

The Reality of Achieving the Requirements of Total Quality Management in University Colleges

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Abstract: The study aimed to identify the reality of total quality management in university colleges in Gaza Strip, through its dimensions, which are (commitment of senior management; organizational building; employee empowerment; continuous improvement; focus on beneficiaries; management by facts), and to detect differences in the responses of sample members according to For personal variables (type; educational qualification; college; nature of work; years of service). The researchers used the descriptive analytical method, and used a main tool to collect information: the questionnaire consisted of (42) phrases, and the study population reached (596) academic and administrative employees distributed to (5) university colleges in Gaza Strip, and it was chosen A stratified random sample of them consisted of (240) employees, approximately (40.3%) of the study population. (SPSS) was used to analyze the data. The study concluded a set of results, the most important of which are: (1) The application of the requirements of total quality management in university colleges in Gaza Strip is generally appropriate in terms of: (the commitment of senior management to total quality management, organizational building, facts management, focus on beneficiaries, employee empowerment, continuous improvement), where the response of the sample members was about the dimensions Total quality management with relative weight (69.93%). (2) There are differences at the level of significance ($\alpha = .05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to gender and differences in favor of the male category. And differences attributed to the college and in favor of the University College of Professional Sciences. (3) There are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to (Educational Qualification, Nature of Work, and Years of Service). Among the most important recommendations of the study: The need for university colleges to ensure: (achieving job satisfaction, employee participation when setting regulations and policies and making important decisions, adhering to the requirements of scientific research and encouraging scientific achievements and job creativity among employees, while providing material and moral facilities for scientific research and development, developing Mechanisms and patterns of electronic work). And that university colleges give attention to handling complaints and grievances through: (assigning a competent and competent committee to handle complaints and grievances in all fairness and transparency, adopting and following up on the results of implementing complaints and grievances, protecting the complainants from any arbitrary procedure against them).

Keywords: Quality Management, Job Satisfaction, Regulations And Policies And Making Important Decisions ,Mechanisms And Patterns Of Electronic Work, University Colleges, Gaza Strip, Palestine.

Introduction

It has become common in recent years to use the term Total Quality Management (TQM), and therefore TQM can be seen as a cultural revolution, due to the way the administration thinks and works with regard to constantly improving quality and focusing on team work, and encouraging individual participation by setting goals By making decisions for the sake of excellence and excellence, the race is directed to improvement, development, innovation and innovation in all the activities of the organization and the methods and techniques applied in order to reach excellence. Competition has increased between most institutions in applying this administrative method in all developed countries and some developing countries that have begun to use this method in their various institutions, including higher education institutions, and there are a number of Arab higher education institutions that have started to use this method at the Arab regional level, and their programs have become Subject to total quality management standards.

Higher education in Palestine occupies a distinguished place in the civilizational structure of the Palestinian society. For decades, the Palestinians have gained a high reputation for their demand for higher education in the prestigious universities and colleges in the world and their superiority in many of its fields, and they have acquired a distinguished reputation in the labor markets in many Arab and foreign countries and international institutions. University colleges are among the community institutions that affect the society and are affected by it, and they are required to work to keep abreast of all developments and develop appropriate plans to address the problems that society may be exposed to and therefore its relationship with it must be documented, and that university colleges become educational institutions based on its service and achieving its goals And its aspirations to become the engine of change, development and renewal in it for the sake of advancement and excellence.

Problem Statement

The world is witnessing major and accelerating transformations, especially at the technological level, and the emergence of contemporary issues such as globalization; the quality; Total Quality Management; This made the growing interest by international companies and organizations about the importance and influence of human resources for them, as they are the ones that produce, think and innovate, so they began to invest in human resources by providing them with the appropriate job environment to improve their performance and productivity (Gad Al-Rab, 2008).

There is no doubt that the success of applying TQM in educational institutions depends on the administrative leaders and their ability to build and deepen a culture of total quality. Therefore, the Quality Expert believes that only senior management can start the process that enables the organization, including management and all employees to move. Towards the work that leads to achieving a culture of total quality management, and there has become a need to introduce a system (TQM) in educational institutions in general and in universities and colleges in particular, which helps to achieve a high degree of upgrading the level of educational services.

Higher education services in Palestine are considered relatively modern services compared to other countries, and this is reflected in the reality of these services, and the reality of educational and administrative tools and methods adopted in these universities and colleges. The concept of total quality management is one of the basic pillars upon which higher education is based, and university colleges in Gaza Strip are one of the modern educational institutions in Palestine, and these institutions have emerged and developed in light of great technical, administrative and financial challenges that were and still are due to the elements of the economic environment, the political environment and the legal environment. University colleges are constantly trying to face all challenges in order to achieve the continuity of higher education in a manner that ensures the provision of education of appropriate quality for students in various majors, and ensures the provision of the required competencies to meet the needs of the Palestinian labor market.

Research Questions

The problem of the study was to answer the following questions:

Q1-: What is the reality of achieving the requirements of total quality management (senior management commitment; organizational building; employee empowerment; continuous improvement; focus on beneficiaries; management by facts) in university colleges in Gaza Strip from the viewpoint of employees?

Q2-: Do the opinions of the respondents in the university colleges in the governorates of Gaza differ on the extent of the availability of the requirements for total quality management with different (type, academic qualification, college, nature of work, years of service) from the viewpoint of employees?

Research Objectives

This study aims to identify comprehensive quality management in university colleges in the governorates of Gaza, by achieving the following sub-goals:

1. Determining the extent of applying the elements of total quality management by university colleges in Gaza Strip from the viewpoint of employees.
2. Explaining the extent of the difference of the opinions of the respondents in the university colleges in the governorates of Gaza regarding the availability of the requirements of total quality management with a difference (type, academic qualification, college, nature of work, years of service) from the viewpoint of employees.
3. Coming up with a set of recommendations that may contribute to identifying deficiencies and shortcomings in providing requirements for total quality management and ways to develop them.

Research Importance

This study acquires its importance from the importance of its subject, the results it will present, and the facts that it will reveal, which will bring scientific and practical benefit to university colleges and decision makers in the Palestinian Ministry of Education and Higher Education and can be detailed as follows:

1. The theoretical importance of this study is highlighted by the scientific enrichment it adds in the fields of concepts of total quality management in university colleges in Gaza Strip.
2. Through research, university colleges in Gaza Strip can know the level of their ownership of the requirements of total quality management from the viewpoint of employees.
3. He drew the attention of University College's administration to the importance of applying the requirements of total quality management because of its impact on the overall performance of colleges.
4. University colleges in Gaza Strip, through the results of the field study, can identify their shortcomings.
5. Provide scientific and practical recommendations to university colleges in Gaza Strip that help support the requirements of total quality management.

Research hypothesis

In order to provide an appropriate answer to the research questions raised, the study seeks to test the following hypothesis:

H0₁: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of respondents' responses to total quality management in university colleges in Gaza Strip due to personal variables (type; educational qualification; college; nature of work, years of service).

The following sub-assumptions are derived from it:

H0_{1.1}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the Gender.

H0_{1.2}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the educational qualification.

H0_{1.3}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip attributed to the college.

H0_{1.4}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the nature of the work.

H0_{1.5}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to years of service.

Research Variables:

1. **Independent Variables:** Total Quality Management (commitment of the top management to total quality management; organizational structure; empowerment of employees; continuous improvement; focus on beneficiaries; management with facts).
2. **Personal Variables:** (Gender; Academic Qualification; College, Nature of Work; Years of Service).

Research Limits and Scope

The scope of the study shall be as follows:

1. **Substantive limits:** The substantive scope of this study is limited to explaining the reality of the appropriate requirements for total quality management in university colleges in the governorates of Gaza from the viewpoint of employees in the targeted university colleges.
2. **Human Limit:** This study is limited to employees (faculty members and their assistants, members of the administrative body) in university colleges in Gaza Strip.
3. **Spatial limits:** The study includes four university colleges in Gaza Strip, namely: (University College of Science and Technology, Palestine Technical College, University College of Applied Sciences, College of Islamic Call).
4. **Time limits:** The study was conducted in the year 2020.

Research Terminology

- **Total Quality:** is an approach or method of performing work and seeks to increase the ability of organizations to compete through continuous improvement of the quality of goods, services, processes, people who are responsible for them, and their working environments. Khudair and Al-Sheikh (2010, P; 25), another definition of Total Quality Management: It is the administration that takes place within the organization and that would contribute to achieving excellence in various processes and activities, leading to the production of products and the provision of high-quality services that suit the requirements of customers, it is a philosophy that emphasizes the efforts of each individual in the organization Constant effort to improve quality and achieve customer satisfaction (Gad Al-Rab, 2010). (Crosby) defines it as "representing the organized methodology to ensure the progress of the activities that were planned in advance, as the best method that helps prevent and avoid problems by working to stimulate and encourage the behavior of the organizational manager optimally in performance using material and human resources with high efficiency" (Sheehani, 2010) .
- **Total Quality Management:** Researchers define total quality management in university colleges as a new management philosophy that aims to continuously improve all departments and processes and create a new organizational culture based on making changes in order to achieve its goals effectively in colleges whether it is in values, systems, administrative style, or Other than that.
- **University Colleges:** The researchers define the university college procedurally as: The college that has academic programs at the bachelor level besides academic programs at the diploma level, and supervised by higher education in the Ministry of Education and Higher Education.

