of (60), he can only obtain Umrah leave.
2. He should have performed the Hajj and the Umrah twice, and he should prove it with official papers.



3. The authorized director and his partner shall not be employees.
4. He should not have a physical disability that prevents him from doing his work properly and he is not suffering from chronic diseases.
5. He should be one of the inhabitants of the Kurdistan Region and his place of residence is the place of practicing the work of his company.
6. He should have a well-known bureau with the company's tableau in the province in which the work is carried out.
7. He should be educated and he is good in Arabic and in Kurdish.
8. The authorized director's share shall not be less than 50% of the company.
9. He should be committed to the "Fatwas" pronounced by the "Fatwa Committee" and the instructions of the Directorate General of Hajj and Umrah.
10. He should be committed to any penalty imposed by the Directorate General of Hajj and Umrah in the performance of his duties.
11. When he obtains the license of the company, he may not carry out the Hajj until a year later, but he can perform the Hajj two times during the mentioned period.
12. The owner of the company should practice his work in his geographical location, ie, the place of the registration of his company
13. The name of the company must be appropriate with the work of Hajj and Umrah.
14. The manager of the company must make an undertaking in the Legal Affairs Section that the information provided by him is correct and valid; and that there is no legal problem.

- **Directorate of Hajj and Umrah in Erbil**

It carries out all activities of the pilgrims and the Mu'tamreen in addition to the work of its own Directorate.

- **Directorate of Hajj and Umrah in Duhok**

It carries out all activities of the pilgrims and the Mu'tamreen in addition to the work of its own Directorate.

- **Directorate of Hajj and Umrah in Sulaymaniyah**

It carries out all activities of the pilgrims and the Mu'tamreen in addition to the work of its own Directorate.

- **Directorate of Hajj and Umrah in Karamian**

It carries out all activities of the pilgrims and the Mu'tamreen in addition to the work of its own Directorate.

The present structure is currently in the process of being modified. The proposed structure of the Directorate must be simple, transparent and efficient to ensure that tasks focus on the responsibilities of the major sections and divisions and to eliminate any interference or repetition in the functions of the sections of the Directorate General.

### **2.4.3. The Objectives of the Directorate General of Hajj and Umrah**

1. Improving the level of services offered to pilgrims and mu'tamreen.
2. Develop the procedures to ensure the performance of Hajj and Umrah easily and comfortably.
3. Contributing to provide the necessary atmosphere for pilgrims and mu'tamreen to perform the rituals in safety and tranquility.
4. Making Hajj and Umrah pilgrimage easy and comfortable in an atmosphere of tranquility to remain in the memory of the pilgrims and to obtain their satisfaction, and make them ambassadors to convey the culture and history of the Kurdistan Region to the world.

### **2.4.4. Functions of the Directorate General of Hajj and Umrah**

The number of pilgrims in the Kurdistan Region of Iraq is according to the ratio is (1000) citizens of every million citizens as in other countries of the Islamic world. Accordingly, the process of selecting the number depends upon those who have not previously performed Hajj before and it is regulated according to special instructions. So that the required number is sorted by a program on the computer prepared for this purpose, and the Directorate is in charge of regularizing the visa in the current time through the Embassy of the Kingdom of Saudi Arabia in Amman, capital of the Hashemite Kingdom of Jordan. The Kurdistan Regional Government of Iraq provided financial assistance to pilgrims in 2004 by spending \$ 700 per pilgrim out of a total of \$ 1,300 for the total expenditure per pilgrim. In 2005, the costs of Hajj were \$ 1500, but pilgrims only paid \$ 1,000 for each pilgrim and the government guaranteed \$ 500 for each pilgrim with free meals. A Member of Parliament, the Council of Ministers

and the Ministry of Finance participate in supervising the performance of the Hajj decrees.

The tasks carried out by the Directorate General of Hajj and Umrah are many and varied and begin since the pilgrim or the mu'tamreen contemplates the performance of the rituals until his return to his homeland. The most prominent of these tasks are the following:

1. Receiving pilgrims at airports in the Region as well as in Saudi Arabia and completing the procedures of arrival in coordination with the competent authorities at the airport.
2. Provide decent housing for pilgrims and Mu'tamreen, as well as means of transport, and monitoring deficiencies in service, and dealing with them immediately, and receive complaints of pilgrims Mu'tamreen and speed in resolving them.
3. Prepare the necessary plans and programs for the conduct of Hajj and Mu'tamreen in order to ensure full care for pilgrims and Mu'tamreen (Umrah performers) and achieve the performance of rituals easily and benefit from the successful experiences in brotherly countries in coordination with the relevant institutions.
4. Forming the main committees and establishing the necessary controls and criteria for selecting them and supervising the implementation of their rehabilitation and training programs in coordination with the competent department.
5. Supervising the registration of pilgrims and Mu'tamreen, processing their travel documents and visas from the Saudi consulate in the Hashemite Kingdom of Jordan and organizing their departure to the Holy Land.
6. To carry out comprehensive legal, social, behavioral and organizational awareness regarding Hajj, Umrah, duties, Sunnah (religious traditions) in accordance with the laws and instructions of the Ministry of Hajj in coordination with the relevant authorities.
7. Follow-up the performance of companies of Hajj and Umrah in the service of pilgrims and Mu'tamreen and presenting periodic reports on the progress of its work to the administrative leadership.
8. The Preparation of conditions, regulations and specifications for housing and services of pilgrims and pilgrims' mu'tamreen in both Makkah and Madinah and

to fulfill all legal procedures for renting in coordination with the competent department and the relevant authorities.

