

Improving Job Performance through the Total Quality Management Approach: An Analytical Study in the Babil Education Directorate

Mays Hussein Amin Al-Ameedi

Master of Business Administration, Babylon Education Directorate, Ministry of Education, Iraq
Maysameen96@gmail.com

Ramzi Taher Abdal-Rdha Altmemy

Master of Business Administration, Dhi Qar Education Directorate, Ministry of Education, Iraq
rmzy51076@gmail.com

Amir Abbas Jabbar

Master of Business Administration, Babylon Education Directorate, Ministry of Education, Iraq
amyrbasjbar9@gmail. Com

Abstract

This research aims to demonstrate the impact of implementing the dimensions of Total Quality Management (TQM) by surveying the perspectives of a sample of employees in the Babil Education Directorate. The goal is to identify the factors, strategies, and mechanisms that will achieve and enhance long-term job performance and maintain success in a competitive environment. The main objective of the research is to understand the role of the dimensions of TQM implementation (continuous improvement, employee participation, senior management support, and customer focus) in enhancing the job performance within the Babil Education Directorate. To achieve this objective, the researcher employed descriptive and analytical methodologies to analyze the research model and hypotheses and determine the logical relationships among the research variables. The research considers the dimensions of TQM as an independent variable that influences the job performance enhancement, while the dimensions of TQM are considered as a dependent variable. A questionnaire was used as one of the data collection tools. The questionnaire consisted of several sections: The first section included personal data for the research sample, while the second section included specific items. The study comprised the independent variable and sub-variables, with the first part comprising (20) items. The third part addressed the dependent variable, which involved (10) items. Based on this, A set of statistical methods was employed to test the hypotheses related to the study. These methods included (frequencies, arithmetic means, standard deviation, simple correlation coefficient, simple regression coefficient, and coefficient of determination).

One of the most important conclusions reached by the study is that the dimensions of Total Quality Management (continuous improvement, employee engagement, top management support, and customer focus) have a statistically significant correlation and a significant impact on enhancing the

job performance in the organization under study.

Finally, the research recommended instilling a strong awareness and conviction between the senior management and the employees at all administrative and technical levels regarding the importance of implementing the dimensions of Total Quality Management (TQM) in a comprehensive and purposeful manner. This is crucial because it has a significant impact on improving employee performance. The research also emphasized the need to prioritize the application of all TQM dimensions, focusing on those most critical and influential on job performance effectiveness. This should be done without neglecting other dimensions; all administrative, operational, and technical aspects of TQM within the organization should be viewed holistically. Even if the implementation of this concept is gradual, it must be planned to culminate in a comprehensive and organized model that achieves its intended results.

Keywords: Total Quality Management, Dimensions of Total Quality Management, Job Performance.

Introduction

Contemporary management thought faces a series of successive challenges and dynamic transformations imposed by the demands of institutional excellence and the increasing trend toward improving the quality of public services in government environments. Traditional management based on rigid frameworks is no longer capable of meeting the aspirations of modern societies. This has prompted public organizations to adopt modern management strategies and models that ensure the optimal investment of their human and technical resources. The philosophy of "Total Quality Management" (TQM) is at the forefront of these strategic approaches, representing a comprehensive intellectual and behavioral shift aimed at developing processes, continuous improvement, and engaging employees at all levels, with the goal of achieving efficiency, effectiveness, and a sustainable competitive advantage.

Total Quality Management acquires exceptional importance when applied in educational institutions, given the unique service and developmental nature of this sector. Educational organizations' outputs are not limited to material goods but are directly linked to building the human capital of society. Consequently, the "functional performance" of administrative and executive staff in these institutions becomes the primary driver and essential pillar upon which the success of the entire educational system depends. Improving the job performance, enhancing the accuracy and speed of transaction processing, and reducing the organizational waste require a stimulating work environment governed by rigorous yet flexible quality standards (Goetsch, 2006, p. 174).

In the Iraqi administrative environment, the Ministry of Education strives to keep pace with administrative reform standards and national quality programs. However, the practical implementation faces obstacles and traditional practices that may limit the optimal utilization of employee capabilities. The Babil Education Directorate stands out as a vital administrative and educational institution responsible for managing the affairs of thousands of employees, teaching staff,

and students, making it a fertile ground for examining the relationship between modern administrative philosophy and actual performance levels (Juran, 2000, p. 5). Based on the above, this research is an applied study that seeks to bridge the knowledge and application gap by highlighting the impact of Total Quality Management (TQM) dimensions on developing and improving the job performance of Babil Education Directorate employees. This research, through its theoretical framework and field analysis, aims to provide administrative leaders with a precise scientific diagnosis, equipping them with practical proposals that contribute to transforming the culture of quality from theoretical slogans into daily functional practices that enhance the efficiency of service and institutional performance in the governorate.