Literature Review

- A study of (Zaid et al., 2020) aims at investigating the linkage between total quality management (TQM), perceived service quality (PSQ), as well as their impact on the patient satisfaction (PS) and behavior intentions (BIs) among Palestinian healthcare organizations. Drawing on a survey, results clearly indicated that TQM significantly affects PSQ and PS; PSQ positively influence PS and BIs and BIs are influenced positively by PS. Moreover, the positive link between PSQ and BIs is mediated by PS. A final model was developed that shows that both TQM and PSQ directly influence PS and BIs. On the basis of the results of this study, hospital managers are suggested to design management strategies that are more patient-centred and emphasize on technical as well as functional capabilities of the service providers in order to live up to the client's expectations. The noteworthy contributions of this study, to the relevant literature, are the establishment of the direct effect of PSQ on BIs of customers and the confirmation of the mediating effect of PS on the positive link between PSQ and BIs. These findings are deemed significant in strategic planning leading to better customer satisfaction.
- A study of (Abu-Nahel et al., 2020) aimed at examining the quality of service in non-governmental hospitals in Gaza Strip between reality and what is hoped from the viewpoint of the internal beneficiary of non-governmental hospitals in Gaza Strip. The study relied on the descriptive analytical method, and the questionnaire was designed as a tool for data collection and consisted of (15) items. The researchers used the comprehensive survey method, and the number of study population members was (536) singular, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed several results, the most important of which were: The results of the study indicated that there is a high degree of approval by the members of the study sample on the quality of service with a relative weight (79.90%). The results of the study also showed that there were no statistically significant differences in the quality of service according to the variables (gender, educational qualification, and position). And the absence of statistically significant differences in the quality of service according to the variables (years of service, age group).
- A study of (Zidan, 2019) aimed at identifying the possibility of applying comprehensive quality standards in Diyala University from the point of view of senior management leaders. The most important results were that comprehensive quality standards could be applied at Diyala University if appropriate procedures were adopted to implement this type of administrative and academic work. The university also showed the appropriate plans to adopt the opinions of faculty members, students, alumni, and beneficiaries from the local community to identify their needs and find the most effective solutions to overcome the problems they face.
- A study of (FarajAllah et al., 2018) aimed to identify the impact of the leadership standard in the international models of quality in improving the university performance through the intermediate role of the strategy standard. The study used the analytical descriptive method. The study was conducted on the university leadership at Al-Azhar and Al-Aqsa Universities, where the study society consisted of (247) the study sample consisted of (119) individuals, (114) individuals responded, and the questionnaire was used in the collection of data. The results of the study were: a high standard of leadership and an average level of the strategy standard, while a high level of overall performance was found in the surveyed universities. The results showed that there was a statistically significant impact on the leadership standard on university performance and implementation of the strategy, there is a statistically significant effect of the leadership standard on the overall performance of universities in the presence of a strategic standard as an intermediate variable.
- A study of (Al hila et al., 2017) aimed to investigate the effect on the quality of banking services marketing performance of banks operating in the Gaza Strip in light of the financial transitions from the perspective of employees, and the disclosure of the relationship between the quality of banking services and marketing performance from the perspective of employees and customers. The researcher used descriptive and analytical approach, and the study population of employees and customers at Bank (Palestine Limited, Palestinian Islamic, housing, Jerusalem, the Arab Bank), and the study tool is a questionnaire applied to a simple random sample of employees and customers have been obtained (97) questionnaire rate of recovery (97%) to identify the employees, the customers have been recovered (141) questionnaire by recovery (78%). the results of the study showed a statistically significant relationship between the quality of banking service and financial shifts in operating in the Gaza Strip banks from the perspective of employees, and between financial transformations and marketing performance of banks operating in the Gaza Strip from the perspective of employees, and the quality of banking service and marketing performance in banks operating in the Gaza Strip from the standpoint of employees, customers, and that there is the effect of a statistically significant for the quality of banking services on the marketing performance of banks operating in the Gaza Strip in light of the transformations Finance from the perspective of employees. And changing the mediator of financial shifts weaken the impact of the quality of banking services and the marketing performance.
- A study of (Alhelou et al., 2017) the objective of the research is to identify the quality of banking services as an input to improve the marketing performance of the banks in Gaza governorates from the perspective of their customers. The researcher used the descriptive analytical method, and the research community consisted of customers at Bank (Palestine Limited, Islamic Palestine, Housing, Jerusalem, Arab Bank). The study tool was a questionnaire applied to a simple random sample of customers. A total of (141) responses were recovered with a recovery rate is equal to (78%). The results of the study showed that the level

of availability of the banking service quality dimensions (safety, credibility, efficiency of service providers, tact, empathy, reliability, communication, accessibility, material and human aspects, response level) in banks operating in the Gaza Strip was high from the point of view of customers. The results showed that the level of marketing performance of banks operating in the Gaza Strip from the point of view of customers was high. The results also confirmed a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the quality of banking service and marketing performance in the banks operating in the Gaza Strip from the point of view of customers.

- A study of (Al-Habil et al., 2017) aimed to identify the impact of the quality of banking services on the marketing performance of the banks operating in the Gaza Strip in light of the financial transformations from the point of view of employees and the relationship between the quality of banking services and marketing performance from the point of view of employees. The researchers used the descriptive analytical method. The research population consisted of employees of Bank (Palestine Limited, Islamic Palestine, Housing, Jerusalem, Arab Bank). The study tool was a questionnaire applied to a simple random sample of employees. A total of 97 responses were obtained with a recovery rate (97%) for the questionnaire of the employees. The results of the study indicated that the level of availability of the quality of banking service (safety, credibility, efficiency of service providers, tact, empathy, reliability, communication, accessibility, material and human aspects, response level) in banks operating in the Gaza Strip from the point of view of employees was high. The results showed that the level of marketing performance of banks operating in the Gaza Strip from the point of view of workers was high. There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the quality of banking service and the financial transformations on the one hand and the financial transformations and marketing performance in the banks operating in the Gaza Strip from the point of view of employees. There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between the quality of banking service and marketing performance in the banks operating in the Gaza Strip from the point of view of employees. There is a statistically significant impact of the quality of banking services on the marketing performance of banks operating in the Gaza Strip in light of the financial transformations from the point of view of employees. The intermediate variable of financial transformations weakens the impact between the quality of banking services and marketing performance. There are no statistically significant differences at the level of ($\alpha \leq 0.05$) between the averages of the employees' estimation on the quality of banking services, marketing performance and financial transitions for the variable of scientific qualification and the bank. There are statistically significant differences at the level of ($\alpha \leq 0.05$) between the average scores of employees on the quality of banking services for the variable number of years of service and for those who have years of service (less than 5 years).
- A study of (Aref, 2011) which aimed to identify the quality of job life and its role in the application of comprehensive quality standards by application to government hospitals in Port Said, and then the effect of this on the quality of good service provided to patients by employees in these hospitals. The study was conducted on Port Fouad General Hospital and Al-Tadamon Governmental Hospital in Port Said. The most important results of the study were: There is a significant correlation between the quality of job life and the application of total quality management in the targeted hospitals. There is also variation and difference in the degree of relative importance of the dimensions of job quality that affect the overall quality from the employees' point of view.
- The study of (Amer, 2010) aimed at identifying the positives of applying TQM and identifying the obstacles to its application. To achieve its objectives, the researcher used the descriptive and analytical approach, and a questionnaire designed for this purpose was applied. The most important results of this study were: Total quality management in higher education institutions faces some difficulties, including: (lack of conscious understanding of the concept of total quality and its objectives, failure to choose the leaders responsible for managing the university according to objective grounds, resistance of university employees to the process of change, the results are accelerated without making efforts. For the implementation of quality, the absence of the consistent goal of continuous development by the university administration, to judge the efficiency of the university administration based on visible figures that entrench traditional administrative concepts among university leaders).
- A study of (Salman, 2010) which aimed to identify the requirements and advantages of applying total quality management in higher education. To achieve its goal, the study used the descriptive approach, and the study tool represented in a questionnaire prepared for this purpose was applied. The most important results of the study were: I was able to define the requirements for the application of total quality management in higher education, which are as follows: The conviction of senior leaders and employees at the university of the importance of activating TQM, the participation of all employees in developing and implementing quality policies and plans, and setting clear, applicable and measurable standards for quality control. Performance, designing a transparent monitoring and follow-up system, establishing an objective system for incentives, providing guidelines, designing an information and communication system, in addition to providing feedback, and seeing others' internal and external experiences.
- A study of (Karavasilis, et al., 2010) which aimed to develop an effective organizational plan in basic education schools in Greece based on the comprehensive quality management approach, by studying the theory of emotional intelligence and leadership skills, in order to create a safe and democratic work environment, and a positive climate that stimulates The most important results of this study were: that there are a set of steps that must be taken for the success of the TQM approach in developing an effective organizational plan for schools, namely: analyzing and researching the school's culture, setting future

goals, organizing and defining There is a positive relationship between the success of the TQM curriculum and the participation of teachers in decision-making. There is also a strong positive relationship between the success of the TQM approach and effective leadership due to the fact that the effective manager has the ability to deal and control all teachers and encourage a team Work and increase organizational commitment.

- A study of (Psychogios, et al., 2009) study aimed at demonstrating the impact of applying TQM practices on the lives of managers within the work environment, especially middle management managers in public and private sector organizations, and whether this effect is positive or negative, by measuring tangible and non The most important results of this study were: that there is a strong positive relationship between the application of TQM policies and the independence of middle management managers in private and public sector organizations, and that the possibility of implementing tangible TQM practices is easier than applying intangible practices from a manager's point of view. Middle management.

Comment on Previous Studies:

Researchers have reviewed many previous studies that dealt with the topic of total quality management, and researchers can monitor a number of observations as follows:

1. The previous studies presented by the researchers were distinguished by the diversity in the environments in which they were applied, and this diversity makes them rich and rich in the field of research.
2. The previous studies presented by researchers represent an accumulation of scientific experiences in the field of total quality management study, so the current study is similar to one or more aspects of previous studies that researchers presented to aspects of the variables of total quality management.
3. Previous studies indicated that there is a discrepancy in the aim of the study. Some studies that were close to the goal were the ones that dealt with the issue of total quality management aimed at revealing the requirements or opportunities for applying total quality management.
4. Most of the previous studies discussed by researchers in the field of total quality management used the descriptive analytical approach, and applied in the field or survey side of them, and the questionnaire was a major tool in collecting information to achieve the goals of each study.

