

The Effect of Total Quality Management in Achieving the Requirements of Quality of Career among University Colleges Employees

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Abstract: The study aimed to identify the effect of Total Quality Management in achieving the requirements of the quality of job life among university college employees, and the researchers used the descriptive and analytical approach, and used a main tool to collect information, which is: the questionnaire. The study population reached (596) academic and administrative employees distributed among (5) University colleges in Gaza Strip, and a stratified random sample of (240) employees was selected, approximately (40.3%) of the study population. SPSS software was used to analyze the data. The study concluded that the application of the requirements of total quality management in university colleges in Gaza Strip is appropriate in general in terms of: (the commitment of the top management to total quality management, organizational structure, management with facts, focus on beneficiaries, staff empowerment, and continuous improvement). The sample on the dimensions of total quality management with a relative weight is (69.93%). And that the elements of job quality in university colleges in Gaza Strip are generally adequate in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling of complaints and grievances, benefits provided to employees), where the response of the sample respondents was about the dimensions of job quality with a relative weight (63.30%), and the existence of a strong positive relationship between Total Quality Management in university colleges in Gaza Strip. And that there is a statistically significant effect of the variables of comprehensive quality management and quality of career in university colleges in Gaza Strip at a significance level ($\alpha = 0.05$). And that the dimensions of total quality management most influencing the dimensions of job quality are: (empowering employees; continuous improvement; focusing on beneficiaries; managing with facts). The absence of differences between the answers of the sample members about the impact of Total Quality Management in achieving the requirements of the quality of the job life of the employees in university colleges due to the variable (academic qualification, years of service). And the existence of differences attributed to a variable (gender in favor of the male category, the college in favor of the university college of applied sciences category, and the nature of work attributed to an academic category with an administrative position). Among the most important recommendations of the study is the necessity for university colleges to be keen on: (achieving job satisfaction, employee participation when setting regulations and policies and making important decisions, adhering to scientific research requirements and encouraging scientific achievements and career creativity among employees, while providing material and moral facilities for scientific research and development, developing mechanisms and patterns of electronic work). University colleges must provide benefits to employees such as: (providing health care, organizing leisure trips, contributing to solving economic problems, providing club subscriptions). And the necessity for university colleges to pay attention to handling complaints and grievances through: (Assigning an efficient and competent committee to handle complaints and grievances in all fairness and transparency, adopting and following up the results of the application of handling complaints and grievances, protecting complainants from any arbitrary action against them). And the need for the Ministry of Education and Higher Education to develop the evaluation role of the National Authority for Accreditation, Quality and Quality of Higher Education Institutions to evaluate the performance of university colleges, to ensure the application of academic and administrative quality standards in colleges, and to seek the help of quality and excellence experts in evaluating the application of Total Quality Management in the academic and administrative field in accordance with regional performance standards And global.

Keywords: Total Quality Management, Quality of Work Life, University Colleges, Gaza Governorates.

Introduction

In recent years, it has become popular to use the term Total Quality Management (TQM), and thus TQM can be viewed as a cultural revolution, due to the way the management thinks and works in relation to working to continuously improve quality and focus on team work, and encourage individual participation by setting goals. By making decisions, for the sake of excellence and distinction, the competition tends to improve, develop, innovate and renew in all the activities the organization undertakes and the methods and techniques applied in order to reach excellence. The competition between most institutions in the application of this administrative method increased in all developed countries and some developing countries that began to use this method in their various institutions, including higher education institutions, and there are a number of Arab higher education institutions that

began using this method at the Arab regional level, so their programs became Subject to comprehensive quality management standards.

The quality of job life is one of the administrative issues that occupied a distinct place in the literature of human resource management and organizational behavior, given that the quality of job life is a concept that contains many elements that directly affect the performance of organizations and affect them, and this concept, although it seems limited to the direct environment of work, but It affects the personal life of employees, given that the individual is a human being with many personal feelings and concerns that, if taken into account, will definitely cast a bad shadow on the performance of employees, and then on the performance of the organizations in which they work (Gad Al-Rab, 2008).

Higher education in Palestine occupies a distinguished position in the civilized structure of Palestinian society. For decades, Palestinians have gained a high reputation for their demand for higher education in the most prestigious universities and colleges in the world and their superiority in many of its fields, and they have gained a distinguished reputation in the labor markets in many Arab and foreign countries. And international institutions (The Palestinian Ministry of Education and Higher Education, 2010). As higher education is considered the body responsible for graduating trained manpower that contributes to achieving development and pushing its wheel forward, and since the philosophy and goals of higher education are mainly based on contributing to achieving development in society and meeting its requirements and needs, then higher education is the main source for building skills and capabilities. High in the human resource as the most important resource to bring about development" (Hamdan, 2001).