Section One: Research Methodology

First: The Research Problem:

The research problem is manifested in the existence of a gap between the increasing demands for developing the education sector in Babylon Governorate and the reality of functional performance (administrative and executive) in the directorate, which may face challenges related to bureaucracy, slow procedures, or weak coordination. The problem lies in the "inadequate and ineffective application of the pillars of Total Quality Management (TQM) (such as customer focus, continuous improvement, and employee participation) as a strategic approach to achieving a qualitative leap in the functional performance and the efficiency of services provided".

The problem can be precisely formulated through the following main question: "How can the Total Quality Management approach, with its various dimensions, contribute to developing and improving functional performance in the Babylon Education Directorate?" The main research question leads to a set of pivotal sub-questions:

1. What is the level of the application of Total Quality Management (TQM) dimensions (leadership commitment, customer focus, continuous improvement, and employee engagement) in the Babil Education Directorate, from the respondents' perspective?
2. What is the level of the job performance efficiency (speed of completion, accuracy of work, and job commitment) in the directorate under study?
3. Is there a statistically significant correlation between the application of TQM and the development of job performance?
4. Is there a statistically significant effect of the TQM dimensions on improving the job performance of employees in the Babil Education Directorate?
5. Do the respondents' opinions on the research variables differ according to demographic variables (age, work history, and educational attainment)?

Second: The Importance of Research:

A. Scientific (Theoretical) Importance:

1. Enriching the Iraqi and Arab academic libraries with modern references linking TQM and job performance in the educational service sector, a vital sector that affects a broad segment of society.
2. To provide a theoretical framework and a hypothetical model that the researchers and students can rely on and develop in future studies within the Iraqi context.

B. Practical (Applied) Significance:

1. The research is significant because it aligns with the Ministry of Education and government agencies' focus on the "institutional transformation and administrative reform" and the application of national quality standards.
2. To assist administrative leaders in the Babylon Education Directorate in identifying strengths and weaknesses in their institutional performance based on precise scientific indicators.
3. To contribute to improving the quality of services provided to citizens and teaching staff by enhancing the efficiency of administrative employees and reducing the waste of time and effort.

Third: Research Objectives:

This research aims to achieve the following objectives:

1. **Theoretical Objective:** To establish the foundations of administrative thought related to the link between the philosophy of Total Quality Management (TQM) as an independent variable and the job performance as a dependent variable in the governmental educational environment.
2. **Diagnostic Objective:** To determine the level of the application of TQM principles and evaluate the actual job performance in the Babil Education Directorate.
3. **Analytical Objective:** To measure the extent and nature of the relationship and correlation between the dimensions of Total Quality Management (TQM) and the job performance indicators.
4. **Applied Objective:** To provide practical recommendations and suggestions to decision-makers in the Babil Education Directorate, enabling them to develop a roadmap for adopting TQM as a daily work methodology to improve the performance.

Fourth: Research Population and Research Sample:

Research Population: The research population consists of all employees in the Babil Education Directorate who holds administrative and executive positions, as they are the most closely associated with implementing the principles of Total Quality Management and practices for developing job performance.

Research Sample: The study employed a simple random sample to represent the research population. (60) questionnaires were distributed to employees in the Babil Education Directorate, of which (58) were returned. After review, (4) questionnaires were excluded due to their unsuitability for statistical analysis as a result of errors and incomplete responses, leaving (54) questionnaires suitable for statistical analysis.

Fifth: Research Hypotheses:

First Main Hypothesis: There is no statistically significant correlation between the dimensions of Total Quality Management (TQM) (continuous improvement, employee engagement, senior management support, and customer focus) and the job performance.

Second Main Hypothesis: There is no statistically significant impact of the dimensions of TQM (continuous improvement, employee engagement, senior management support, and customer focus) on enhancing the job performance.

Sixth: Research Methodology:

The research adopted both descriptive and analytical methodologies to test its model and hypotheses by studying and identifying the relationship and impact among its variables through the collection of relevant data from the research institution.