The current study differed from previous Arab and foreign studies in terms of the sectors that will be studied and analyzed, the time period and the nature of the sample that will be covered. The current study will address the study of total quality management, as it will be applied to university colleges operating in Gaza Strip. Therefore, it is a complement to the previous studies, and this can be illustrated by:

1. The practical side that will be applied to university colleges operating in Gaza Strip.
2. The point of view was taken from academic and administrative personnel in university colleges in Gaza Strip.

What distinguishes the current study from previous studies is that it aims to manage total quality in university colleges in Gaza Strip, stemming from the characteristics, tasks and nature of the work of Palestinian higher education institutions, especially university colleges, as well as from the culture and values of Arab civilization derived from Islamic heritage, and in the context of the changes taking place in the century The twenty-first in light of the changing work environment, and responding to the challenges posed by various political, economic, social and technological conditions.

The researchers benefited from the previous studies that were presented in enriching the theoretical framework of the current study, in designing the necessary information collection tools, in determining the criteria on which it is based, in comparing some of the results that were presented in previous studies with the results of the current study, and in elaborating the problem and questions of the current study And its hypotheses and various branches of ideas.

Theoretical Framework

The contemporary global challenges (globalization, technological development, knowledge explosion, ISO, etc.) make it imperative for organizations to adopt a conscious scientific method in facing these challenges and to invest the active human energies in supporting operational and marketing performance with more efficient and effective flexibility, and from most aspects The purposeful administrative Total Quality Management (TQM).

Total quality management in education is one of the recent trends that have met a large and public boom in developing enterprise management by building a deep culture of quality in its comprehensive sense and creating a base of values and principles that make everyone in the organization know that quality is its responsibility and this is what distinguished developed countries when they applied these Concepts in education.

In order to reach an advanced educational system, the quality of education must be subject to a management style that is not concerned with one side without another, i.e. an administrative pattern that takes the educational process as an integrated whole and a comprehensive and systemic view, related to the student, the teacher, methods, curricula, programs, relationships, communications, information flow, and the organization of places and desires, and other aspects The other, and this administrative pattern will not be our belief except the comprehensive quality management that has proven successful and important, as a comprehensive philosophy applicable to, taking operations in close interconnection, through the goal of continuous comprehensive improvement of all aspects of the educational process.

The Concept of Total Quality Management and Its Importance

Total Quality Management is one of the modern management concepts that have helped distinguish organizations, and this has led to an attempt by management in various institutions to adopt these concepts of ideas and principles that aim to improve and develop performance on an ongoing basis to achieve the best possible performance, and meet the needs and requirements Beneficiaries better, TQM is considered a strategic input to better production and provide more appropriate services to beneficiaries through continuous improvement. TQM recognizes that the focus is not only on the output side only, but by focusing on both inputs and outputs through operations and that this matter it creates competitive precedence and thus success.

The Concept of Total Quality Management:

Quality in the Oxford dictionary means a high degree of quality or value. Regarding Total Quality Management (TQM), there is no agreed definition that is generally accepted by thinkers and researchers. The administration of the institution through which it realizes the achievement of both consumer needs as well as the achievement of project objectives together, "either from an American point of view, the definition of (TQM)" is a philosophy, broad lines and principles that guide and guide the organization to achieve continuous development, which are quantitative methods in addition to human resources that improve the use of The available resources as well as services so that the efficiency of the operations within the organization seeks to satisfy the needs of current and potential consumers, noting that the intellectual orientations adopted by thinkers such as Crosby, Jablonsky and Broca focus on the final results that can be achieved through Total Quality Management, which can be summarized as "management philosophy." And the practical practices of the organization that seek to exploit both its human resources as well as raw materials in order to be more effective and efficient to achieve the objectives of the facility (Hamed, 2012, P: 17-19).

Total Quality Management is a modern trend in management that focuses on providing the best production services with the most efficient methods, the lowest costs and the highest specifications. The concept of Total Quality Management (TQM) emerged after the crisis that occurred in the Japanese economy after World War II, which forced industry officials to create quality with the help of (Edward Deming), an American called the father of quality, who taught Japanese producers how to convert cheap and inferior commodities into high-quality goods. Quality Management (El Ajiz and Nashwan, 2006, P: 5), Total Quality Management is one of the basic entrances to the continuous improvement of the quality of the product or service in order to meet the requirements of customers. Through a new management model, as the philosophy of total quality management originated from the philosophy of continuous improvement with an emphasis on quality as a major business dimension (Alimatoug, 2011).

The Concept of Total Quality Management in Higher Education Institutions:

Total quality management in education is "the total efforts made by employees in the field of education to raise and improve the educational product in line with the desires of the beneficiaries and with their various abilities and characteristics" Majeed and Al-Ziadat, 2008). Al-Kubaisi (2011) indicates that total quality management in education means the characteristics and standards, which should be present in all elements of the educational process, whether related to inputs, processes or outputs, and that meet the needs of society and its requirements and the desires and needs of learners. From the above, researchers were able to conclude that total quality management in university colleges is represented in the following:

- Concepts of total quality management in higher education institutions are linked to the student, and thus this will be reflected in society, its growth and development.
- It means involving all employees in the administrative process and decision-making.
- Management sought the process of continuous improvement, which is the basis of total quality management, because colleges reap the benefits in the long run.
- Focus on operations rather than results.
- Focus on achieving beneficiaries' satisfaction by reviewing and responding to their requirements inside and outside colleges, mainly staff and students.
- Investing the human factor and developing: (knowledge, skills, abilities, attitudes, etc.)
- Meet the needs of students and staff.
- Create a new institutional culture that organizes work.
- Focus on facts by using statistical tools.
- Team work because of different experiences.

Based on the foregoing, the researchers define total quality management in university colleges as "a new management philosophy that aims to continuously improve all departments and processes and create a new organizational culture based on making changes in order to achieve its goals effectively in colleges, whether in values, systems, or administrative style." Or otherwise.

The Need to Apply Total Quality Management in Educational Institutions:

Many global and national attempts have focused on improving the overall quality in educational and educational institutions by holding conferences and seminars and forming higher committees to set and define specific indicators and standards for measuring quality in these institutions, as they have adopted many quantitative and qualitative indicators whose success requires attention to many standards. Introduction to the organizational structure of the educational system, education, student, teacher, curriculum,

means, methods and activities, in addition to the surrounding environment related to the educational, social and economic system (Zayed, 2010, P: 107-108).

Many higher education institutions in the world have also been keen to adopt comprehensive quality as a method of work, and there are many reasons that called them for this, including (Faris and Al-Agha, 2012):

- Expanding demand for higher education.
- The emergence of new patterns for higher education institutions.
- Multiple educational environments: colleges; Universities; Institutes; Public libraries; Home.
- The diversity of the level of degrees and qualifications granted.
- Reducing government funding and expanding private higher education.
- New educational media emerged: Internet, Video Conference.
- Increasing the demand for students and professors to transfer between universities in different countries.

From another point of view, it explains the reasons for taking and adopting total quality management in higher education, despite the great achievements that higher education has achieved in the lives of societies throughout the ages, but calls for reform, modernization or development are continuing to advance the educational process and these calls were not limited to men of education Higher and those who work in it, but men from economics, politics, psychology and other opinion and advice have contributed to it, so it can be said that many good ideas belong to men outside the educational system and have positive effects in establishing education on solid foundations. The source of this continuous interest is due to the size and quality of tasks unparalleled in other sectors. It has requirements and variables, for the future and potential developments and surprises, and the fact is that higher and university education is looking for all these tasks, or perhaps more than them, and that is why societies have poured him huge amounts of money according to its ability and according to the purposes that it wants to achieve.

In our time, the efficiency of higher and university education has become a criterion for judging the nation's position and its position among nations from the point of civilization, cultural, and global. His movement, if he does not need it, is perhaps the most prominent one:

- Increased demand for enrollment.
- The increasing demand for its outputs.
- The demand to open new branches and scientific disciplines.
- The diversity that benefits from it and the diversity of their needs and desires.
- The emergence of a generation of modern educational technologies that have facilitated the production and development of knowledge and the ability to communicate it to beneficiaries inside or outside colleges.
- Many parties seeking asylum offer scientific advice to solve problems and difficulties they face.
- Confronting the cases of competition between universities, which each university tries to highlight the other universities with the quality and quality of its programs and specializations, distinguishing its professor, its working methods, etc.
- Increased spending on him and demanding returns that are appropriate for this spending.

These and other factors led universities and colleges to reconsider their methods, foundations, and systems, and to think about satisfying the beneficiaries of them after finding themselves captive to the existing traditional practices that are no longer suited to the new circumstances around them, and they began to search for more effective solutions in order to overcome the obstacles and problems that limit The possibility of achieving the desired goals, and perhaps among the things that attracted its attention was the Total Quality Management movement when it found that it has achieved great successes for other organizations, and that this movement or philosophy can be adapted to conform to what universities and colleges want from it (Al-Samarrai, 2007)



Figure (1) illustrates the importance of comprehensive quality management for university colleges

Source: Prepared by researchers

Based on the above, the researchers conclude that the importance of adopting TQM in university colleges leads to the following:

- Developing the team's work entrance, developing the spirit of cooperation and teamwork to solve problems and improving operations in colleges. Improving the quality of services provided to beneficiaries inside and outside.
- Full and detailed understanding of competitors and effective development of a competitive strategy for the development of colleges' work.
- Achieving high quality performance in all career locations in colleges, and not limited to parts thereof.
- Verify the colleges need to improve and develop performance measures.
- Develop communication procedures between college units to get the job done in a good and distinct way.
- Continuous review of the progress of operations in colleges to develop a strategy of continuous improvement forever because the application of total quality management in the educational system needs unremitting efforts to improve performance, as it aims to improve educational inputs, processes and outputs, and they are students as the focus of the educational process in any educational system.