University colleges are among the community institutions that affect and are affected by society, and they are required to work to keep abreast of all developments and to develop appropriate and adequate plans to address the problems that society may encounter, and therefore it is necessary to strengthen their relationship with it, and for university colleges to become educational institutions based on serving it and achieving its goals And its ambitions and 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 level of technology, and the emergence of contemporary issues such as globalization; the quality; Total Quality Management; The quality of job life, which made the growing interest by companies and international organizations about the importance and influence of human resources for them, as they are the ones that produce, think and innovate, so I began to invest in human resources by providing the appropriate job environment for them to improve their performance and productivity (Gad Al-Rab, 2008).

There is no doubt that the success of implementing TQM in educational institutions depends on the shoulders of the administrative leaders and their ability to build and deepen the culture of total quality. Therefore, Deming, a quality expert, believes that only the higher management can start the process that enables the organization, including management and all employees, to move Towards work that leads to achieving a culture of total quality management, and there has become a necessity to introduce the (TQM) system 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 on 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 on which higher education is based, and university colleges in Gaza Strip are one of the modern educational institutions in Palestine, and these institutions arose 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 meet all challenges in order to achieve continuity of higher education in a way that ensures the provision of appropriate quality education for students in various specializations, and ensures the provision of the competencies required to meet the needs of the Palestinian labor market.

Through the work of researchers in Palestinian universities, and their participation in many workshops in other university colleges, researchers have found that college employees are looking for more: means of luxury; Active participation in management; Opportunities for growth and development ... etc., so the researchers considered that the study problem is the following main question: What is the effect of Total Quality Management in achieving the requirements of quality of life for employees in university colleges?

Research Questions

This study attempts to answer its main question by answering the following sub-questions:

Q1- What is the reality of achieving comprehensive quality management requirements (commitment of the top management to total quality management; organizational structure; empowering employees; continuous improvement; focusing on beneficiaries; managing with facts) in university colleges in Gaza Strip from the employees' point of view?

Q2-: What is the quality of job life (moral working conditions; wages and bonuses; benefits provided to employees; handling complaints and grievances; participation in decision-making) in university colleges in Gaza Strip from the employees' point of view?

Q3-: Is there an effect between the components of total quality management requirements (commitment of the top management to total quality management; organizational structure; empowering employees; continuous improvement; focus on beneficiaries; managing with facts) and the elements of job quality (moral working conditions; wages and rewards; benefits provided to employees; treatment Complaints and grievances; participation in decision-making) in university colleges in Gaza Strip from the employees' point of view?

Research Objectives

This study aims to identify the impact of Total Quality Management in achieving quality of job requirements for employees in university colleges in Gaza governorates through achieving the following sub-objectives:

1. Determining the extent to which the elements of total quality management are applied by university colleges in Gaza Strip from the point of view of (faculty members and their assistants, and members of the administrative body).
2. Determining the quality levels of job life in university colleges in Gaza Strip from the viewpoint of (faculty members and their assistants, members of the administrative body).
3. Explain the effect of the components of total quality management in achieving quality of job life in university colleges in Gaza Strip.

Research Importance

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

Scientific (Theoretical) Importance:

1. The theoretical importance of this study emerges from the scientific enrichment it adds in the fields of concepts of total quality management and the quality of job life, and clarifying the relationship of the components of total quality management to achieving quality of job life in university colleges in Gaza Strip.
2. This study derives its importance from the vitality of its topic and its relative scarcity, especially in the literature of Arab and Palestinian studies, where this topic is characterized by both modernity and scientific and practical excellence.

Practical (Applied) Importance:

1. Through research, university colleges in Gaza Strip are able to know the level of their ownership of the requirements of total quality management from the employees' point of view.
2. University colleges in Gaza Strip can, through this research, know their level of ownership to achieve a quality of job life.
3. He drew the attention of the university college's management to the importance of applying the requirements of total quality management because of their impact on achieving job quality.
4. University colleges in Gaza Strip are able, through the results of the field study, to identify their deficiencies that prevent the achievement of a quality job.
5. Providing scientific and practical recommendations to university colleges in Gaza Strip that help achieve quality of job life.

Research hypothesis

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

H₀₁: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the TQM variables (commitment of the top management to total quality management, organizational structure, employee empowerment, continuous improvement, focus on beneficiaries, management with facts) and achieving quality of life Employment (moral working conditions, wages and bonuses, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Following Sub-Hypotheses Are Derived From It:

H_{01.1}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the commitment of the top management to total quality management and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip .

H_{01.2}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the organizational structure and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

H_{01.3}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between empowering employees and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

H0_{1.4}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between continuous improvement and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

H0_{1.5}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between focusing on beneficiaries and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

H0_{1.6}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between management with facts and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

H0₂: There is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the TQM variables (commitment of the top management to total quality management, organizational structure, employee empowerment, continuous improvement, focus on beneficiaries, management with facts) and achieving job quality (Moral work conditions, wages and bonuses, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

Study Variables:

1. **Independent Variables:** Total Quality Management, consisting of the following dimensions:

- Senior management commitment to total quality management
- Organizational structure
- Empowering employees
- Continuous Improvement
- Focus on beneficiaries
- Management with facts.