9. Housing of the Hajj and mu'tamreen in Makkah and Madinah and following up the provision of all the necessary services, equipment and means for pilgrims and mu'tamreen accommodation in accordance with the contracted specifications and conditions and the standards and criteria of accommodation approved for Hajj or Umrah in coordination with the relevant authorities.
10. Transport and accommodation pilgrims in Mina and Arafat and follow up the provision of all services and facilities required to be provided to pilgrims.
11. Submit the necessary reports on the various services provided to pilgrims and mu'tamreen to the Directorate and the head of the Hajj mission and the extent of compliance with the contracted conditions and specifications to complete the process of payment of dues in coordination with the competent department.
12. Receiving the pilgrims at the airports in Saudi Arabia and providing the necessary facilities for them and addressing the emergency problems that may appear and ensuring their transport in the Holy Land.
13. Archiving and documenting the information and data on the work of the Section in a modern way in which it will be easy to be revised.
14. Granting licenses to Hajj and Umrah companies according to the orders and regulations.
15. Preparation and development of regulations and conditions to control the services provided to pilgrims, and follow-up their application, and organizing the practice of companies of Hajj and Umrah.
16. Follow up the performance of companies, and ensure their implementation of the tasks entrusted to them in the required form in Makkah, Medina, and Jeddah. An annual performance assessment of companies must be done.
17. Coordinating, arranging and preparing for the official Hajj mission which will be established.
18. Preparation of the plan of preaching and guidance for pilgrims and mu'tamreen all the year round and follow-up implementation.
19. Testing the preachers who will accompany the Hajj and Umrah campaigns.

20. The establishment of specialized courses in the field of awareness and direction and guidance of pilgrims.
21. Dealing with the complaints submitted by pilgrims in relation to companies and Hajj mission.
22. The communication of the instructions issued by the competent authorities in the Kingdom of Saudi Arabia regarding the organization of the Hajj season to take the appropriate action.
23. The Ministry sends an administrative, guidance, medical and media mission every year to supervise the affairs of pilgrims in the Holy Land, and send doctors and nurses with the medical mission to supervise the women sector, and send religious preachers to preach them.
24. To make a lot of pilgrims publicly, by the audio and visual media and the press under the supervision of the Directorate General of Hajj and Umrah. One of the referees will be chosen by the Ministry of Justice with a representative of the Parliament and the Council of Ministers and the presence of many citizens.
25. Making a test and calculating the success rate from top to bottom, the one who obtains the highest degree is worthy of being a religious guide and the choice will be done gradually according to the scores obtained. This process will be done under the supervision of the Scientific Council Committee in the Ministry of Awqaf and Religious Affairs.
26. Assisting the pilgrims who lose their money (helping them financially).
27. All expenses of doctors, religious counselors, administrative staff and advisory committee shall be on the budget of the Directorate in question.

#### **2.4.5. The Activities of the Directorate General of Hajj and Umrah**

1. The construction of a building for the Directorate General of Hajj and Umrah and the construction of the city of pilgrims on an area of (5000) m<sup>2</sup> with self-financing with all their supplies such as furniture, offices, computers, etc
2. Providing the pilgrims with passports in the Kurdistan Region after they are issued.
3. Making a model for the Ka'aba to teach and guide the pilgrims how to perform the rituals of Hajj.

4. Opening courses for guides and administrators at the expense of the Directorate General of Hajj and Umrah.
5. The establishment of a self-financed website for the Directorate.
6. Allocating seats for the families of martyrs and political prisoners.
7. Buying six cars with autonomous financing.
8. Opening four directorates of the Directorate General of Hajj and Umrah.
9. Travel will be through the Erbil airports, which was previously conducted through the central government airports.
10. Printing instructions for how to perform the rituals of Hajj and its distribution on pilgrims in coordination with the Union of Kurdistan Scholars.
11. The appointment of a representative of the Directorate General of the Supreme Commission for Hajj and Umrah of Iraq.
12. Carrying out all condolence ceremonies in case of the death of any pilgrim. In the event of the death of the pilgrim before completing Hajj decrees, the Directorate shall pay the Hajj allowance at his expense.
13. In 2012, for the first time, the performance of Hajj rituals was transmitted directly from Arafa.
14. Agreement with some mosques near the residence of pilgrims to give lectures in Kurdish after the prayer of how to perform the rituals of Hajj.

#### **2.4.6. Theoretical Relationship between the Total Quality Management (TQM) and Organization Performance**

The relationship between quality and corporate performance is illustrated by the relationship between quality, profitability and market share. There is no doubt that the relationship between quality and profitability is strong. Profitability is measured by return on assets, return on investment, return on equity and return on sales. In fact, the companies are looking for the ways which might differentiate them from other companies. The most prominent of these methods is the distinction between the service or the product provided and their quality, as well as the reduction of costs as a result of efficiency in the production process and keeping the consumers and attract new ones. Quality does not lead to reduced costs of the product only, but leads to growth and to enhance market share and profitability (Al-Sirafi, 2007: 7) The experiences of

many international organizations such as Xerox, IBM, British Airways and Paul Revere Insurance have demonstrated the importance of applying the Total Quality Management (TQM) to improve both quality and productivity and strengthening the competitive position of these companies. (Ghoneim, 2008: 87).

The organizations which have adopted the Total Quality Management (TQM) method have achieved many benefits through their keenness to implement this management in the process of improving the quality of the product, reducing costs and reaching customer satisfaction as well as reducing errors in work and coordination between the organizational units, which naturally reflected the performance of these companies and its results (Al-Zaboon and Hamdan, 2015: 223).

To evaluate the impact of quality on business, especially in the United States, an individual need to take a glimpse on the financial results and operating results of companies that have embraced quality as a key business. The Texas Nameplate Company is able with fewer than (70) individuals, to increase its national market share from less than (3%) to (5%) over three years, to reduce its defects from (3.65%) in invoices to about 1%, and to increase their delivery time from (95%) to (98%). (The International Operations Management) achieved an average annual growth rate of (15%) while the top competitor revenue fell by (4.5%). It can be stated that (88%) of the industry's clients say the company has a high expectation.