Overall Quality Management Dimensions

1. **Senior Management Commitment:** There is complete agreement on the importance of supporting the top management and its commitment to the success of TQM. Some have indicated that the emphasis and consistency of the role of the higher management as a main driver of change will limit the role of individual differences regarding the adoption by individuals working for the TQM approach Al-Houri, 2008, P: 153).

The support and commitment of the top management to implement comprehensive quality management is a result of its conviction and belief in the necessity of continuous development and improvement, and it expresses this by declaring its desire to implement TQM at all administrative levels and its workers and taking plans and programs that ensure the implementation of this, as well as providing the human and material capabilities necessary for the process (Al-Kathiri, 2009, P: 69).

The support of the top management should be clear to all through its willingness to take concrete measures, including: formulating a quality policy, building a quality organizational structure, full participation of employees, spreading the culture of quality, managing change processes (Abu-Amer, 2008).

One of the most important factors that ensure the successful implementation of TQM is the support and endorsement of the top management for it, which stems from its conviction and belief in the necessity of continuous development and improvement, so that the decision to apply the approach to TQM is considered a strategic decision taken by the administrative leaderships at the level of the higher management in the organization, so it is not expected. That this decision is taken without stemming from conviction, support and full support from it, as it has the right to make the decision and has the ability to develop and spread the organization's vision, mission, strategies and goals. Therefore, the support and support required from the higher management is to announce the implementation of Total Quality Management in front of all administrative levels and workers. At their various levels, adherence to plans and programs at all levels, allocating the necessary financial and human resources for implementation, defining the authorities and responsibilities, and creating the necessary coordination (Zein El-Din, 1996).

The researchers believe that the success of total quality management in university colleges is the responsibility of senior management through the work of a strategic plan for the college that supports the application of total quality, and creates the appropriate climate for that, and adopts a culture of change, allocates the necessary resources, and the college is interested in enhancing interaction with local community institutions, and is keen to spread The culture of total quality among all employees, and makes total quality a real slogan for it.

2. **Organizational Structure:** Gad Al-Rab, (2010) defined the organizational structure is: the framework within which the organization operates and it is not an end in itself, but a means for the organization to reach its desired goals. The type of activities it carries out and the nature and needs of its employees.

Traditional management relies on vertical organizational structures and central authority, and thus the flow of information is from top to bottom, while the overall quality management structure is horizontal and the authority is decentralized, and from it the various flows take a horizontal path (Hamed, 2012, P: 68).

Total quality management requires a restructuring of the organization with a change of responsibilities, functions and roles and assignment of staff to do so. Supporting decentralization in order to achieve greater effectiveness in the performance of tasks and the prevalence of a type of job satisfaction in employees in the hearts of employees, which leads them to more effort to achieve goals. Forming a work team that includes a mix of employees, middle management and senior management. Defining Roles and Responsibilities (Majeed and Al-Ziadat, 2008).

The researchers believe that university colleges, in order to succeed in applying total quality management, must design an organizational structure appropriate to the nature of its activity, draw their policies in a specific and clear manner, and make a job description for each job that clearly identifies powers and responsibilities, and takes into account that the organizational structure supports the integration and coordination between the various functional units, and facilitates Organizational structure

Communication processes between all parts of the college, work systems and procedures are characterized by simplicity and flexibility, and employees participate in setting regulations and policies, and the college adopts mechanisms and patterns of electronic work.

3. **Empowering Employees:** The effective application of total quality management calls for relying on contemporary concepts in total quality management, which is empowering employees and emphasizing the importance of their role in activating and achieving the organization's specific goals, and this requires a comprehensive endeavor in fortifying and maintaining the workforce and obtaining, training, developing, motivating and taking care of human skills and competencies, starting with selection And appointment, performance evaluation, training programs, individual and group motivation methods, encouraging work in a team spirit, achieving ways of loyalty and belonging to the organization and other human dimensions that contemporary organizations rely on in achieving their goals (Khudair and Al-Sheikh, 2010, P: 234).

Effective management creates great interest among employees in their work and jobs, so that they feel as though they own the organization in which they work, this is what some call psychological ownership, where the employee feels that he owns the institution and therefore his success from its success and failure from its failure, intended to empower the employee is Raising his ability to make decisions on his own and without the guidance of management, the main goal of empowerment is to provide conditions to allow all employees to contribute to their fullest potential in continuous improvement efforts, therefore the term empowerment includes sharing decision-making with other administrative levels, it means more than just delegation, The employee feels responsibility not only for the work he performs, but also feels responsibility for business outside the limits of his job, so that the whole organization works better, for success of empowerment depends on several factors, the most important of which are:

- The extent of the chiefs 'desire to transfer powers to subordinates.
- Mutual trust between superiors and subordinates.
- The effectiveness of the organization's communication and feedback system.
- An objective performance appraisal system is in place.
- A fair recruitment system based on the employment of qualified and highly skilled employees in their field of work.
- Link performance with material and moral incentives.
- Training subordinates to take responsibility and carry out the burdens assigned to them.

Judeh (2008, P: 137-140) adds that the implementation of the empowerment policy in the organization includes many returns for all parties, on the part of employees, this policy gives them new opportunities to prove themselves, unleashes the employee's energies and sheds light on the talents and creativity of employees, and for the organization This policy facilitates work and employees appear more enthusiastic and active, which affects the results of the organization's work. The whole matter is naturally reflected in the organization. Clients become more satisfied because of the ability of employees to respond quickly to them and solve their problems without referring in every small and large area to the management, which increases the share. The marketability of the organization and affects its success.

Researchers conclude that empowering employees does not only stop their participation in the administrative process, they must be trained, develop their capabilities and motivate them until they feel a sense of loyalty to their organization and give the necessary powers to them to work with enthusiasm and eagerness to master their work.

The researchers believe that university colleges, in order to succeed in applying total quality management, must provide an opportunity for employees to participate in making important decisions, and that the college is keen to provide adequate support for employees, and that the college adopts a culture of teamwork, and that the college is keen to manufacture effective leaders for total quality management And that the college authorizes employees to apply the concepts of total quality management, and the college promotes mutual trust between employees in the college, and the college is keen to integrate employees in the administrative process, and the college is committed to meeting the requirements of employees in scientific research.

4. **Continuous Improvement:** The process of continuous improvement occupies the essence of total quality management, as it is the blood that runs through the veins of TQM, as it is based on the introduction of continuous improvements in all areas of work in the organization, in order to constantly adapt to the changes that occur in the internal and external environment of the organization, so continuous improvement is a necessary requirement For the success of quality management. Continuous improvement is a concept that "believes that anything and everything that is performed in the field of work is the subject of continuous evaluation, and prevention is better than cure, and focuses on accomplishing the right things in a correct manner from the beginning" (Al-Barawi, 2001).

Applied studies have proven that the success of TQM requires a change in the way or style of working individuals in translating their work, which requires quality-based organizations to strive to achieve complete perfection by continuing to improve work. Al-Houri, 2008, P (154), as the continuous improvement of quality is to bring new and better ones on a permanent basis, as continuous improvement of quality is the beating heart of its management and does not stop a specific number and includes administrative and technical operations of all organizations (Abu-Amer, 2008).

Total quality management is not a program that knows its beginning and end in advance, but rather efforts to continuously improve and develop without stopping, because it is based on the principle that the opportunities for development and improvement never end regardless of the efficiency and effectiveness of performance, and the level of quality and the desires and expectations of the beneficiaries are not fixed but variable, so it must be Evaluate quality and work to improve it continuously according to information that is collected and analyzed periodically (Al-Tamimi, 2008).

Continuous improvement means the permanent desire of the educational institution to achieve a gradual and substantial improvement in all operations, and continuous improvement focuses on building effective communication channels with the beneficiaries, and this is considered an essential element for long-term quality improvement (Hussain, 2005, P: 65).

Gad Al-Rab (2013) stated that the integration of individuals working in the organization and their participation in the search for quality solutions is an important aspect of TQM processes, and this is done for continuous improvement, which means always looking for new ways to improve the quality of operations and improve performance, if The basic philosophy of Total Quality Management is continuous improvement as a way of life in the organization. One of the ways that employees integrate and lead to continuous improvement is the so-called Quality Circle, and this concept is defined as a group of workers who usually do not exceed ten, and who meet regularly to discuss ways to improve the overall quality of the products or services that they perform, and its objectives are In bearing responsibility for quality through the creativity of everyone in achieving this responsibility, information technology helps to redesign the administrative process that is often characterized by movement or dynamism, and those involved in this process must invest their continuous efforts by making advanced information technology help to perform operations in different new ways. The organization gives a competitive advantage, and the IT infrastructure must be built in a strong and efficient enough way to support new applications appropriate to the process concerned (Al-Ali, 2008, P: 38).

Researchers conclude that continuous improvement is the basis for total quality management, and therefore it must be a constant goal for university colleges. The idea of continuous improvement depends on supporting research and development, encouraging creativity, and developing knowledge and skills among the human competencies available in the institution, and that continuous improvement works to ensure the survival of the institution, as the organization tends to make gradual and creative improvements in the institution in order to reach the degree of excellence.

In order for university colleges to succeed in applying total quality management, researchers should provide adequate support for continuous improvement processes, develop their employees by means of modern training methods, and keep pace with modern technology in developing the educational process, and re-engineer their operations whenever necessary, and work to link performance evaluation to the development of their employees, It is committed to eliminating obstacles to applying total quality.