2. **Dependent Variables:** Quality of career, and it consists of the following dimensions:

- Moral Working Conditions
- Wages And Bonuses
- Benefits Provided To Employees
- Handling Complaints And Grievances
- Participate In Decision Making.

3. **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. **Thematic Limits:** The subject area of this study is limited to the impact of Total Quality Management in achieving the requirements of quality of life for employees in university colleges in the governorates of Gaza from the viewpoint of the employees in the targeted university colleges.
2. **Human Limits:** This study is limited to employees (faculty members and their assistants, members of the administrative body) in university colleges in Gaza Strip.
3. **Spatial Boundaries:** The study includes four university colleges in Gaza Strip, namely: (University College for Science and Technology, Palestine Technical College, University College of Applied Sciences, College of Islamic Call).
4. **Temporal Boundaries:** The study was conducted in the year 2020.

Research Terminology

- **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 effectively achieve its goals in colleges, whether it is in values, systems, or administrative style. Or otherwise).
- **Quality Of Work Life:** Researchers know the quality of career in university colleges (it is a set of planned programs through which employees are given more material and moral support, and opportunities for career advancement and development and development of their capabilities so that employees feel safe and job stability, which ultimately leads to Achieving improved productivity, increased organizational efficiency, and hence increased welfare of society).
- **University Colleges:** Researchers define a university college procedurally as: a college that has academic programs at the bachelor's level as well as academic programs at the diploma level, and is supervised by higher education in the Ministry of Education and Higher Education.

Literature Review

- Study of (Msallam et al. 2020), 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).
- Study of (Msallam et al. 2020), aimed to identify the level of achieving the quality of job life through its dimensions (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participating in decision-making), and to reveal differences in the responses of sample members according to personal variables (gender; academic qualification; College; nature of work; years of service). The researchers used the descriptive and analytical approach and the questionnaire as the main tool for data collection. The study population reached (596) academic and administrative employees distributed among (5) university colleges in Gaza Strip, and a stratified random sample of (240) employees was selected, at a rate of (40.3%). SPSS software was used to analyze the data. The study concluded a set of results, the most important of which are(1) The results of the study showed that the availability of quality elements of job life in university colleges in Gaza Strip is appropriate in general in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling complaints and grievances, benefits provided to employees). Job quality with relative weight (63.30%). (2) There are differences between the average responses of the respondents about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender, differences in favor of the male category, and the nature of work for the category "academic with an administrative position". (3) There are no differences between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to academic qualification, college, and years of service.
- Study of (Zare et al. 2014), which aimed to identify dimensions and measures of quality of career among faculty members. Study and measure factors related to job content among faculty members. Study and measure factors related to the economic dimensions of job quality. Study and measure factors related to the social dimensions of quality of career among faculty members. Study and measure the factors related to achieving work-life balance for faculty members. The study population included faculty members at the University of Tehran, Iran, where the size of the community reached (235) faculty members, and the sample size reached (184) faculty members, and the survey list was used as a tool for the study consisting of four main areas: (job content, economic factors) Social factors, achieving work-life balance), and (177) valid questionnaires valid for analysis were retrieved from the total distributed questionnaires. The most important results of the study were: Faculty members' dissatisfaction with the economic factors of the quality of the job life followed at the university, with an average response of (2.7), which is less than the average score (3), especially with regard to health care services with an average of (2.4), and job security with an average (2.5). And that the approval of the faculty members for the paragraphs on achieving work-life balance came with a medium degree (neutral) with an average response of (3.01). The results showed that the faculty members agreed on the sections on job content with an average response of (3.22), and this means that there is agreement in this area, but the section on participation in decision-making got the lowest average response of (2.5). The results showed that the social factors obtained the highest approval score, with an average of (3.36), which means the approval of the faculty members in this field, especially with regard to the importance of work to society, with an average of (3.8).
- 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.

Commenting On Previous Studies:

The researchers reviewed many previous studies that dealt with the issue of total quality management in addition to the issue of quality of work life, and the researchers were able to monitor a set of observations as follows:

1. It turns out that most of the studies are recent studies; this is due to the novelty and novelty of the topic.
2. The previous studies presented by the researchers were distinguished by the diversity of the environments in which they were applied, and this diversity makes it rich and rich in the field of research.
3. The previous studies presented by the researchers represent an accumulation of scientific expertise in the field of the study of total quality management and the quality of job life, so the current study is similar to one or more of the previous studies presented by the researchers of the aspects of TQM variables and the quality of career life.
4. Previous studies indicated a variation in the purpose of the study, as some studies that were close in terms of goal were those that dealt with the issue of total quality management and quality of work life aimed at uncovering requirements or opportunities for their application.
5. The researchers note that many previous studies were conducted on different educational institutions in terms of supervisory authorities or type of education.
6. Most of the previous studies discussed by researchers, whether in the field of total quality management or job quality, used the descriptive and analytical approach, and they were applied in the field or survey side, and the questionnaire was a major tool in gathering information to achieve the goals of each study.
7. Each study started from a different main problem from the other, during which each researcher tried to reach conclusions, due to the difference in interests, which was an advantage in itself because it provided researchers with many different ideas about the research topic. The researchers benefited from previous studies in crystallizing the problem of the current study, its questions and hypotheses.