Many of these statistics can be mentioned, and other empirical evidence suggests that companies implementing the Total Quality Management (TQM) methods improve their performance on income measures, sales growth, cost control, employment growth and total assets (Ivan and Dedn, 2009: 21-22).

The researcher notices that there is a close relationship between the Total Quality Management (TQM) and the performance of the organization and this is reflected positively on the performance of the organization, moreover, the Total Quality Management (TQM) and its application is able to increase and improve the performance of the organization.

## **2.4.7. Some Relevant Previous Studies**

### **2.4.7.1. The Studies on the Total Quality Management (TQM)**

Previous studies regarding the first variable comprising of the following:

#### **1. The Study of (Al-Zain, 2006)**

The aim of this study was to measure the impact of the application of the Total Quality Management (TQM) on the organizational performance and to build a systematic and applied model that can be used by Sudanese construction organizations as a guide to improve their performance. The study aimed at integrating the theoretical practices and the practical application of the Total Quality Management (TQM). The study reached some results:

The application of the Total Quality Management (TQM) has a positive impact on all the components of the performance of the organization and the leadership is the center of decision-making this is on one hand. On the other hand, the lack of active management, diligent and integrated, strong and sound quality concepts cannot improve the organizations and develop the overall performance. The researcher also concludes that the level of implementation of the Total Quality Management (TQM) in the Sudanese construction organizations is very weak with the firm desire of the workers to promote the application of quality and also found that most of the quality problems in the construction projects result from lack of design and finally the level of the performance of operations.

#### **2. The Study of (Al-Daqui, 2006)**

The study aimed at identifying the reality of the application of the Total Quality Management (TQM) and the level of awareness of employees in the ministries of the Palestinian Authority, and the level of the practice of the Total Quality Management (TQM) elements in light of their application. The researcher concluded that the general orientation towards the participation of employees in applying the Total Quality Management (TQM) concept was average, and that there is a high tendency among ministry employees to focus on the general public and that there is a lack of awareness of the employees about the process of applying the Total Quality Management (TQM)



due to the Ministry failure to develop a plan to identify and apply the basic concepts of the Total Quality Management (TQM). One of the most important recommendations of the researcher was the need to adopt a national strategic plan which is on a professional basis and committed by all successive governments thus the effects of political instability will be reduced.

### **3. The study (Hassan, 2006)**

The study aimed at identifying the objectives of the youth centers that the senior management wants to achieve, the available possibilities and their conformity with the requirements of the total quality. This is done by using the descriptive method in the survey on a sample that included managers, employees and members of the youth centers through questionnaire. The study concluded that the current administration does not help the workers in professional development properly and there is no system for training staff in the centers and not to discuss the problems of the members with the workers continuously.

### **4. The Study of (Al-Mutari, 2007)**

This study was applied to a sample of companies and institutions operating in the industrial sector in the Republic of Yemen. The aim of this study was to: understand the concept and the components of the Total Quality Management (TQM) and its principles and historical development, study and analyze the reality of the industrial environment in Yemen and identify the application of the system of quality costs in its industrial institutions. One of the important findings of this study is that there is no real application of the system of quality costs, the existence of deficiencies in the existing cost systems and they are not qualified to implement the system. The analysis of the cost of quality is an important aspect in the application of the Total Quality Management (TQM). In estimating hidden quality costs, the Tajoshi quality loss function can be used by accountants to estimate hidden quality costs.

### **5. The Study of (Salah al-Din, 2009)**

The study aimed at identifying the important factors in the success of the Total Quality Management (TQM) implementation and its impact on the operational performance and organizational performance in Small and Medium Enterprises.

A questionnaire was designed for this purpose and distributed, (197) of which were distributed to small and medium enterprises in the Qatari industrial sector, (139) questionnaires were recovered. The study hypotheses were evaluated to assess the impact of (TQM) implementation on the operational and organizational performance of Small and Medium Enterprises. The results showed that there is a positive impact on operational and organizational performance in Small and Medium Enterprises.

#### **2.4.7.2. The Studies on Job Performance**

Previous studies regarding the second variable comprising of the following:

##### **1. The Study of (Saliha, 2010)**

The objective of this study was to identify the effect of the organizational climate on the performance of the employees of the University of Amhamed Bougherra Boumerdes. The researcher used the analytical descriptive method. The data were collected from a random sample of (85) employees. The study showed a positive relationship between all elements (organizational climate, organizational structure, leadership style, communication pattern, technology and teamwork, participation in decision making, incentives and job performance). The study recommended that officials at the University of Boumerdes, at different levels of their careers, should pay attention to the elements of the organizational climate within the university, granting trust and giving employees the opportunity to demonstrate their creations by following the democratic method of administration and delegating authority to them.

##### **2. The Study of (Shaheen, 2010)**

The purpose of this study was to find out the relationship between the effectiveness and fairness of the performance appraisal system for Palestinian university employees and its impact on job performance, organizational loyalty and organizational trust. The researcher used the analytical descriptive method. The data were collected by means of a questionnaire from a sample of (179) employees. The study showed satisfaction with the system of evaluating the applied job performance and its fairness among the employees of the Islamic University, and the lack of the requirements of both effectiveness and justice in the performance appraisal system applied at Al-Azhar University. The level of job performance and organizational loyalty was reasonable in

both universities. The study recommended the need to implement a system that allows the evaluation of academics with managerial positions and the need to establish an effective evaluation system to encourage employees to perform their duties by linking the realized achievement with rewards, promotions and incentives.