5. **Focus On Beneficiaries:** It means the customer is not the external customer of the institution only, but includes the internal customers are all the departments and sub-departments and employees within the organization, therefore looking at the departments and departments within the organization from two sides of a supplier and a customer at the same time, the department that manages the process of what is a customer of the section that precedes it is also a supplier For the department that comes after it, then the word customer includes the external customer, who is every customer of the organization from outside, and also the internal customer, who is everyone who uses the product within the organization as an input to its activities and operations. This principle focuses on improving production in order to adapt performance to meet the expectations of customers, whether the customer is outside the organization Or within it (Al-Shamrani, 2008), as caring for the beneficiary means maintaining his satisfaction by fulfilling his needs, whether this beneficiary is internally or externally (Al-Hamali, 2003).

In university education, the student is considered one of the most important beneficiaries as it is the focus of the educational learning process, and if his desires are fulfilled is the basic mission of the university institution, the administration should, when designing services, work to satisfy students 'needs and expectations, to achieve the student's quality that includes knowledge, skills and trends. Renewable and changing student drives and moves all activities within the university institution, and other beneficiaries such as the teaching staff and the local community in its various institutions should not be ignored. Therefore, the university administration studies the beneficiaries 'expectations about the service provided and tries to achieve these expectations, and measure the degree of satisfaction with this service. The desires and needs of the customer, renewed and changing, are what drive all activities within the organization, not that the design and operation of these systems are based on the wishes of the management and the employees, and independently of the organization's clients, and he expressed this as ((Kano must be the customer first) And permanently, it is the focus of all efforts in total quality management, and the organization must take all measures and measures that enable it to evaluate the level of satisfaction of its customers, and this applies The core of it is to establish a customer information system, through which the organization can know its position, products, competitors, and customers, and to be keen on identifying and analyzing their needs and expectations, changes in these needs and tastes, and developing relationships with them (Madi, 2002).

The researchers believe that university colleges succeed in applying total quality management to meet the requirements and needs of students, and are concerned with the quality of facilities that provide services to students. And quality when designing its academic programs, and directs scientific research to solve problems and develop local community institutions, and is keen on achieving job satisfaction for employees.

6. **Reality Management:** The principle of decision-making is the basis of the facts, one of the components that TQM focuses on, and its application requires reliance on techniques and resources to create the necessary channels to empower individuals and

deliver their information that speaks to the facts to where this information should arrive to be used in achieving quality. The information is an important basis in the philosophy of total quality management, as it is available to higher managements of all kinds, which will reflect the extent of these organizations' ability to apply TQM. The importance of information is crystallized in the availability of important data for the organization, such as financial information that explains to senior management the financial resources that the organization needs if it is applied Total Quality Management, and what are the investments required to adopt the philosophy in a manner that will affect the degree of commitment that higher management will show towards making the decision to implement this philosophy (Barakat, 2007).

Making the right decisions is not achieved at all without resorting to the adoption of objective and realistic facts. This trend is one of the activities most aimed at enhancing the success of TQM, and this in turn requires the provision of an effective information system as it mainly depends on the human forces that are more able to perceive the facts. In a practical embodiment, the matter has become clearer in making decisions that depend on facts more effectively than decisions that were based on intuition, guesswork, or personal experience alone. From here it becomes clear that relying on facts in making administrative and technical decisions enables the organization to address specific problems. More efficiently and effectively (Khudair and Al-Sheikh, 2010, P: 49).

For the applied colleges to succeed in applying total quality management, researchers should rely on their decisions on facts rather than guessing, and develop information systems to meet their information needs, and ensure that the decision-maker gets sufficient information in a timely manner, and the president provides his subordinates with the information necessary to perform the work. The college directs scientific research to serve the college and society, and the college benefits from the expertise of distinguished institutions locally and internationally.

The Advantages Offered By TQM In Higher Education Institutions: Educational institutions face a set of challenges represented in low productivity, increased costs, lack of financial resources, and the adoption of ineffective methods to achieve the desired goals, as well as low level of job satisfaction among employees, and facing these challenges and overcoming them is very important, so it was necessary to implement properly The comprehensive concept of total quality management to improve quality levels and enable the institution to distinguish, as educational institutions are currently seeking in all countries of the world to renew, develop and update due to the multiplicity of influences and their diversity in the surrounding environment. The institutions take a variety of mechanisms to achieve this transformation, and the following advantages can be provided when applying total quality management systems to coordinate and unify development efforts in institutions for higher education, and that the application of a comprehensive quality management system in educational institutions will lead to (Majeed and Al-Ziadat, 2008):

1. Administrative:

- Clearly define goals and mission of colleges.
- Documenting and installing administrative processes.
- Analysis and development of administrative processes.
- Clarify administrative procedures and clarify different roles
- Improving the communication process.
- Provide information and facilitate and improve the decision-making process.

2. Academically:

- Providing the appropriate environment for teaching and learning.
- To improve the quality and efficiency of the educational services provided.
- Close monitoring of educational processes.
- Increasing the teachers' experience through conducting the continuous audit process.

Abu Al-Rub et al., (2010) indicates that the application of total quality management in higher education has many advantages that accrue to all parties to the educational process and the parties concerned with it, as follows:

1. The development of the administrative system in the educational institution as a result of clarity of roles and definition of responsibilities.
2. Upgrading the level of educational services provided to students that are reflected in the aspects of their personalities.
3. Increase educational competence and raise the level of performance for all academics and administrators.
4. Meet the requirements of students, society, and scientific research and reach their satisfaction.
5. It provides an atmosphere of understanding, cooperation and sound human relations between employees.
6. Enabling the management of the institution to solve problems by correct scientific methods and dealing with them through
7. Corrective and preventive measures to prevent their occurrence in the future.
8. Raising the level of awareness among the beneficiaries of the institution's services by highlighting the commitment to the quality system.
9. Interdependence and complementarity between all academics and administrators in the educational institution and work in the spirit of one team.

10. The application of a comprehensive quality management system gives the institution respect, appreciation and a positive mental image.

Researchers believe that TQM can provide additional advantages for higher education, including:

- Discovering and remedying any defects, weaknesses and low quality through self-evaluation, enhancing the culture of quality, and supporting change trends for the better.
- The preparation of an educational product capable of competition and success in conformity with the specifications of the times and the standards required by the labor market, the beneficiaries, and other relevant bodies and earn their trust.
- Providing a competitive advantage for higher education institutions at the local, regional and global levels.

Methodology and Procedures:

The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished, and obtaining the data required to perform the statistical analysis to reach the results that are interpreted in light of the literature related to the subject of the study, and thus the study achieves the goals that it seeks to achieve.

Study Approach: The study used the descriptive analytical approach, which aims to provide data and facts about the problem in question to explain it and determine its implications, and to reach accurate and detailed knowledge about the research problem, and to achieve a better and more accurate visualization of the phenomenon under study.

Study Community: The study population consists of full-time employees at university colleges in the Palestinian higher education institutions in the governorates of Gaza, the total number of employees in the Palestinian higher education institutions under study in the governorates of Gaza, according to the statistics of the Palestinian Ministry of Education and Higher Education (596) employee and employee, and the following table shows data about Higher education institutions in the governorates of Gaza related to university colleges under study, according to the name of the institution, the direction of supervision, the year of incorporation, and the number of employees.

Table 1: Distribution of full-time employees in the university colleges under study according to the name of the institution, the supervision point, the year of establishment and the number of employees

#	Organization Name	The Supervisory Authority	Year Founded	Number Of Employees
1.	Palestine College Of Nursing	Government	1976	48
2.	Faculty Of Sciences And Technology	Government	1991	140
3.	Palestine Technical College	Government	1996	129
4.	University College Of Professional Sciences	General	2007	220
5.	College of Islamic Call	Government	1999	59
Total Number Of Employees				596

The Study Sample: The study sample was chosen using the stratified random sample method from the employees of the university colleges under study according to the name of the institution, and to choose the vocabulary from the partial community or the class, a Proportional Allocation method will be used so that the ratio of the vocabulary of each layer in the sample is equal to the percentage of the vocabulary of the class in society, The sample size reached (240) employees, as shown in the following table:

Table 2: Distribution of the study population according to the college

#	Organization Name	Study Population	Sample Number
	Palestine College Of Nursing	48	19
1.	Faculty Of Sciences And Technology	140	56
2.	Palestine Technical College	129	52
3.	University College Of Professional Sciences	220	89
4.	College of Islamic Call	59	24
Total Sample Number		596	240

(240) questionnaires were distributed to all members of the study sample, (226) questionnaires were retrieved (94.1%), and after examining the questionnaires, (3) questionnaires were excluded due to the failure to fulfill the conditions required to answer the questionnaire, and thus the number of questionnaires subject to the study (223) Resolution.

Validity and Consistency of the Questionnaire

Validity of the Questionnaire: The truthfulness of the questionnaire means making sure that it will measure what was prepared to measure it, as well as "honesty" includes the inclusion of all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and their vocabulary on the other hand, so that they are understood by everyone who uses them, and the researchers conducted the following honesty tests:

The Arbitrators Believed The "Apparent Honesty": The researchers presented the study tool in its preliminary form to a group of arbitrators, and based on the observations and guidance made by the arbitrators, the researchers made the adjustments agreed upon by most of the arbitrators, as the wording of the phrases was modified and some of them were deleted or added.