The current study differed from previous studies in terms of the sectors that will be studied and analyzed, the time period, and the nature of the sample that will be addressed. The current study will deal with the study of Total Quality Management and its role in achieving quality of job life, as it will be applied to university colleges operating in Gaza Strip. Therefore, it complements previous studies.

What distinguishes the current study from previous studies is that it targets the impact of Total Quality Management in achieving the requirements of the quality of career for employees in university colleges, 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 the great Islamic heritage And in the context of the changes taking place in the twenty-first century in light of the changing work environment, and in response to the challenges created by the various political, economic, social and technological conditions.

Theoretical Framework

First- Total Quality Management

Total Quality Management in Educational Institutions: Total quality management in education is one of the recent trends that have gained great and general popularity for the development of 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 institution know that quality is his 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 does not concern one side without the other, that is, an administrative style that takes the educational process as an integrated whole and a comprehensive and systematic view, related to the student and professor, means, curricula, programs, relations, communications, information flow, organization of places and desires, and other aspects. The other, and this management style will not be, in our belief, but comprehensive quality management, which has proven successful and important, as a comprehensive applicable philosophy that takes operations in close interdependence, through the goal of comprehensive continuous improvement of all aspects of the educational process.

Concept of Total Quality Management: 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, as the concept of total quality management represents a management philosophy, a model and an entrance to the continuous improvement of doing business through a new management model, as the philosophy of total quality management originated from the philosophy of improvement (Alimatoug, 2011, P: 11) with a continuous focus on quality as a key dimension of the business.

Definition Of Total Quality: it is an approach or method for performing work and seeks to increase the ability of organizations to compete through continuous improvement of the quality of goods, services, processes, and people who are responsible for them, and their work environments (Khudair and Al-Sheikh, 2010, P: 25), another definition Total Quality Management: It is the administration that takes place within the organization 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 that each individual in the organization makes continuous effort to improve quality And achieving customer satisfaction (Gad Al-Rab, 2010: 109).

The researchers conclude that the concept of total quality management is one of the modern administrative concepts that guarantee improving the efficiency and effectiveness of the institution, 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 his responsibility, and thus can achieve the best services with the most efficient management methods Modern, which aspires to reach the satisfaction of the internal and external beneficiaries.

The Need to Apply Total Quality Management in Educational Institutions:

Many global and national attempts have focused on improving the overall quality in educational institutions through holding conferences and seminars and forming higher committees to develop 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, in 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 that, including (Faris and Al-Agha, 2012: 220):

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

Despite the great achievements made by higher education in the life of societies throughout the ages, the calls for reform, modernization or development are continuous to improve the educational process. These calls are not limited to education and higher education men and those working in it. Opinion and advice, so that it can be said that many of the good ideas belong to men outside the educational system and have a positive effect in establishing education on solid foundations. The source of this continuous interest stems from the size and quality of the tasks that are unparalleled in other sectors. It contains requirements, variables, the future, and potential developments and surprises. The truth is that higher and university education is looking forward to all these tasks, but perhaps more than them. Therefore, societies have poured huge sums on it, both according to its ability and according to the objectives that it wants to achieve.

Dimensions of Total Quality Management

1. **The Commitment of The Top Management:** 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. It expresses this by declaring its desire to implement TQM at all administrative levels and its employees and taking plans and programs that ensure the implementation of this, as well as providing human capabilities And the material needed for the application process (Al-Kathiri, 2009, P: 69)).
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 organizational structure will be effective and good if it is taken into account when designing and preparing the needs of the institution Its capabilities, resources, size and type of activities it carries out, and the nature and needs of its employees.
3. **Empowering Employees:** The effective application of TQM calls for relying on contemporary concepts in TQM, which is the empowerment of employees and emphasizing the importance of their role in activating and achieving the organization's specific objectives, and this requires a comprehensive endeavor to fortify and maintain the workforce, obtain human skills and competencies, train, develop, motivate and take care of them. Continuously, starting with selection and appointment, performance evaluation, training programs, individual and group motivation methods, encouraging work with 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).
4. **Continuous Improvement:** This concept is defined as a group of employees 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 to assume responsibility for quality through the creativity of each individual in achieving this responsibility, and 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, which gives the organization a competitive advantage, and the information technology

infrastructure must be built in a strong and effective way, including Adequacy to support new applications appropriate to the process concerned (Al-Ali, 2008, P: 38).