### **3. The Study of (Albqemi, 2010)**

The study was conducted in Makkah Al Mukarramah Region and aimed at identifying the attitudes of employees in Makkah Al Mukarramah towards the prevailing organizational climate and the relation to their performance. The study was applied to employees in Makkah Region. The study population is consisted of (924) employees; the sample is (350). The researcher used the analytical descriptive method through the survey approach. The questionnaire was used as a data collection means. The study reached at several results, the most important of which are:

1. The members of the sample agree moderately to the clarity of the objectives and tasks. The relationships between the managers and the subordinates, and the degree of flexibility and clarity, which are characterized by regulations.
2. The members of the sample of the study agree to have good relations with co-workers and they are careful in the completion of the functions and the tasks in the Emirate.
3. The members of the study sample are weakly approved on the existence of specialized courses aimed at developing their cognitive abilities and the existence of a system of moral and encouraging incentives.

### **4. The Study of (Kawashi, 2011)**

The objective of this study is to demonstrate the success of the global management concept in introducing and proposing modern systems capable of evaluating the overall performance of the institutions through the study of the cement sector in Algeria. The study also aimed at applying the sustainable Balanced Performance Card to the (Laeen) large cement company. The researcher found that most public cement establishments use traditional systems and tools to evaluate their performance. And these systems lack the elements of comprehensiveness because of their focus on economic performance and their neglect of social and environmental performance.

By applying the sustainable Balanced Performance Card to the Large Cement Foundation, the researcher found the importance of evaluating the overall performance as avoiding the shortcomings of traditional evaluation tools that focus on the financial aspect only. Although the financial performance of the institution under study was good as far as the financial dimension is concerned the card was able to detect a very low level of performance considering other dimensions.

### **5. The Study (Sharif, 2013)**

The objective of this study was to identify the managerial accountability and its relation to the functional performance of the administrative staff. The researcher used the analytical descriptive method. The data were collected by means of a sample of (320) administrative staff in the Ministry of Education and Higher Education in the Gaza Strip. The study showed the existence of the concept of accountability and knowledge of employees in the Ministry, and that there is a relationship of statistical significance between administrative accountability and performance. The study recommended the development of the skills of administrative staff by using modern accountability methods to attain the highest levels of achievement to develop and improve their overall performance.

### **2.4.8. Discussion and Comment on Previous Studies**

After reviewing the previous studies which have a direct or indirect relationship with the present study, it can be stated that the present study has benefited from all these studies in one way or another. Because of the summaries presented in the previous studies and the efforts made by the researchers in the study of the Total Quality Management (TQM) and the performance of the organization and the large amount of knowledge provided by these studies, we state the following paragraphs to describe these studies and the aspects which can be made use of in the present study showing the similarities and differences and as follows:

1. Most of these studies focused on the application of the Total Quality Management (TQM) and the organization performance to improve the quality of the product and services.

2. The hypotheses adopted by the present study vary from the previous studies according to the problem of the present study and its objectives and the nature of the field studied.
3. The difference of time limits and spatial limits.

#### **2.4.9. The Advantages of Previous Studies and the Differences with the Present Study**

The present study has benefited from the previous studies in framing the theoretical aspect and developing hypotheses in order to provide the exact information which contributed to the formation of a comprehensive and accurate view of the variables of the current study in terms of concept and dimensions. It also helped identify the references and the other studies which are useful for the present study. In addition to that, the researcher made use of some of the measures used in the previous studies making some modifications to some of its paragraphs to suit the sample under study.

#### **2.4.10. The Differences between the Previous Studies and the Present Study**

What distinguishes the current study from previous studies is the following:

- A. the present study is considered as the first one which deals with the concepts of modern theory in the application of the Total Quality Management (TQM) rarely dealt with in the previous studies.
- B. The current study attempted to tackle the real problem in the Directorate under study and provide a set of conclusions and proposals appropriate to them.
- C. This study is different from the previous studies in terms of analytical means and methods of statistical processing.
- D. It is different in terms of spatial and temporal limits.
- E. The current study is the first applied study in the Directorate General of Hajj and Umrah in the Kurdistan Region of Iraq in particular and in Iraq in general - up to the researcher's knowledge.
- F. The most important thing which distinguishes this study from the previous studies is that it focuses on one of the important topics that concern the Directorate General

of Hajj and Umrah, namely the impact of the Total Quality Management (TQM) on organizational performance. This will enable its administration to know the current reality and help it improve the performance of services provided for pilgrims and mu'tamreen to realize this end. Consequently, the Directorate General should take a number of measures to improve the Total Quality Management (TQM) and the institutional performance.



## **CHAPTER THREE**

### **THE EMPIRICAL RESULTS**

This chapter presents the study empirical trends to explore the study sample views concerning the variables dimensions and their impacts on the TQM at on the general directorate of Al-Hajj and Umrah in Kurdistan Region of Iraq. The chapter aims at:

1. Reviewing the study results after statistically testing the data by SPSS.
2. Analyzing data using some of the statistical methods.
3. Interpreting the results through giving the derived information certain meanings reflecting their contents.

#### **3.1. Personal Information**

This is concerned with the personal information of the study sample as illustrated in the following tables and this aims at pointing the following:

##### **Gender**

As for gender and social status, the table (3.1) refers to the logical distribution according with age and years of service.

**Table (3.1):** Shows the gender of respondents

| Gender | No |
|--------|----|
| Male   | 43 |
| Female | 7  |

##### **Age**

Age groups reveal of the pilot sample reveal a kind of similarity with the years of service indicator. More of them are within the group 45-49 years and this indicates that age groups under which the scientific leaders are refer to intellectual and emotional mature for the study sample.