Validate The Scale:

- 1. Validate The Internal Consistency Of The Paragraphs Of The Questionnaire:** The internal consistency of the questionnaire paragraphs was calculated on a single (30) exploratory study sample by calculating the correlation coefficients between each paragraph and the overall degree of its axis. (0.05) and the calculated value of r is greater than the tabular value of r which is equal to (0.361), and thus the paragraphs of the questionnaire are considered true to what was set to measure it.
- 2. The Structural Consistency Of The Axes Of The Questionnaire:** The following table shows the correlation coefficients between the rate of each of the study axes with the total average of the questionnaire paragraphs, which shows that the correlation coefficients shown are a function at the level of significance (0.05), where the probability value of each paragraph is less than (0.05) and the calculated r value is greater than the value of the r-tabular Which is equal to (0.361).

Table 3: shows the correlation coefficient between the rate of each of the study axes and the overall average of the questionnaire items

#	Axis	Correlation Coefficient	Probability Value (Sig.)
The First	Senior Management Commitment To Total Quality Management	0.850	0.000
The Second	Organizational Structure	0.891	0.000
The Third	Empowerment Of Employees	0.926	0.000
The Fourth	Continuous Improvement	0.931	0.000
Fifth	Focus On Beneficiaries	0.825	0.000
Sixth	Management With Facts	0.872	0.000

Reliability Paragraphs

Split-Half Coefficient: The Pearson correlation coefficient was found between the average of the individual-grade questions and the average of the questions of each level for each dimension, and the correlation coefficients were corrected using the Spearman-Brown Coefficient correction factor according to the following formula:

$$r^2$$

$$\frac{r^2}{1+r^2}$$

Stability coefficient = where r is the correlation coefficient. It shows that there is a relatively large stability for the questionnaire items, reaching (0.9289), which reassures researchers of using the questionnaire with confidence.

Cronbach's Alpha: The researchers used the Alpha Cronbach method to measure the stability of the questionnaire as a second method for measuring stability. It was found that the stability coefficients were high as it reached (0.9652), which reassures the researchers to use the questionnaire with all the reassurance.

Normal Distribution Test: We will display the (1- Sample K-S) test to find out whether the data follow the normal distribution or not, and it is a necessary test in the case of hypothesis testing because most of the parameter tests require that the data be distributed naturally. The following table shows the test results, since the probability value for each axis is greater than 0.05 ($\alpha \leq 0.05$), and this indicates that the data follow the normal distribution and parameter tests should be used.

Table 4: shows the normal distribution test (1-Sample Kolmogorov-Smirnov).

Axis	Number Of Paragraphs	Z Value	Probability Value (Sig.)
Areas Of Total Quality Management	42	0.866	0.441

Resolution Paragraphs Analysis:

Analysis of the Paragraphs of the Themes of Total Quality Management:

- 1. Analysis of the First Axis Paragraphs "Senior Management Commitment to Total Quality Management":** A single sample t test was used, and the results are shown in the following table, which shows the opinions of the study sample individuals in the first axis paragraphs (senior management commitment to total quality management).

Table 5: It shows the analysis of the first axis paragraphs (the commitment of senior management to total quality management)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	There is a strategic plan for the college that supports the implementation of total quality.	4.06	0.823	81.17	19.211	0.000
2.	The college creates the appropriate environment that helps in implementing Total Quality Management.	3.79	0.857	75.78	13.750	0.000
3.	The college adopts a culture of change to facilitate the implementation of total quality.	3.78	0.919	75.70	12.746	0.000
4.	The college allocates the necessary resources to the requirements of total quality.	3.64	0.943	72.74	10.080	0.000
5.	The college is interested in enhancing interaction with local community institutions.	3.82	0.962	76.32	12.669	0.000

6.	The college is keen to spread a comprehensive quality culture among all its employees.	3.63	0.958	72.65	9.853	0.000
7.	The college considers total quality a true slogan for it.	3.62	1.010	72.38	9.147	0.000
Total		3.76	0.734	75.25	15.508	0.000

The value of the tabular t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The following table shows the following:

- In Paragraph (1) the relative weight reached (81.17%), which indicates that "there is a strategic plan for the college that supports the implementation of total quality." Researchers attribute this to the presence of planning and development departments in university colleges that work to develop strategic development plans, whether short or long-term, and to draw policies and strategies that take into account the expansion and growth of the college, educational and societal variables, in addition to conducting studies that contribute to the development of academic and administrative performance And scientific research in the college according to the standards of total quality management.
- In Paragraph (7), the relative weight reached (72.38%), which indicates that "the college considers total quality a real slogan for it." The researchers attribute this to the comprehensive quality management represents a culture and an important framework for university colleges that wish to develop themselves and their resources and rise to the ranks of leading and distinguished colleges, as it is not only a management of change, but rather a guarantee of continuous improvement and a sense of self-catalyzing towards the comprehensive development of all elements and components of the system Educational.

In general, it turns out that the arithmetic mean of all paragraphs of the first axis (the commitment of senior management to total quality management) is (3.76), and the relative weight is equal to (75.25%), which is greater than the relative relative weight (60%), which indicates the commitment of senior management to quality management Overall score is good at the significance level ($\alpha = 0.05$). The researchers attribute this to the commitment of senior management in the management of university colleges to total quality management as it is a prerequisite for the continuous improvement of quality, and the daily behavior of institutional leaders is an important guide for others to the value and importance of improving performance for them. The senior management in colleges needs to provide support and support for total quality management by providing and approving financial allocations for investment in total quality management, providing the time necessary to implement them in practice, making training and learning on total quality management compulsory for all, and setting a vision and quality policy that will transfer it to the future through its commitment A set of principles and values.

2. **Analysis of the Second Axis Paragraphs "Organizational Structure":** A single-sample t test was used, and the results are shown in the following table, which shows the opinions of the study sample individuals in the second axis paragraphs (organizational structure).

Table 6: clarifies the analysis of the first axis paragraphs (organizational structure).

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The college has an organizational structure that suits the nature of its activity.	3.97	0.917	79.37	15.769	0.000
2.	The college draws up its policies specifically and clearly.	3.81	0.887	76.14	13.587	0.000
3.	There is a job description for each job that clearly defines the powers and responsibilities.	3.83	0.924	76.59	13.408	0.000
4.	The organizational structure supports integration and coordination between the various functional units.	3.78	0.916	75.61	12.722	0.000
5.	The organizational structure facilitates communication processes between all parts of the college.	3.76	0.945	75.25	12.042	0.000
6.	Business systems and procedures are simple and flexible.	3.56	0.937	71.21	8.933	0.000
7.	Workers participate in developing systems and policies.	3.09	1.070	61.79	1.252	0.212
8.	The college adopts electronic work mechanisms and patterns.	3.45	0.989	69.06	6.837	0.000
Total		3.66	0.679	73.13	14.426	0.000

The value of the tabular t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The following table shows the following:

- In paragraph (1) the relative weight reached (79.37%), which indicates that "the college has an organizational structure that suits the nature of its activity." The researchers attribute this to the fact that the success of university colleges in building their organizational structures depends on their ability to create an appropriate work environment to achieve a high degree of adjustment and congruence between the organizational structure and the goals of the college, as well as the efficiency of the human component and its resources, so we find that all university colleges in Gaza Strip have an organizational structure Suitable and appropriate to the nature of the work of the educational institution.

- In Paragraph No. (7), the relative weight reached (61.79%), which indicates that "employees participate moderately in setting regulations and policies." The researchers attribute this to the weak participation of college staff in the development and development of draft laws, regulations, and instructions, because most laws, regulations, and instructions are issued by higher legislative bodies. The statute of government higher education institutions is issued by the Ministry of Education and Higher Education, and is based on the Palestinian government and the Legislative Council.

In general, it turns out that the arithmetic mean of all paragraphs of the second axis (organizational structure) is equal to (3.66), and the relative weight is equal to (73.13%) and it is greater than the neutral relative weight (60%), which indicates that the college has an organizational structure that suits the nature of its activity at the level of Indication ($\alpha = 0.05$).

Researchers explain that the organizational structure of any institution is a means or a purposeful tool to help it achieve its goals efficiently and effectively, by helping to implement plans and making decisions and determining the roles of individuals and achieving harmony between different units and activities, and to avoid overlapping, duplication, bottlenecks, etc., and on the other hand, the organizational structure has an impact Great on the behavior of individuals and groups in university colleges. The division of labor and specialization includes assigning specific tasks and duties to the individual, and the obligations and expectations of the individual as a result of this may provide him with a feeling of complacency about work.

3. **Analysis of Paragraphs of the Third Axis "Empowering Employees":** A one-t-test was used, and the results are shown in the following table, which shows the opinions of the study sample members in the third axis paragraphs (empowering employees).

Table 7: It shows the analysis of the third axis paragraphs (empowering employees).

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	Faculty personnel participate in making important decisions.	3.17	1.098	63.41	2.318	0.021
2.	The college is keen to provide adequate support to the staff.	3.28	1.109	65.65	3.803	0.000
3.	The college adopts a culture of teamwork.	3.44	1.072	68.88	6.185	0.000
4.	The college is keen on creating effective leaders for total quality management.	3.51	1.069	70.13	7.078	0.000
5.	The college authorizes employees to apply the concepts of total quality management.	3.44	0.970	68.88	6.832	0.000
6.	The college promotes mutual trust among college employees.	3.49	1.008	69.87	7.305	0.000
7.	The college is keen to integrate workers in the administrative process.	3.32	1.023	66.37	4.647	0.000
8.	The college is committed to meeting the requirements of scientific research personnel.	3.13	1.051	62.60	1.848	0.066
Total		3.35	0.805	66.97	6.467	0.000

The value of the tabular t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The following table shows the following:

- In Paragraph (4) the relative weight reached (70.13%), which indicates that "the college is keen on making effective leaders for total quality management." Researchers attribute this to the unprecedented rapid development and change in the colleges' work environment, which extends its shadow to include all political, economic, cultural and technological dimensions, and there is no longer what can be described as fixed. In front of this large wave of change and development, administrative methods had to change their governing administrative philosophy to be It is appropriate to the new administrative reality brought about by these rapid changes and developments, and as a requirement for total quality management.
- In Paragraph (8) the relative weight reached (62.60%), which indicates that "the college is committed to an average degree to meet the requirements of employees in scientific research." Researchers attribute this to the fact that scientific research is an essential function of universities, but it suffers from problems including: weak universities' interest in scientific research, weak financial allocations for scientific research, and the association of scientific research goals with researchers with promotion, and not related to community problems and issues.