5. **Focusing On The Beneficiaries:** It is meant 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, so the departments and departments within the organization are viewed from two sides, a supplier and a customer at the same time, the department that manages the process is a customer of the department that It is preceded by it and it is also a supplier to the section that comes after it, so the word customer includes the external customer, who is every customer of the organization from outside it and also the internal customer 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 expected needs of customers, whether the client is outside or inside the organization (Al-Shamrani, 2008, P: 58).
6. **Managing With Facts:** The principle of decision-making represents the basis of facts, one of the components on which TQM focuses, 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 reach to be used in achieving quality Where the information forms an important basis in the philosophy of total quality management, and its availability to the higher managements of all kinds, 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 clarifies to higher management the financial resources that the organization needs Whether TQM is implemented, 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: 43):

Quality of Career in Educational Institutions: Interest in job quality is increasing increasingly in distinguished business organizations, and this is due to the belief in the importance and influence of human resources, which work in these organizations. Human resources are the ones that work, produce, think, innovate and try to solve problems at the level of departments and departments. One of the main elements of intellectual capital, which supports business organizations with many added values, whether through employees, clients, or information.

The Concept of Job Quality: Despite the increasing importance of Quality of Working Life (QWL) and its effective role that it plays to ensure the continuity and success of organizations in the modern era, there is no agreement on a specific and comprehensive definition of this concept, and given the multiplicity of definitions associated with the quality of job life, (Cascio, 2006) is known as quality of job life as: "the happiness of employees in the physical and mental presence at work." As he defines it (Pizam, 2010) is: "An introduction that includes a set of bonus issues and the enjoyable time spent by employees in the work environment." And he (Kumar and Shani, 2013) defines it: "The degree of distinction that creates the work and the conditions of work that determine the relationship between the worker and the environment, in addition to the human dimension, which in its entirety contributes to general satisfaction and improvement of capabilities in the performance of work at the individual level, and then on the level of the organization's performance. As a whole". And both (Martel And Dupuis, 2006) define it more broadly, "it is the state of agreement that the individual feels between his work and his changing personal goals, and this state narrows the gap between the individual and the achievement of these goals, which is reflected positively in general on the individual's life and performance." Organizational and thus increase the welfare of society. "

The Relationship between Total Quality Management and Job Quality: Since the beginning of the seventies of the twentieth century, there has been increasing talk about total quality management in Japanese, American and European organizations, especially the advanced ones, and there is no doubt that the concept of TQM came to apply and develop previous concepts about it, such as: quality control; Statistical oversight; Then the concepts of quality assurance and assurance; And what followed from the certification of international standards for the ISO chain, when we reached what is the scientific and applied status now for Total Quality Management (Gad Al-Rab, 2008: 98-115).

Within the framework of this approach came the emergence of the concept of quality of job life accompanying the concept of total quality management up to a date. The concept of quality of job life appeared after its application in one of the American factories in the early seventies, and therefore the concept of quality of job life contributes and supports the top management in any organization, towards the application And providing the appropriate climate for total quality management, and the application of comprehensive quality management maximizes and provides the appropriate logical framework for applying quality of job life within the framework of the concept of continuous improvement. In addition, we find that Total Quality Management focuses on the following elements: Continuous improvement of quality; Organizational culture; Focus on beneficiaries; Staff training; Career empowerment; Adherence of all employees to the doctrine and culture of quality, which establishes the existence of Quality of Work Life (QWL). From the previous presentation, it is clear that there is a common relationship between TQM and the quality of job life, as the quality of job life is concerned with the organizational cultural framework, as it is the governing and essential element in TQM. The organizational culture provides the necessary framework to empower employees, increase commitment to the responsibility and doctrine of quality, and provide The appropriate framework for a product without errors, and all of this contributes to achieving comprehensive quality management and quality of career, meaning that the culture of the organization is responsible for the integration between TQM and the quality of career.

Methodology and Procedures:

First- Study Approach: The study approach can be considered as the method that researchers follow in their path, eventually reaching results related to the subject under study, and it is the organized method used to solve the research problem, in addition to being the science that means how to conduct scientific research. The researchers seek to reach a study of Total Quality Management and its role in achieving job quality: by applying it to university colleges in Gaza Strip, and this is in line with the descriptive and analytical approach that aims to provide data and facts about the problem in question to explain it and stand on its implications. By referring to various documents such as books, newspapers, magazines and other materials that prove their validity in order to analyze them in order to reach the research objectives, the researchers will rely on this approach to reach accurate and detailed knowledge about the research problem, and to achieve a better and more accurate perception of the phenomenon under study, and it will also use the random sampling method. In his selection of the study sample, he will use the questionnaire to collect primary data.