Seventh: Research Limitations:

The research limitations are as follows:

1. **Spatial Limitations:** Babil Education Directorate is selected as the research location.
2. **Temporal Limitations:** This research is limited to the period from approximately March 1, 2026, to May 1, 2026.
3. **Human Limitations of the Research:** The human limits of the research are represented by the employees selected as the research participants.

Eighth: Testing the Validity and Reliability of the Research Instrument:

Results of the validity and reliability test of the research scale (questionnaire items) and the accuracy of the study sample's responses according to the research variables are given in Table (1):

Table (1): Results of the Validity and Reliability Test of the Research Scale

	Study variables:	Total paragraphs	Cronbach's alpha coefficient
1	After continuous improvement	5	0.865
2	After employee participation	5	0.951
3	After senior management support	5	0.858
4	After customer focus	5	0.871
Dimensions of Total Quality Management		20	0.886
Job performance		10	0.908

The test results evinced in the table above indicate that the Cronbach's alpha coefficients demonstrate a high degree of reliability for all questionnaire items. The Cronbach's alpha coefficient was statistically acceptable for all items, as the all items scored above 60%.

Section One: Theoretical Framework of Research Variables

First: Total Quality Management (TQM):

1- The Concept of Total Quality Management:

Total Quality Management (TQM) is a new business philosophy built on scientific principles and accumulated experience. Its goal is to improve services or products. It is meaningless without a philosophy that includes continuous development and training for employees. The concept of TQM, which has begun after World War II, is not about technology but about mindset. Individuals must stop thinking about quantity and start thinking about quality. In general, TQM is the general awareness of the importance of performance improvement systems. The key to the success of such a system is effective and rational leadership, followed by defining the overall plan and the operational plan, then defining the role of each activity within the comprehensive framework, and finally, continuous training and education (Musa, 2006, p. 1).

The concept of Total Quality Management (TQM), according to the British Standards Institution (BSI), is defined as a management philosophy encompassing the all organizational activities. Through this philosophy, the organization meets customer and societal needs and achieves its expectations and objectives in the most efficient and cost-effective manner. It is a culture that fosters a complete commitment to customer satisfaction through continuous development and improvement (Hamdan, 2019, p. 159).

The US Department of Defense's Total Quality Management manual defines TQM as: A set of guiding principles and a philosophy that represents the continuous improvement of organizational performance. This is achieved through the use of statistical methods and human resources to enhance the services and materials provided to the organization, the all processes within the organization, and the degree to which the customer needs are met, both now and in the future (Boudersa, 2013, p. 10).

2- Characteristics of Total Quality Management (TQM):

The most important characteristics of Total Quality Management can be identified as follows (Abdul Rahman, 2018, p. 50):

- It is a philosophy and set of principles that strive for continuous improvement and development.
- Achieving the organization's goals.
- It seeks to achieve the optimal use of financial and human resources.
- It is a philosophy that does not focus solely on the final quality of product, but rather sees the necessity of considering quality from identifying customer needs through product design.

- It is a philosophy that relies on using scientific methods in decision-making and problem-solving.

3- Objectives of Total Quality Management:

The objectives of quality management can be summarized in the following points (Al-Ahmari, Abdulqader, 2022, p. 160):

- a- Improving product quality through cost reduction and continuous improvement
- b- Understanding customer needs, fulfilling their desires and future expectations, and working to achieve them.
- c- Developing the work team by fostering a spirit of cooperation and encouraging participation to make the best possible use of all available resources.
- d- Addressing the changes surrounding the organization's environment.

4- Principles of Total Quality Management:

A- Continuous Improvement: It refers to the ongoing, uninterrupted monitoring of every stage of operations. This involves identifying errors proactively, understanding their causes, and addressing them before they occur. It also entails continuously seeking better ways to deliver services that keep pace with the changes in customer requirements. Total Quality Management necessitates continuous improvement processes for products, services, and performance. Perfection should be the ultimate goal. Therefore, the organization's policies, structure, and work methods must be built on encouraging and supporting the improvement and development processes to consistently deliver the best. Thus, the improvement and development process is the responsibility of everyone working in the organization, from managers to subordinates, at all organizational levels (Idris & Abu Al-Rus, 2022, p. 384). Hedhtts (2000, p. 77) believes that the continuous improvement of the organization's processes and outputs is achieved by involving all employees in preparing, implementing, monitoring, and correcting any errors that may arise.