In general, it turns out that the arithmetic mean for all paragraphs of the third axis (empowering employees) is equal to (3.35), and the relative weight is equal to (66.97%) and it is greater than the neutral relative weight (60%), which indicates the keenness of the college to integrate employees in the administrative process at the level of significance ($\alpha = 0.05$).

The researchers believe that the process of empowering employees has become important in light of technological progress. Administrative organizations, including university colleges, are now working on the same previous work with fewer individuals, and therefore they need to facilitate opportunities for each member of the working group, to contribute with the greatest possible effort in achieving the goals of the college, and on Despite the interest of these colleges in achieving growth and reducing negatives, this also confirms the importance of unleashing energies among individuals by providing leadership with an insightful vision, to create the

appropriate environment for work, dealing with variables, and treating working individuals as a valuable asset to be invested, and providing them with the ability to solve The problems facing them by adopting the method of continuous learning.

4. **Analysis of the Fourth Axis Paragraphs "Continuous Improvement":** A one-t-test was used, and the results are shown in the following table, which shows the opinions of the study sample members in the fourth axis paragraphs (continuous improvement).

Table 8: It shows the analysis of the fourth axis paragraphs (continuous improvement).

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The College provides adequate support for continuous improvement processes.	3.49	1.090	69.87	6.758	0.000
2.	The college develops its staff by means of modern training.	3.30	1.118	66.10	4.075	0.000
3.	The college keeps pace with modern technology in developing the educational process.	3.43	1.075	68.52	5.918	0.000
4.	The college re-engineering its processes as needed.	3.21	1.051	64.22	2.995	0.003
5.	The college works on linking performance evaluation with the development of its employees.	3.21	1.116	64.13	2.760	0.006
6.	The college is committed to eliminating obstacles to the implementation of total quality.	3.20	1.044	64.04	2.887	0.004
Total		3.31	0.884	66.14	5.191	0.000

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The following table shows the following:

- In Paragraph (1), the relative weight reached (69.87%), which indicates that "the college provides sufficient support for continuous improvement operations." The researchers attribute this to the fact that the management of university colleges is working to a certain extent continuously to support continuous improvement to ensure the achievement of the best results through training and continuous development, address errors and focus on solving them, build trust among employees, work as a team to achieve success, and develop clear policies and procedures for work, Set goals and work to achieve them.
- In Paragraph (6) the relative weight reached (64.04%), which indicates that "the college is committed to eliminating obstacles to applying total quality." The researchers attribute this to the process of applying total quality management facing a set of difficulties and constraints limiting access to its benefits such as: centralization in decision making, bearing in mind that total quality management focuses on participation, relying on traditional methods of application and not going towards adopting unconventional methods and information and measurement methods , And the lack of appropriate funding for the application of TQM, and the adoption of methods and methods for TQM that are not compatible with the educational institution’s privacy.

Generally speaking, the arithmetic mean of all paragraphs of the fourth axis (continuous improvement) is equal to (3.31), the relative weight is (66.14%) and is greater than the neutral relative weight (60%) and the calculated value of t is (5.191) which is greater than the tabular value of t which It is equal to (1.97), which indicates that the college provides sufficient support for continuous improvement operations at a level of significance ($\alpha = 0.05$).

The researchers attribute this to the support provided by the faculty administration for the continuous improvement processes by spreading awareness and knowledge about the comprehensive quality culture within the colleges to enhance the concept of performance evaluation and comprehensive quality assurance, and the continuous development of the educational system within the colleges, by establishing workshops to improve professional capabilities and skills and develop All parties, in addition to meeting performance standards and indicators to ensure the quality of inputs and outputs.

5. **Analysis of the Fifth Axis Paragraphs "Focus on the Beneficiaries":** A one-t-test was used, and the results are shown in the following table, which shows the opinions of the study sample members in the fifth axis paragraphs (focus on beneficiaries).

Table 9: clarifies the analysis of the fifth axis paragraphs (focus on beneficiaries).

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The college meets the requirements and needs of students.	3.66	0.972	73.27	10.195	0.000
2.	The college is concerned with the quality of the facilities that provide services to students.	3.60	1.035	71.93	8.608	0.000
3.	The college is keen to represent students in the various specialized committees.	3.36	1.034	67.17	5.182	0.000
4.	The college explores labor market requirements when developing its academic programs.	3.39	1.055	67.80	5.523	0.000
5.	The college takes into account the accreditation and quality	3.57	1.046	71.30	8.068	0.000

	standards when designing its academic programs.					
6.	The college directs scientific research to solve problems and develop local community institutions.	3.17	1.087	63.50	2.403	0.017
7.	The college is keen to achieve job satisfaction for employees.	3.04	1.204	60.90	0.556	0.578
Total		3.40	0.774	67.98	7.698	0.000

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The following table shows the following:

- In paragraph (1) the relative weight reached (73.27), which indicates that "the college meets the requirements and needs of students." The researchers explain that the university colleges consider the student as an essential axis in the educational learning process. Therefore, the faculty administration is keen on upgrading work and meeting the requests and needs of all faculty members of students through providing an appropriate educational environment in which it takes into account the provision of appropriate quality in terms of facilities, devices, equipment, and laboratories, The workshops, etc., and also work to meet the needs of students with special needs.
- In Paragraph (7) the relative weight reached (60.90%), which indicates that "the college is keen on achieving an average degree to achieve job satisfaction for employees." The researchers attribute this to the fact that job satisfaction is directly related to productivity, and therefore management is looking to increase productivity and improve performance, it needs to satisfy its employees in all respects, and not only from a professional point of view. Among the reasons for job dissatisfaction in university colleges are the inadequacy of the work environment to the nature of the work in terms of space, lighting and ventilation, and the lack of financial incentives for employees commensurate with their efforts, in addition to assuming greater responsibilities and burdens than sometimes they can.

In general, it turns out that the arithmetic mean for all paragraphs of the fifth axis (focus on beneficiaries) is equal to (3.40), and the relative weight is equal to (67.98%) and is greater than the neutral relative weight (60%), which indicates the keenness of the college to focus on beneficiaries at the level of significance ($\alpha = 0.05$).

The researchers believe that all university colleges seek to provide the best services that contribute to meeting the needs of beneficiaries in general and employees and students in particular, and among those services is what the college library provides for its pioneers in creating the appropriate place for study and reading, and ways to search for information using all available means, and subscribe to magazines service Scientific, Refereed Science, Textbooks and Courses, Scientific Reference Photocopying Service, and Free Internet Service. The medical department of university colleges provides primary care service for students, employees and graduates, and provides ambulance and medical emergency services, and other various services.

6. **Analysis of the Sixth Axis Paragraphs "Management by Facts":** T-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the sixth axis paragraphs (management by facts).

Table 10: Explains the analysis of the sixth axis paragraphs (management by facts)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The school bases its decisions on facts rather than guesswork.	3.62	0.936	72.47	9.948	0.000
2.	The college develops information systems to meet its information needs.	3.56	0.913	71.21	9.171	0.000
3.	The decision maker gets enough information at the right time.	3.52	0.924	70.31	8.331	0.000
4.	The superior provides his subordinates with the information needed to perform the work.	3.58	0.959	71.66	9.077	0.000
5.	The college directs scientific research to serve the college and the community.	3.26	1.041	65.11	3.668	0.000
6.	The college benefits from the expertise of distinguished institutions locally and internationally.	3.29	1.127	65.83	3.862	0.000
Total		3.47	0.766	69.43	9.196	0.000

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The following table shows the following:

- In Paragraph No. (1) The relative weight reached (72.47%), which indicates that "the college relies in its decisions on facts instead of guessing." The researchers attribute this to the fact that decisions are based on facts, that is, decisions must be taken not only based on practical experience, or on guesswork or intuition, but the correctness of decisions comes only from resorting to adopting real facts, and this requires the provision of an efficient information system that depends primarily on employees. Themselves as they are more able to perceive the facts.
- In Paragraph No. (5) The relative weight reached (65.11%), which indicates that "the college directs scientific research to serve the college and society." Researchers explain the result that there is a general weakness in investing scientific research in the

service of society, as most research is theoretical and lacks applied scientific aspects, and does not rise to the required level, in addition to the lack of capabilities to conduct advanced research from laboratories, devices, libraries, etc., and the high costs of conducting scientific research, And low budgets allocated to scientific research.

In general, it turns out that the mean of all paragraphs of the sixth axis (truth management) equals (3.47), and the relative weight equals (69.43%) and it is less than the relative relative weight (60%), which indicates the college's reliance on truth management at the level of significance ($\alpha = 0.05$).

The researchers believe that university colleges adopt to some extent the principle of making decisions based on the facts, by adopting a comprehensive quality management that works to provide an information system that transmits facts and information all about the college's performance, and employees in colleges from top management to lower management participate in the implementation of this concept from Through a full understanding of the work and its problems, and the availability of information and facts on which to make decisions.

Analysis of the Themes of Total Quality Management:

A single sample t test was used, and the results are shown in the following table, which shows the opinions of the study sample members on the themes of (Total Quality Management).