Second- Methods of Data Collection: The researchers have relied on two main sources of information:

1. **Primary Sources:** by researching in the field side by distributing questionnaires to study some of the vocabulary of the research, listing and collecting the necessary information in the subject of the research, and then unpacking and analyzing it using (SPSS) statistical program and using the appropriate statistical tests in order to reach valuable indications and indicators that support the subject of the study.
2. **Secondary Sources:** The researchers reviewed books, periodicals, and publications on or related to the subject under study, related to the quality of job life and any references that the researchers may see that they contribute to enriching the study scientifically, and the researchers intend, through resorting to secondary sources in the study, to identify the foundations and sound scientific methods In writing studies, as well as taking a general view of the latest developments that occurred and occur in the field of study.

Third- The Study Community: the study community consists of full-time employees in university colleges in the Palestinian higher education institutions in the governorates of Gaza, and these educational institutions include multiple and different academic and technical professional programs and specializations, and represent different geographical areas where these institutions are spread between the north, the center and the south in the governorates. Gaza.

The total number of employees in the Palestinian higher education institutions subject to study in the governorates of Gaza, according to the statistics of the Palestinian Ministry of Education and Higher Education, reached (596) employees, and the following table shows data about higher education institutions in Gaza governorates related to the university colleges under study according to the name of the institution, the point of supervision and year Establishment and 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

Source: Administrative Affairs of the colleges under study

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
1.	Palestine College Of Nursing	48	19
2.	Faculty Of Sciences And Technology	140	56
3.	Palestine Technical College	129	52
4.	University College Of Professional Sciences	220	89
5.	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.

The following table shows the characteristics and features of the study sample as follows:

Table 3: Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		Repetition	Percentage
Gender	Male	168	75.3
	Female	55	24.7
Total		223	100.0
Qualification	Postgraduate	111	49.8
	Bachelor	86	38.6
	Diploma	26	11.7
Total		223	100.0
The College	Palestine College Of Nursing	86	38.6
	Faculty Of Sciences And Technology	63	28.3
	Palestine Technical College	48	21.5
	University College Of Professional Sciences	0	0.0
	College of Islamic Call	26	11.7
Total		223	100.0
Work Nature	Academic	107	48.0
	Administrative	94	42.2
	Academic With A Management Position	22	9.9
Total		223	100.0
Years Of Service	1-5 Years	75	33.6
	6-10 Years	66	29.6
	More Than 10 Years	82	36.8
Total		223	100.0

The previous table shows the distribution of the study sample according to gender, as it was found that (75.3%) of the study sample are males, and (24.7%) of the study sample are females. And (49.8%) of the study sample have a scientific qualification as "postgraduate", and (38.6%) of the study sample have a scientific qualification as "bachelor", and (11.7%) of the study sample have a "diploma". The previous table also shows that (38.6%) of the study sample work in the "University College for Professional Sciences," and (28.3%) of the study sample work in the "Palestine Technical College", and (21.5%) of the study sample work in the "University College." For science and technology, and (11.7%) of the study sample work in the Islamic Call College. The previous table shows that (48.0%) of the study sample worked as "academic", (42.2%) of the study sample worked as "administrative", and (9.9%) of the study sample worked as "academic with an administrative position." The previous table shows that (33.6%) of the study sample ranged from years of experience to "1-5 years", and (29.6%) from the study sample ranged from years of experience to "6-10 years", and (36.8%) from the study sample ranged from they have more than 10 years of experience.

The Validity and Reliability of the Questionnaire

First - The Validity Of The Questionnaire: Where The Researchers Conducted The Following Validity Tests:

- **The Validity of the Arbitrators "Apparent Honesty":** The researchers presented the study tool in its preliminary form to a group of arbitrators specialized in business administration and statistics. The researchers asked the referees to express their views on the appropriateness of the statements to measure what they were designed for, the clarity of the wording of the phrases and the suitability of each statement to the axis to which it belongs, and the adequacy of the phrases to cover each axis of the main study variables, in addition to suggesting what they deem necessary to amend Formulation or deletion of phrases. Based on the observations and directions presented by the arbitrators, the researchers made the amendments agreed upon by most of the respondents, whereby the wording of the phrases was modified and some of them were deleted or added.
- **Verify The Scale:**
- 1. **Validity Of The Internal Consistency Of The Questionnaire Paragraphs:** The internal consistency of the questionnaire paragraphs was calculated on the pilot study sample of (30) single size, by calculating the correlation coefficients between each paragraph and the total degree of the axis related to it. The probability value of each paragraph is less than (0.05), and the calculated value of r is greater than the tabular value of r which is equal to (0.361). Thus, the paragraphs of the resolution are considered valid for what they are measured.