B- Employee Participation: The foundation, upon which the employee participation in the organization is based, as emphasized by Total Quality Management (TQM), begins with a fundamental step: Each employee must understand its role in successfully achieving this philosophy. Thus, employees become partners in responsibility and must be given the appropriate responsibility and authority to fulfill their roles in achieving total quality. This is considered a key requirement for the success of TQM, as it is an active process. It works to implement participatory strategies to enhance the collaborative performance among the employees on the one hand, and to strengthen their participation with managers on the other, in decision-making processes and achieving the organization's desired goals. It is also essential to focus on customer satisfaction, which contributes to the continuity, success, and productivity of organizations (Sharma, Gupta & Singh, 2014, p. 33).

C- Top Management Support: Quality-related decisions are strategic, and therefore, the top management commitment is the most important pillar for the success of a Total Quality Management

(TQM) system. Management must define a clear, fact-based vision for the future, setting an example, and empowering all employees. This extends to understanding and embracing the needs of the community and customers, supporting employees in making appropriate decisions, encouraging and motivating positive participation, developing and strengthening communication channels, improving teaching and training methods, fully utilizing employee capabilities, and building trust with them. Therefore, the importance of top management support goes beyond simply allocating the necessary resources. Every organization sets priorities, and if the top management is unable to demonstrate its long-term commitment to supporting the program, it will not succeed in implementing TQM (Abdulrahman, 2018, p. 53).

D- Customer Focus: The customer is considered the driving force in Total Quality Management (TQM). This doesn't refer solely to the external customer who determines the quality of product or service, but also extends to the external customer who helps determine the quality of individuals, processes, and the work environment, as they are the parties involved in producing the product. Focusing on the customer is the future stage, as indicated by scientific research in this field. This stage will involve prioritizing the customer by providing and producing the services or goods they desire and ensuring their satisfaction through easy and quick access to these services upon request (Qandil, 2015, p. 27).

Lawrence and Thomas (2004, p. 399) argue that the customer satisfaction with the quality of service provided by the organization directly impacts its survival, and that increasing the customer satisfaction with the organization's services leads to the customer retention.

Second: Job Performance:

1- The Concept of Job Performance:

The concept of performance is linked to both individual and organizational behavior and occupies a special place within any organization as the final outcome of all its activities at the individual, organizational, and national levels. Researchers have offered numerous definitions of performance. Andrew defined it as the interaction of an employee's behavior, which is determined by the interaction of their effort and ability. Performance has essential elements or components without which the effective performance cannot be discussed. This is due to their importance in measuring and determining the performance level of employees in organizations. Researchers have focused on identifying the elements or components of performance in order to contribute further to supporting and developing the effectiveness of employee job performance (Hattab, 2019, p. 25) and (Wheelen & Hunger, 2002, p. 243) and viewing the performance as the final result of activity.

Job performance is defined as an individual's execution of the various activities and tasks that comprise their work. It can be measured using three sub-dimensions: The quantity of effort exerted, its type, and the style of performance (Ashour, 2005, p. 25).

Job performance is also defined as an employee's accurate, proficient, and efficient execution of assigned tasks within their job responsibilities, utilizing Total Quality Management principles, and within a specific timeframe and with minimal effort, aiming to achieve the desired work objectives (Al-Rahami, 2019, p. 6).

Al-Hawamdeh and Al-Fahdawi (2002, p. 37) view the job performance as a set of administrative behaviors that reflect an employee's commitment to fulfilling their duties, assuming responsibility, adhering to the administrative aspects of the work, and striving to respond to them effectively. Asmaa (2019, p. 3) defined it as the process of measuring employee efficiency, achievements, and behavior in their current work to determine their ability to handle current responsibilities and their readiness for future positions.

2- Elements of Job Performance:

Job performance consists of three main elements, and the most important of which are (Al-Sharman & Jaafra, 2014, p. 419):

- **The Employee:** Their skills, interests, values, attitudes, and motivations.
- **The Job:** Its requirements, challenges, and the challenging job opportunities it offers, including feedback mechanisms.
- **The Situation:** The characteristics of the organizational environment in which the job is performed, including the work climate, resource availability, administrative systems, and organizational structure.