**Table (3.2):** shows the age of respondents

| Age                | No |
|--------------------|----|
| less than 40 years | 18 |
| 40–44 years        | 8  |
| 45–49 years        | 9  |
| 50–54 years        | 4  |
| 55 years and over  | 11 |

### **Scientific Qualification**

Table (3.3) shows that undergraduate holders are the majority where they were (37) and only (13) of them hold postgraduates. This distribution indicates the study sample administration interest in giving high leading positions to holders meaning intellectual addition used in the scientific field.

**Table (3.3)** shows the scientific qualification

| Certificate   | No |
|---------------|----|
| Postgraduate  | 13 |
| Undergraduate | 37 |



## Service of Years

Table (3.4) indicates that (20) of the sample has more than (20) years of service in the Alhaj office. This is a positive indicator referring to the experience accumulation enjoyed by those leaders and their experience in dealing with the situations they are facing. This positive indicator is enhanced in the university board because most the members serve for than (20) years.

**Table (3.4)** shows the service years

| Services           | Years |
|--------------------|-------|
| Less than 10 years | 10    |
| 10–19 years        | 10    |
| 20–29 years        | 25    |
| 30 years and over  | 5     |

## Quality Level

Table (3.5) shows that the majority of the Quality levels are higher level (29) out of the study sample (50), this reflects positive significances indicating that the majority of the scientific leaders are holding high titles indicating the seriousness of the Alhaj administration to give positions for them.

**Table (3.5):** Quality level

| Higher level Management  | 29 |
|--------------------------|----|
| External Control parties | 5  |
| lower levels Management  | 6  |
| Committees               | 7  |
| Quality of service       | 3  |

### 3.2. The Relationships between TQM Practices and Performance

As presented in Table 6, the mean values of TQM practices were greater than four. This means that the firms that participated in the survey, in general, have implemented TQM highly with the Lai et al. The study has found that all factors are positively correlated with each other at the significance level. The measures have face validity because we refined the questionnaire with respect to feedback from the managers and academicians and the results of the pilot study. The bivariate correlations among the TQM factors range from 0.58 to 0.72. The correlations between the TQM practices and performance measures range 0.14. The measures have discriminant validity since the correlation coefficients between the TQM practices and performance measures are lower than the reliability coefficients. There is a strong criterion-related validity since the bivariate correlations of the TQM practices with performance measures are statistically significant.

Correlation coefficients values of independent variables are less than 0.8 this suggests that results will be close to true value, and their multi-collinearity does not have an undue effect on the regression models.

Table (3.6): Descriptive statistics, Cronbach's alpha, and bivariate correlation for the variables in the research model\*.

|   | Variables             | 1    | 2    | 3    | 4    | 5    | Mean | S.D. |
|---|-----------------------|------|------|------|------|------|------|------|
| 1 | Consumer              | 0.87 | —    | —    | —    | —    | 4.8  | 0.72 |
| 2 | Continues improvement | 0.64 | 0.87 | —    | —    | —    | 4.05 | 0.68 |
| 3 | Leadership            | 0.55 | 0.65 | 0.81 | —    | —    | 4.07 | 0.63 |
| 4 | Working individuals   | 0.56 | 0.63 | 0.56 | 0.84 | —    | 3.46 | 0.82 |
| 5 | Decision Making       | 0.53 | 0.62 | 0.57 | 0.59 | 0.86 | 4.42 | 0.58 |

Correlations are significant at the level (2-tailed). Values on the diagonal are Cronbach's alpha.

### 3.3. Influential Relation among TQM Factors and Organizational Performance

Multiple linear regressions were used to identify the impact of the eleven independent TQM factors on the organizational performance for the study sample. Results show that TQM factors explain (0.046) of the organizational performance variance as shown in table (2). This does refer to statistical significance where the calculated F test value within ANOVA analysis was (1.520) with (0.0135) significance.

**Table (3.7):** Regression Analysis Results

| Model | R                  | R <sup>2</sup> | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------------|-------------------|----------------------------|
| 1     | 0.366 <sup>a</sup> | 0.134          | 0.046             | 17.948                     |

A. predictors (constant), F1, F2, F11

B. Dependent variable, Organizational performance

C. F = 1.520, Sig. 0.0135

To verify the results shown in table (3.7) concerning the exclusion of the first factor of TQM in significantly affecting organizational performance, table (0.37), through Beta values, shows that consumer factor is the most influential with statistical significance. Beta value was (0.259) with significant statistical value less than (0.05).

The remaining factors have statistical significance. These results show that organizational performance could be measured quantitatively and qualitatively depending on some of the subjective indicators within the consumer factor emphasizing the consumer of discussing ideas to be presented within researches and the possibility of making suggestions that enhance the organization performance. Problems in the internal and external Amoraahaa are determined as limits for the future research fields.

**Table (3.8):** Analyzing the Influential Relation among Empowerment Factors and Scientific Research

| Model                     | Unstandardized coefficients |            | Standardized coefficients | T      | Sig.  |
|---------------------------|-----------------------------|------------|---------------------------|--------|-------|
|                           | B                           | Std. Error |                           |        |       |
| Constant                  | 18.542                      | 1.638      |                           | 11.317 | 0.00  |
| Customers                 | 4.767                       | 1.645      | 0.259                     | 2.897  | 0.005 |
| Continuous improvement    | 0.754                       | 1.645      | 0.041                     | 0.458  | 0.016 |
| Administrative Leadership | 1.771                       | 2.645      | 0.096                     | 1.076  | 0.024 |
| working individuals       | 0.570                       | 1.638      | 0.031                     | 0.347  | 0.030 |
| Making decisions          | 0.782                       | 1.645      | 0.043                     | 0.476  | 0.035 |