Table 4: shows the coefficient of correlation between the average of each axis of the study with the overall average of the paragraphs of the questionnaire

Section	Domains		Correlation Coefficient	The Probability Value
Total Quality Management	The First	Senior Management Commitment To Total Quality Management	0.850	0.000
	The Second	Organizational Structure	0.891	0.000

Quality Of Career	The Third	Empowering Employees	0.926	0.000
	The Fourth	Continuous Improvement	0.931	0.000
	The Fifth	Focus On Beneficiaries	0.825	0.000
	The Sixth	Management With Facts	0.872	0.000
	The First	Moral Working Conditions	0.572	0.001
	The Second	Wages And Bonuses	0.701	0.000
Quality Of Career	The Third	Benefits Provided To Employees	0.853	0.000
	The Fourth	Handling Complaints And Grievances	0.875	0.000
	The Fifth	Participate In Decision Making	0.795	0.000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

Second - Reliability of the Items of the Questionnaire:

The researchers performed stability steps on the same pilot sample by two methods: the half segmentation method and Cronbach's alpha coefficient.

- **Split-Half Coefficient:** Pearson correlation coefficient was found between the rank odd questions rate and the rank pair questions rate for each dimension, and the correlation coefficients were corrected using Spearman-Brown Coefficient according to the following equation:

$$R^2$$

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

Stability coefficient = $\frac{R^2}{R^2 + 1}$ where R is the correlation coefficient, and the following table shows that there is a relatively large stability for the questionnaire items, reaching (0.8946), which reassures researchers of using the questionnaire with confidence.

Table 5: illustrates the stability coefficient (half partition method)

Section	Halftone hash		
	Correlation Coefficient	Corrected Correlation Coefficient	The Probability Value
Total Quality Management	0.8672	0.9289	0.0000
Quality Of Career	0.7693	0.8696	0.0000
All Paragraphs	0.8093	0.8946	0.0000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

- **Coefficients of Alpha Cronbach:** The researchers used the Cronbach alpha method to measure the stability of the resolution as a second way to measure the stability. The following table showed that the stability coefficients were high, reaching (0.9742), which reassures the researchers of using the questionnaire with confidence.

Table 6: Explains the stability coefficient (Alpha Cronbach method)

Section	Number of Items	Coefficients of Alpha Cronbach
Total Quality Management	42	0.9652
Quality Of Career	32	0.9404
All Paragraphs	74	0.9742

Second - Analysis of the Paragraphs of the Questionnaire:

The One Sample T test was used to analyze the paragraphs of the questionnaire. The paragraph is considered positive in the sense that the sample members agree on its content if the calculated t value is greater than the tabular t value equal to 1.97 (or the probability value is less than 0.05 and the relative weight is greater than 60%), and the paragraph is considered negative in the sense that the sample members do not agree with its content if the calculated t value is less than the tabular t value equal to -1.97 (or the probability value is less than 0.05 and the relative weight is less than 60%), and the sample's views on the paragraph are neutral if its p value is greater than (0.05).

Paragraphs Analysis of Total Quality Management Axes:

Table 7: illustrates the analysis of the axes of total quality management

Domains	Rank	SMA	Standard Deviation	Relative Weight	T Value	The Probability Value
The First	1	3.76	0.734	75.25	15.508	0.000
The Second	2	3.66	0.679	73.13	14.426	0.000
The	5	3.35	0.805	66.97	6.467	0.000

Third							
The Fourth	Continuous Improvement	6	3.31	0.884	66.14	5.191	0.000
The Fifth	Focus On Beneficiaries	4	3.40	0.774	67.98	7.698	0.000
The Sixth	Management With Facts	3	3.47	0.766	69.43	9.196	0.000
The Overall Rate For All Axes			3.50	0.646	69.93	11.480	0.000

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

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 second part axes (the areas of total quality management) and it turns out that the arithmetic mean of 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 neutral relative value (60%) and the calculated t value 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) and it is less than (0.05), which indicates that the fields of TQM are available in university colleges in Gaza Strip is at the significance level ($\alpha = 0.05$).

The researchers believe that many international studies that have adopted TQM have 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 student who graduated from those educational institutions who is able to contribute By developing society in all areas effectively.

Analysis of the Aspects of Job Quality:

A 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 on the axes of the third section (quality of job life).

Table 8: clarifies the analysis of the aspects of job quality

Domains		Rank	SMA	Standard Deviation	Relative Weight	T Value	The Probability Value
The First	Moral Working Conditions	1	3.91	0.785	78.12	17.233	0.000
The Second	Wages And Bonuses	2	3.22	0.938	64.32	3.438	0.001
The Third	Benefits Provided To Employees	5	2.76	0.927	55.29	-3.791	0.000
The Fourth	Handling Complaints And Grievances	4	2.85	1.017	56.94	-2.248	0.026
The Fifth	Participate In Decision Making	3	3.02	1.182	60.42	0.264	0.792
The Overall Rate For All Axes			3.16	0.750	63.30	3.285	0.001

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

The 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 third part axes (areas of quality of career) and it turns out that the arithmetic mean of all paragraphs of the axes is equal to (3.16), and the relative weight is equal to (63.30%), which is greater than the weight. The neutral relative value (60%) and the calculated t value is equal to (3.285), which is greater than the tabular value of t, which is equal to (1.97), and the probability value is equal to (0.001) which is less than (0.05), which indicates the availability of the elements of quality of career in university colleges in the sector. Gaza has a satisfactory degree at ($\alpha = 0.05$).