Table 11: The analysis of the axes of the second section shows total quality management

#	Axis	Rank	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	Senior Management Commitment To Total Quality Management	1	3.76	0.734	75.25	15.508	0.000
2.	Organizational Structure	2	3.66	0.679	73.13	14.426	0.000
3.	Empowerment Of Employees	5	3.35	0.805	66.97	6.467	0.000
4.	Continuous Improvement	6	3.31	0.884	66.14	5.191	0.000
5.	Focus On Beneficiaries	4	3.40	0.774	67.98	7.698	0.000
6.	Management With Facts	3	3.47	0.766	69.43	9.196	0.000
Total			3.50	0.646	69.93	11.480	0.000

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

T-test was used for one sample and the results are shown in the previous table, which shows the opinions of the study sample members in the axes of the second part (Total Quality Management areas) and it turns out that the arithmetic mean for all paragraphs of the axes is equal to (3.50), and the relative weight is equal to (69.93%) which is greater than the weight The relative neutral (60%) and the calculated value of t is equal to (11.480) which is greater than the tabular value of t which is equal to (1.97), and the probability value is equal to (0.000) which is less than (0.05) which indicates that TQM fields are available in university colleges in Gaza Strip is at the significance level ($\alpha = 0.05$).

Researchers believe that many international studies that have adopted total quality management emphasized the importance of this approach and its success in obtaining an industrial product capable of competing in global markets, as well as obtaining a suitable educational product in educational institutions, which is the quality of the graduate student from those educational institutions who are able to contribute Effective development of society in all fields.

Main Hypothesis Test:

H0₁: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of respondents' responses to total quality management in university colleges in Gaza Strip due to personal variables (type; educational qualification; college; nature of work, years of service).

The Following Sub-Assumptions Are Derived From It:

H0_{1.1}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the Gender.

The results are shown in the following table, which shows that the probability value is equal to (0.013) and is less than (0.05), so we accept the first sub hypothesis, that is, there are differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip attributed To gender and differences in favor of the male category.

Researchers attribute that males are often more capable than females to withstand the pressures of work due to the difference in personality, in addition to the fact that females as housewives also bear more pressures than males represented in work pressures in addition to the pressures of life, which increased in recent years greatly due to the tightening of the blockade on the sector Gaza in terms of (frequent hours of power outages; lack of cooking gas; and shortages of many essential household items ... etc).

Table 12: Results of the t-test for the differences between the averages of the respondents 'responses in university colleges in Gaza Strip due to the type.

Axis	Gender	The Number	SMA	Standard Deviation	T Value	Probability Value (Sig.)
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Total Quality Management	Male	168	3.535	0.688	1.589	0.013
	Female	55	3.377	0.478		

The tabular value of t is at the significance level of "0.05" and the degree of freedom "221" equals 1.97

H0_{1.2}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the educational qualification.

The results are shown in the following table, which shows that the calculated F value is equal to (1.777) which is less than the tabular F value which is equal to (3.04), as the probability value is (0.172) and it is greater than (0.05), so we reject the second sub hypothesis and accept the null hypothesis That is, there are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the educational qualification at the level of significance ($\alpha = 0.05$).

Table 13: It shows the results of the one way ANOVA variance between the responses of the respondents in the colleges in Gaza Strip, due to the educational qualification.

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Total Quality Management	Between groups	1.471	2	0.735	1.777	0.172
	Within groups	91.036	220	0.414		
	Total	92.507	222			

H0_{1.3}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip attributed to the college.

The results are shown in the following table, which shows that the calculated value of F is equal to (10.370) and is greater than the value of F table, which is equal to (2.65), as the probability value is equal to (0.000) which is less than (0.05), which indicates that there are differences between the averages of respondents' responses About total quality management in university colleges in Gaza Strip attributed to the college at the level of significance ($\alpha = 0.05$), and the differences in favor of "University College for Professional Sciences".

The researchers attribute that the "University College for Professional Sciences" is the only university college supervised by non-governmental bodies (public) as it does not suffer from government bureaucracy like the other university colleges, in addition to that the University College of Professional Sciences has much more sources and funding volume than colleges Other universities, especially from donors, because they are not affiliated with a government agency.

Table 14: Results of the One Way ANOVA analysis between the responses of the respondents in the university colleges in Gaza Strip are attributed to the college.

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Total Quality Management	Between groups	11.507	3	3.836	10.370	0.000
	Within groups	81.000	219	0.370		
	Total	92.507	222			

H0_{1.4}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the nature of the work.

The results are shown in the following table, which shows that the calculated value of F is equal to (0.761) and is less than the value of F table which is equal to (3.04), and that the probability value of all axes is equal to (0.469) and is greater than (0.05), so we accept the fourth sub-hypothesis, This indicates that there are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to the nature of work at the level of significance ($\alpha = 0.05$)

Table 15: The results of the One Way ANOVA variance between the averages of the respondents' responses in university colleges in Gaza Strip, due to the nature of work.

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Total Quality Management	Between groups	0.635	2	0.318	0.761	0.469
	Within groups	91.871	220	0.418		
	Total	92.507	222			

H0_{1.5}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to years of service.

The results are shown in the following table, which shows that the calculated value of F for all axes combined is equal to (1.054) which is smaller than the value of the tabular F which is equal to (3.04). The fifth sub and we accept the null hypothesis, which indicates that there are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to years of service at the level of significance ($\alpha = 0.05$).

Table 16: Results of the One Way ANOVA analysis among the respondents' responses in the university colleges in Gaza Strip due to years of service

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Total Quality Management	Between groups	0.878	2	0.439	1.054	0.350
	Within groups	91.629	220	0.416		
	Total	92.507	222			

Conclusions

In the light of the study's hypotheses and with the help of data collection methods and statistical methods, the conclusions were classified as follows:

- The results of the study showed that (75.25%) of the study population believe that the level of senior management commitment to total quality management in university colleges is high; She showed that senior management in university colleges considers total quality management a prerequisite for continuous improvement, and the daily behavior of institutional leaders is an important guide for others to the value and importance of improving performance for them.
- The results of the study showed that (73.13%) of the study population believe that the level of organizational structure in university colleges is high; The results of the organizational structure axis of the university colleges indicated that it is a purposeful means or tool to help them achieve their goals efficiently and effectively, by assisting in the implementation of plans and decisions and determining the roles of individuals and achieving harmony between the various units and activities, and to avoid overlapping, duplication, bottlenecks and others.
- The results of the study showed that (66.97%) of the study population believe that the level of the axis of empowering employees in university colleges is somewhat average. The results indicated the university's keenness to manufacture effective leaders for total quality management. In addition to enhancing mutual trust among its employees.
- The results of the study showed that (66.14%) of the study population believe that the level of continuous improvement in university colleges is somewhat average. She indicated that university colleges provide adequate support for continuous improvement processes, and colleges keep pace with modern technology in developing the educational process.
- The results of the study showed that (67.98%) of the study population believe that the level of focus on beneficiaries in university colleges is somewhat average; She indicated that university colleges are keen to represent students in the various specialized committees, and they investigate the requirements of the labor market when developing their academic programs, and direct scientific research to solve the problems of the local community, and strive to achieve job satisfaction for employees.
- The results of the study showed that (69.43%) of the study population believe that the level of truth management in university colleges is medium to high; And it showed that university colleges rely in their decisions on facts rather than guessing, and develop information systems that meet their information needs, and the decision-maker gets sufficient information in a timely manner, and the president provides his subordinates with the information necessary to do the work.
- The results of the study showed that (69.93%) of the study community believe that the level of total quality management in university colleges is high; She showed that total quality management in university colleges in the governorates of Gaza is generally comfortable in terms of senior management commitment to total quality management, organizational building, employee empowerment, continuous improvement, focus on beneficiaries, and factual management.
- There are differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to gender and differences in favor of the male category. And differences attributed to the college and in favor of the University College of Professional Sciences.
- There are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to (Educational Qualification, Nature of Work, and Years of Service).

Recommendations

In light of the theoretical framework of the study, and the results it yielded, researchers make the following recommendations:

- The higher management should pay attention to deepening and increasing awareness of the concept of total quality management among administrative leaders and employees in university colleges by integrating them into training programs, workshops, conferences, and seminars, and informing them of successful international universities experiences in the field of total quality management.
- Teamwork and the formation of teams of academic and administrative quality should be encouraged to contribute to continuous improvement of administrative procedures and processes.
- Providing an appropriate environment for the performance of the educational service by providing the appropriate organizational building, with the necessity of setting a clear, specific, written and announced job description for all jobs that fall within the organizational building.

- Employees should participate in setting systems and policies for colleges, provided that work systems and procedures are simple and flexible, and the need to rely on electronic mechanisms and patterns of work to keep pace with the requirements and variables of the times.
- Empowering university college employees to take direct interest in beneficiaries by giving them the necessary powers to solve their problems immediately, and to work to meet their needs and meet their expectations by measuring the level of satisfaction with the services provided.
- Work on developing values and trends to build a solid university organizational culture, to ensure the comprehensive quality and implementation processes of all university faculty employees, whether for students or academic and administrative cadres, and among the most prominent of these values is continuous improvement that reflects the extent of interest in achieving total quality.
- Establish a system for continuous improvement of university college inputs, whereby objective and transparent conditions and criteria are defined for selecting both faculty, administrators, and students.
- The necessity of focusing on the satisfaction of the beneficiaries of employees, students and the local community in presenting suggestions and solving problems facing them in a way that reflects positively on improving the effectiveness of colleges and the quality of their performance. And identify the needs and desires of beneficiaries of university services, including students, parents and society in its various sectors, and work to satisfy them and achieve them well.
- That the college's administration relies in its decisions on facts rather than guessing, in addition to developing information systems to meet their development needs of information.
- Enhancing the necessary support from the higher management to implement total quality management in university colleges, through material and moral support, and continuing to adopt this approach to reach the required results, and increasing support for research and studies related to total quality management in all its parts and taking its recommendations and proposals.

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