N = 50

$p \leq 0.05$

## RECOMMENDATION

1. Opening a permanent representation of Iraq-Kurdistan Region in Mecca city to implement the administrative, media, and securing an appropriate places for pilgrims
2. Educating pilgrims about the affairs to be followed during the performance of Hajj commitments.
3. Make the Directorate General an independent institution under the supervision of the Council of Ministers or under the supervision of HEs the Prime Minister for the following reasons:
  - Business independence and decreasing routines
  - make the relationships directly with pilgrims and Umrah without the intervention of a second party
  - Specialization in businesses
  - Good utilization of incomes
4. Establishment of a training hall to receive practical courses in tawaaf and guidance from professionals before heading to the holy Biquah, until they return back to the home country.
5. Punishing the Hajj and Umrah companies if they do not perform their duties properly by preventing them from Umrah and Hajj for about a year or what the Directorate is looking see necessary. Otherwise, they will be rewarded if they perform their duties properly.
6. Punishing the formed committees by the Directorate, if they did not carry out the duties assigned to them.
7. Focusing on pilgrims and pilgrims, especially with regard to the identification of their needs.
8. The necessity for enhancing the level of knowledge of all employees in the directorate of the application of TQM through the conducting training courses and their role in the improvement of performance.
9. The Directorate General of Hajj and Umrah must meet the needs of the staff regarding training and preparations because they are concerning directly with the implementation stage.

10. Rewarding staff by higher management against their efforts and services to encourage them in the Directorate.
11. Focusing on motivation and try to find the best ways to support it because it is the best way to achieve the goals.
12. Creation of a new section within the organizational structure of the General Directorate of Hajj and Umrah to manage and apply the total quality.
13. The need to apply TQM in all its dimensions because this will lead to:
  - Improve overall staff performance.
  - Achieving the satisfaction of beneficiaries (pilgrims, pilgrims and employees).
  - Developing staff skills and their knowledge.
  - Reducing the waste in general.
  - Developing managerial leadership and skills to lead the Directorate General of Hajj and Umrah.
  - Best Exploitation of human and material resources.
  - Helps to overcome the routine and create a spiritual homogeneity among employees.
  - Overcome the centralization and participation of staff in decision-making
  - Developing and improving staff performance.
  - Work as one team to solve problems completely
  - Improve the working environment of employees.
  - Analyzing problems by correct and scientific methods to prevent them in the future
  - Provide an atmosphere of understanding, cooperation and good human relations among employees in the Directorate General of Hajj and Umrah.
  - The Directorate has given more respects and local appreciation in the Islamic world.
  - Providing the best services for pilgrims and pilgrims
  - Work efficiently and effectively.
  - Increasing the role of monitoring and evaluation.
  - Focusing on results more than processes.
  - Increase motivation among staff.

14. The need to activate cooperation among staff and senior management to implement elements of TQM as short as possible.
15. Provide staff with the authority to talk to customers outside the work hours, and to hold courses and participate in the workshops on the implementation of elements of TQM and the role it hopes to improve the performance of the General Directorate of Hajj and Umrah.
16. Existence of a real will for changes within the first managerial stage of General Directorate of Hajj and Umrah and giving more attention to all elements of TQM and not to make it a merely repeating styles of other succeeded organizations across the world.
17. Making TQM a strategic objective starting with the senior management and ending with the lower working employees.
18. The General Directorate of All-Hajj and Umrah should take all the necessary measures and carry out the necessary practical practices to publish and disseminate the cultural education at different administrative levels through the preparation of training programs in whatever form and purpose.

## CONCLUSIONS

1. The opening of the Directorate was good news for the people of Kurdistan Region who intend to do Hajj and Umrah, and relieve pressure on the Ministry of Awqaf and Religious Affairs.
2. Total Quality Management is an ancient philosophy which most civilizations touched upon it, principally the Islamic civilization and its great virtue in the establishment of rules and development of the concepts of quality, through good work, useful and well done
3. TQM aims to achieve customer satisfaction by providing the level of needed quality.
4. TQM to form a comprehensive philosophical and administrative framework in front of business organizations by making quality a strategic objective, in addition to focusing on the satisfaction of the employees of the organization by empowering the employees and the consequent positive aspects that support the application of this philosophy to achieve outstanding performance.
5. In a review of the literature covering the impact of total quality management on organizational performance, indicated that there is a positive direct relation between TQM and organizational performance, however, many researchers indicated that TQM practices could hinder organizations to achieve their goals. Nevertheless, the main conclusions that can be taken from this research are that customer satisfaction and quality performance of products and services can be enhanced by implementing different quality initiatives at organizations.
6. Some studies have found that the use of TQM practices reduces manufacturing process variance, eliminates reworks and scraps, and improves quality performance.
7. Alhaj office should be organized to obtain the necessary information for the identification of customer requirements and to obtain reliable and fast feedback on the quality levels of currently available services.



8. The findings show that although some measures of organizational performance could be significantly impacted by TQM practices, all elements of TQM contribute to enhanced performance.
9. As part of the continuous improvement, customers' requirements must be consistently measured and satisfied. Therefore, Alhaj office should establish a reliable and fast customer feedback system.
10. TQM practices that seem to play a major role in enhancing performance are Customer and empowerment, leadership commitment, and to a lesser extent continues improvement contribute to higher performance.
11. Total quality management has significant role in the organizations and it has been revolutionizing the prevalent procedures and practices in the Alhaj.

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## APPENDIX

Bingöl University  
Faculty of Administration and Economics Sciences  
Department of Business Administration  
Questionnaire form

Sample of questionnaire, experts' opinions in measuring the validity of the questionnaire

Subject: Validation of Questionnaire

Dear Professor/ Dr.....