3- The Importance of Job Performance:

The importance of performance is evident as it is the cornerstone of an organization's success or failure and its standing compared to other organizations. The importance of job performance can be defined through the following dimensions (Lilia, 2018, p. 63):

- **Theoretical Dimension:** Performance represents the core of strategic management. All administrative organizations contain implicit or explicit cognitive implications and meanings, as the performance represents the selection of the organization's strategy over a specific timeframe.
- **The Optional (Experimental) Dimension:** Studies and research are used to select different strategies and the resulting processes.
- **The Administrative Dimension:** This is clearly demonstrated through the application of methods for evaluating the organizational performance results.

The significant and distinctive attention is given by organizational management to performance and its outcomes. Performance studies face challenges, particularly in strategic areas, stemming from the varying definitions of performance and its measurement indicators. This variation arises from the

differing goals and natures of organizations, as well as the differing objectives of their stakeholders. Therefore, it is essential to identify appropriate performance metrics.

4- Components of Job Performance (Awda & Ayoub, 2017, p. 361):

- **Knowledge of Job Requirements:** This encompasses general knowledge, skills, and experience that are expected to be possessed.
- **Type of Work:** This refers to the nature and characteristics of the work, whether office-based or technical.
- **Quantity of Work:** This refers to the amount of work to be completed under normal circumstances.
- **Perseverance:** This is achieved through motivation and its degree, which is the result of the interaction of three factors: Physical, health, and surrounding conditions.

5- Factors Affecting Job Performance:

The most important factors affecting job performance are the followings (Lilia, 2018, p. 64):

- **Lack of Specific Goals:** An organization that does not have detailed plans for its work, goals, and required production rates will not be able to measure its achievements or hold its employees accountable for their performance levels due to the absence of a pre-defined standard.
- **Lack of Participation in Management:** The lack of participation of employees at different administrative levels in planning and decision-making contributes to a gap between administrative leadership and employees at lower levels. This leads to a weak sense of responsibility and teamwork in achieving the organization's goals, resulting in lower performance levels among these employees because they feel they will not participate in setting the required objectives.
- **Job Satisfaction Issues:** The job satisfaction affects the employee performance levels. The job dissatisfaction or the low job satisfaction leads to poor performance and lower productivity. The job satisfaction is affected by a large number of organizational and personal factors, such as social factors like age and educational qualifications, organizational factors like duties, responsibilities, and the organization's incentive system.

6- Administrative Negligence:

It means wasting the work hours on unproductive matters that negatively affect the performance of other employees. It may arise as a result of the leadership or supervisory style or the prevailing organizational culture in the organization (Surur, 2015, p. 342).

Section Three: Hypothesis Testing:

First: Testing the first hypothesis, which states that there are correlations between the dimensions of Total Quality Management (TQM) and the job performance in the organization under study:

To test the first main hypothesis and its sub-hypotheses, Table (2) was prepared for estimating the correlation coefficients between the dimensions of Total Quality Management and the job performance

Table (2): Correlation Coefficients between the Dimensions of Total Quality Management and the Job Performance

	Principles of Total Quality Management	Job performance		
		R ²	T	
			Calculated	Tabular
1	Continuous improvement	0.786	9.599	2.662
2	Employee engagement	0.690	7.197	
3	Top management support	0.776	9.889	
4	Customer focus	0.714	7.699	
The overall indicator (Total Quality Management principles)		0.876	8.889	

The results of the analysis presented in Table (2) indicate a strong and positive correlation between the dimensions of Total Quality Management (TQM) as a whole and the overall job performance of the organization, with a correlation coefficient of (0.808). This result suggests that the increased attention given to the dimensions of TQM by the management of the department under study will contribute to enhancing the job performance, thus rejecting the first main hypothesis.

The table above also illustrates the correlations between the dimensions of TQM individually and the job performance as a whole, as follows:

Table (2) indicates a statistically significant positive correlation between the dimension of continuous improvement and the job performance combined in the organization under study, as the correlation coefficient reached (0.786). This relationship is statistically significant because the calculated t-value (9.599) is greater than the tabulated t-value (2.662) at a significance level of 1%. This result indicates that the increased attention that the organization under study gives to the dimension of continuous improvement contributes to enhancing the job performance. This is achieved through the organization's pursuit of continuous improvement in the quality of its services, its commitment to training its employees, the formation of quality improvement teams, and its investment in material and human resources to improve quality. All of this drives the organization towards achieving and improving the job performance. Therefore, the fourth sub-hypothesis, derived from the first main hypothesis, which states that there is no statistically significant relationship between the customer focus dimension and the job performance in the organization under study, is rejected. Based on the above, the first main hypothesis, which states that there is no statistically significant relationship

between the dimensions of Total Quality Management (TQM) (continuous improvement, employee engagement, top management support for quality, and customer focus) and the job performance in the organization under study.