---

The researcher seeks to study the impact of total quality management on organizational performance / an empirical study on the general directorate of Al-Hajj and Umrah in Iraqi-Kurdistan Region. Due to the non-availability of measures that estimate most of the research variables, the researcher tries to utilize and apply the questionnaire to measure its research. Variables and elements which are described in the appendix. Kindly mention your opinion about overall questionnaire items and your opinion about the following questions:

- Does paragraph have a clear understanding? And does it measure the purpose that has been developed for?
- Does each paragraph that is listed under each dimension belong to the specified dimension?
- Are there other paragraphs that can be added within each dimension?
- Are there other additional dimensions that can be added to that dimensions?
- Are alternative measurements suitable? If not, do you suggest any other alternatives?

|   |  |              |
|---|--|--------------|
| Appropriate alternative<br>measurements | Inappropriate<br>alternative<br>measurements | Suggestions: |
|---|--|--------------|

Sincerely thank you for your cooperation in the services of the scientific march, wish you continued success in your works.

Researcher  
Sarhang S. Salih  
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**Bingöl University**  
**Faculty of Administration and Economics Sciences**  
**Department of Business Administration**  
**Sample of Questionnaire form**  
**Subject/ questionnaire form**

This form is part of the Master project for business administration department which titled "The impact of total quality management on organizational performance: *an empirical study on the general directorate of Al-Hajj and Umrah in Kurdistan Region of Iraq*". Your participation will enrich the significance of the study and have a positive impact on overall research process and its results.

It is of my honor, to thank you and appreciate for choosing the answer that you believe is appropriate for each question. Be sure that all information will be kept confidential and be used only for scientific research purposes. Thanks again for your kind participation and positive responses.

Wishing you all the best and success in your works

Researcher  
SARHANG SALAHADDIN SALEH  
Master Student – Business Administration

## Part I - General Information

### 1. Personal information

- a. Gender:            1. Male             2. Female
- b. Age             Years
- c. Academic level    1- Postgraduate     2- Under Postgraduate
- d. Total years of your service  Year
- e. The responsibility and implementation of the constant improvement programs in the quality of Al Hajji and Al-Umra are:
1. Higher level Management (General Management)
  2. External Control parties
  3. Central and lower levels Management
  4. Committees and specialized team works
  5. Quality of service is a strategic objective and a common responsibility for all parties.

## Part II - Information Regarding “Total Quality Management”

Please tic (√) in front of the phrase that you think is most suitable from your viewpoint:

### a. Customers

| # | Phrases   | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|---|---|----------------|-------|----------------------|----------|-------------------|
| 1 | The first of our priority is a customer satisfaction about services of Al-Hajj and Umrah.             |                |       |                      |          |                   |
| 2 | Customer point view is considered by our directorate for quality service improvement                  |                |       |                      |          |                   |
| 3 | Al-Hajj and Umrah customers do not complaint of service performance which provided to them            |                |       |                      |          |                   |
| 4 | Our directorate exerts efforts to diversify its services to customers.                                |                |       |                      |          |                   |
| 5 | Our management works to make customers partners in decision-making.                                   |                |       |                      |          |                   |
| 6 | Our management tries firstly to provide customers with appropriate services and without any mistakes. |                |       |                      |          |                   |

### b. Continuous Improvement

| #  | Phrases   | Strongly agree | agree | agree to some | disagree | Strongly disagree |
|----|---|----------------|-------|---------------|----------|-------------------|
| 7  | Our management is continuously seeking to improve the quality services.   |                |       |               |          |                   |
| 8  | Our management is seeking for new services constantly.  |                |       |               |          |                   |
| 9  | Our management works constantly to reduce the defects in its services to the lowest possible level.                     |                |       |               |          |                   |
| 10 | Our management is keen to continuously reduce and improve the cost of its services.                                     |                |       |               |          |                   |
| 11 | Our management updates and equipment maintenance and used equipments in the performance of its operations continuously. |                |       |               |          |                   |

| #  | Phrases   | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|----|---|----------------|-------|----------------------|----------|-------------------|
| 12 | Our management is intending to reduce the time of performance of its services continuously. |                |       |                      |          |                   |
| 13 | Our management maintains abreast of developments in global systems worldwide                |                |       |                      |          |                   |

**c. Administrative Leadership:**

| #  | Phrases  | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|----|--|----------------|-------|----------------------|----------|-------------------|
| 14 | Our administrative leadership works to make the quality of services which provided as competitive advantage.   |                |       |                      |          |                   |
| 15 | The administrative leadership of our management raises the slogan of quality of services to responsibility of everyone.  |                |       |                      |          |                   |
| 16 | The administrative leadership of our management works to prepare appropriate work environment to apply total quality management.   |                |       |                      |          |                   |
| 17 | Our administrative leadership reinforces the trust between all levels of function in order to overcome the fear of resisting against changes.                                      |                |       |                      |          |                   |
| 18 | The administrative leadership of our management is insisting on implementing the requirements of total quality management.   |                |       |                      |          |                   |
| 19 | The administrative leadership of our management is working to form a quality service concept of our management in a manner that fit with the nature of the work of our management. |                |       |                      |          |                   |



**d. Full participation of Working Individuals**

| #  | Phrases   | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|----|---|----------------|-------|----------------------|----------|-------------------|
| 20 | All employees in our directorate contribute the preparation of specific plans of quality service and its implementation.                          |                |       |                      |          |                   |
| 21 | All employees in our directorate work as teamwork to achieve the managerial goals.  |                |       |                      |          |                   |
| 22 | Our management offers its employees the opportunity to express their opinion in their work.   |                |       |                      |          |                   |
| 23 | Our management is keen to establish a team to discuss the problems that are related to the quality of services and provide appropriate solutions. |                |       |                      |          |                   |
| 24 | Our management cares about employee's suggestions for decision-making, regarding work.  |                |       |                      |          |                   |
| 25 | Our management encourages employees' making necessary decisions   |                |       |                      |          |                   |