Second: Testing the second hypothesis, which states that there are influential relationships between the dimensions of TQM and the job performance in the organization under study:

To test the second main hypothesis and its sub-hypotheses, Table (3) was prepared for estimating the coefficients of the simple linear regression model to measure the combined effect of the dimensions of TQM on job performance

Table (3): Coefficients of the Simple Linear Regression Model to Measure the Combined Effect of the Dimensions of TQM on Job Performance

	Principles of Total Quality Management	Job performance		
		R ²	F	
			Calculated	Tabular
1	Continuous improvement	0.617	192.259	7.085
2	Employee engagement	0.476	54.909	
3	Top management support	0.602	78.261	
4	Customer focus	0.509	83.153	
The overall indicator (Total Quality Management principles)		0.768	195.735	

Table (3) indicates that the calculated F-value for the simple linear regression model of Total Quality Management (TQM) principles reached (195.735), which is greater than its critical value of (7.085) at a significance level of 1%. This reveals that the TQM principles significantly influence the application and enhancement of the job performance. Furthermore, the coefficient of interpretation (R²) reached (0.768), meaning that the TQM principles explain (76.8%) of the changes in the job performance (Y). The remaining percentage (23.2%) is attributed to the contribution of other variables not included in the research plan. Based on the above, the second main hypothesis, which states there is no statistically significant effect of TQM principles (continuous improvement, employee participation, top management support, customer focus) on enhancing the job performance), is rejected.

Section Four: Conclusions and Recommendations

First: Conclusions:

- 1. Strong Strategic Correlation:** The results showed a strong correlation. A statistically significant correlation exists between adopting the dimensions of Total Quality Management (TQM) and improving the job performance, proving that the quality is not merely a control system, but also a fundamental driver for enhancing the efficiency of administrative staff in the Babylon Education Directorate.

2. **The Role of Leadership Commitment:** The study manifested that the support and commitment from a senior leadership within the directorate are the cornerstones of the successful implementation of quality standards. The leadership guidance and the dissemination of a quality culture positively impact the employee discipline and the speed with which they complete transactions.
3. **A Gap in Continuous Improvement:** Despite a desire for development, the study identified a relative weakness in the systematic adoption of continuous improvement mechanisms. The directorate often relies on reactive, ad hoc approaches to addressing administrative problems rather than proactive, preventative planning.
4. **The Impact of Employee Participation:** The study demonstrated that involving employees in decision-making processes and empowering them administratively directly contributes to increased job satisfaction, which in turn improves the work accuracy and reduces the organizational errors within the departments.
5. **Infrastructure and Training Challenges:** The study evinced that the training programs fail to keep pace with the requirements of modern digital transformation in the field of quality limit employees' ability to perform at their full potential, creating a gap between academic quality theory and reality.

Second: Recommendations:

1. **Institutionalizing a Culture of Quality:** Transforming the Total Quality Management (TQM) concepts from mere slogans or individual practices into a "binding institutional culture" is recommended by activating the role of Quality and Institutional Development Department within the Directorate and linking the annual employee performance evaluations to their adherence to quality standards.
2. **Adopting a Preventive Planning Approach:** The senior management of the Babylon Education Directorate is urged to adopt the "continuous improvement" pillar, implement modern quality tools to anticipate and address administrative gaps before they occur, and move away from rigid, routine practices.
3. **Expanding Empowerment and Participation:** It is essential to grant middle and executive leadership broader administrative powers (employee empowerment) and involve them in developing operational plans for their departments. This will enhance their sense of responsibility and increase their loyalty and job performance.
4. **Designing Specialized Training Programs:** Developing an intensive and ongoing training plan in collaboration with the National Center for Administrative Development and Information Technology, focusing on equipping Babylon Education Directorate staff with "digital quality" skills and how to simplify procedures electronically to reduce the effort and time.

- 5. Focusing on Beneficiary Satisfaction (Citizens and teaching staff):** The creation of an interactive electronic platform or a periodic and reliable opinion survey system is recommended to measure the level of satisfaction of reviewers (teachers and citizens) with the services provided, and to adopt this feedback as a basic standard for correcting and developing the job performance within the directorate.

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