**e. Making Decisions that are Based on Facts and Reality**

| #  | Phrases   | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|----|---|----------------|-------|----------------------|----------|-------------------|
| 26 | Our management continuously provides information on its activities.   |                |       |                      |          |                   |
| 27 | Our management seeks to establish quality information system to serve decision-making.  |                |       |                      |          |                   |
| 28 | When making decisions about quality of services, our management takes the needs and desires of beneficiaries into consideration.                    |                |       |                      |          |                   |
| 29 | Our management seeks continuously to use scientific methods in making decisions regarding to its quality of services.                               |                |       |                      |          |                   |
| 30 | Our management depends on the results that are obtained from the use of scientific methods when making decisions regarding the quality of services. |                |       |                      |          |                   |

**Part III - Information on “Organizational Performance”**

| #  | Phrases  | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|----|--|----------------|-------|----------------------|----------|-------------------|
| 31 | Developing employees' skills through educational and training programs over a specific period of time for strategic management plan.           |                |       |                      |          |                   |
| 32 | Using discount rate in the cost of provided services to customers as a measure to improve management performance.                              |                |       |                      |          |                   |
| 33 | Using customer satisfaction ratio as a measure to improve management performance.  |                |       |                      |          |                   |
| 34 | The degree of customer transactions confidentiality is used as a measure to improve management performance.                                    |                |       |                      |          |                   |
| 35 | The numbers of complaints are used as a measure to improve management performance.   |                |       |                      |          |                   |
| 36 | An average of incorrect transactions from the total transactions is used in a specified period as a measure to improve management performance. |                |       |                      |          |                   |
| 37 | A performance ratio of transactions used in specified periods (week, month, and year) is as a measure to improve management performance.       |                |       |                      |          |                   |
| 38 | The creation of new facilities of services represent as one of the used measurements as a scale to improve management performance.             |                |       |                      |          |                   |
| 39 | The existence of certain procedures to progress internal processes and priorities is a measure to improve management performance.              |                |       |                      |          |                   |
| 40 | The training time period of employee is used as one of measurements to improve management performance  |                |       |                      |          |                   |
| 41 | The number of suggestions submitted by employees for improvements used as measure to improve management performance.                           |                |       |                      |          |                   |

| #  | Phrases  | Strongly agree | agree | agree to some extent | disagree | Strongly disagree |
|----|--|----------------|-------|----------------------|----------|-------------------|
| 42 | The modern application of information technologies and systems in providing customer services is a measure to improve management performance.                              |                |       |                      |          |                   |
| 43 | The existence of incentive systems and rewards to encourage employees and achievement of satisfaction is a measure to improve management performance.                      |                |       |                      |          |                   |
| 44 | Compatibility or match between strategic objectives and benchmarks that used to evaluate performance contribute to improve performance as well as to measure its progress. |                |       |                      |          |                   |
| 45 | Linking the long-term strategic management with its short-term activities helps to accomplish and improve competitiveness.   |                |       |                      |          |                   |
| 46 | Setting measurements for strategic objectives help to achieve its goals.   |                |       |                      |          |                   |

**List the Names of the Jury to form Questionnaire**

| <b>Seq.</b> | <b>Scientific title and certificate</b> | <b>The name</b>                     | <b>Specialization</b> | <b>Site Work (faculty /university)</b>  |
|-------------|---|-------------------------------------|-----------------------|---|
| 1           | PHD                                     | Abdul Rahman Zarrar<br>Abdul Rahman | Management            | Head of Department<br>Management and<br>business                              |
| 2           | PHD                                     | Mahabit nure Abdulla                | Management            | Head of Tourism<br>Department<br>Saladin university<br>Erbil                  |
| 3           | PRO.                                    | Khald hammed amen<br>merxan         | Management            | Lecturer at Saladin<br>university Erbil                                       |
| 4           | PHD                                     | Bayar M. Rashid<br>Omer             | Management            | Director of Quality<br>Assurance Unit-<br>Cihan university-<br>Duhok          |
| 5           | PHD                                     | Zeravan Abdulmuhsen<br>Asaad        | Management            | Head of the<br>Department<br>Finance and<br>Banking-Cihan<br>university-Duhok |
| 6           | PHD                                     | Prof. Dr. Hikmat<br>Rashid Sultan   | Management            | Faculty of<br>Management and<br>Economics, Duhok<br>University                |

## ÖZGEÇMİŞ

### KİŞİSEL BİLGİLER

|              |                         |
|--------------|-------------------------|
| Adı Soyadı   | Sarhang Salahadin Saleh |
| Doğum Yeri   | Erbil - Iraq            |
| Doğum Tarihi | 1969/06/09              |



### LİSANS EĞİTİM BİLGİLERİ

|            |                              |
|------------|------------------------------|
| Üniversite | Salahadin Üniversitesi -Iraq |
| Fakülte    | Idare ve Ekonomik            |
| Bölüm      | İşletme Bölümü               |

### YABANCI DİL BİLGİSİ

|           |   |
|-----------|---|
| İngilizce | KPDS (.....) ÜDS (....) TOEFL (....) EILTS (....) |
| ...       | Çok iyi   |

### İŞ DENEYİMİ

|                  |                               |
|------------------|-------------------------------|
| Çalıştığı Kurum  | Evkaf ve Din İşleri Bakanlığı |
| Görevi/Pozisyonu | Kalite Yönetim Müdürü         |
| Tecrübe Süresi   | 25 Yil                        |

### KATILDIĞI

|          |   |
|----------|---|
| Kurslar  | - |
| Projeler | - |

### İLETİŞİM

|        |                          |
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