The researchers believe that the quality of job life focuses on achieving a balance between the career and personal life of employees through integrated, planned and continuous operations that all departments within university colleges participate in implementing, in line with the colleges' strategies, goals and interests of employees, a process through which they respond to the needs of employees by developing Mechanisms that allow them to participate adequately in making decisions and crafting a distinguished work life..

Test Hypothesis Analysis of the Study

In this aspect, the researchers worked on testing the hypotheses of the main and subsidiary study, as the importance of this topic focused on testing the extent of acceptance or rejection of the study hypotheses by using the appropriate statistical method, as follows:

The First Main Hypothesis Test:

H0₁: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the TQM variables (commitment of the top management to total quality management, organizational structure, employee empowerment, continuous improvement,

focus on beneficiaries, management with facts) and achieving quality of life Employment (moral working conditions, wages and bonuses, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Following Sub-Hypotheses Are Derived From It:

H0_{1.1}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the commitment of the top management to total quality management and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between senior management commitment to total quality management and achieving quality of life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a level of significance ($\alpha \leq 0.05$). The results are shown in the following table, which shows that the probability value of all elements of job quality is equal to (0.000) and it is less than (0.05) and the calculated r value is equal to (0.453) which is greater than the tabular value of r which is equal to (0.184), so we accept the first sub-hypothesis. That is, there is a positive relationship at the level of statistical significance ($\alpha \leq 0.05$) between the commitment of the top management to total quality management and achieving the quality of job life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participating in decision-making) in university colleges in Gaza strip.

This result shows that whenever there is greater commitment by senior management to total quality management in university colleges in Gaza Strip, the chances of achieving quality of job life increase. Therefore, the appropriate climate must be created that helps in implementing TQM and adopting a culture of change to facilitate the implementation Total quality, and working to spread the culture of comprehensive generosity among all employees.

Table 9: The correlation coefficient between senior management’s commitment to total quality management and achieving quality of life (moral work conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participation in decision-making) in university colleges in Gaza Strip

Domains	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Senior Management Commitment To Total Quality Management	Correlation Coefficient	0.298	0.520	0.429	0.339	0.210	0.453
	The Probability Value	0.000	0.000	0.000	0.000	0.002	0.000
	Sample Volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

H0_{1.2}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the organizational structure and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between the organizational structure and achieving the quality of job life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a significance level ($\alpha \leq 0.05$). The results are shown in The following table, which shows that the probability value of all the elements of job quality of life is equal to (0.000), which is less than (0.05), and the calculated value of r is equal to (0.603), which is greater than the tabular value of r, which is equal to (0.184), so we accept the second sub-hypothesis, that is, there is A relationship at a level of statistical significance ($\alpha \leq 0.05$) between the organizational structure and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

This result shows that the greater the interest in the organizational structure in university colleges, the chances of achieving the quality of job life increase, so there must be an organizational structure that fits the nature of the activity of university colleges, provided that their policies are drawn in a specific and clear way, and a job description must be developed for each. The post clearly defines the authorities and responsibilities, the organizational structure supports integration and coordination between the various functional units.

Table 10: The correlation coefficient between the organizational structure and achieving quality of job life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip

Domains	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Organizational Structure	Correlation Coefficient	0.473	0.525	0.492	0.460	0.411	0.603
	The Probability Value	0.000	0.000	0.000	0.000	0.000	0.000
	Sample Volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

H0_{1.3}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between empowering employees and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

This result shows that the more interest there is in empowering university college staff, the chances of achieving job quality increase, so it is imperative for college employees to participate in making important decisions. The college management must be keen to provide adequate support to employees, provided that it adopts The College has a culture of teamwork, and that college management is keen on creating effective leaders for total quality management.

Table 11: The correlation coefficient between empowering employees and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip

Domains	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Empowering Employees	Correlation Coefficient	0.395	0.570	0.563	0.473	0.399	0.613
	The Probability Value	0.000	0.000	0.000	0.000	0.000	0.000
	Sample Volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

H0_{1.4}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between continuous improvement and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between employee empowerment and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a significance level ($\alpha \leq 0.05$). The results are shown in The following table, which shows that the probability value of all the elements of job quality of life is equal to (0.000) and it is less than (0.05) and the calculated value of r is equal to (0.613) which is greater than the tabular value of r which is equal to (0.184), so we accept the third sub-hypothesis, that is, there is A relationship at a level of statistical significance ($\alpha \leq 0.05$) between empowering employees and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participating in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between continuous improvement and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a significance level ($\alpha \leq 0.05$). The results are shown in The following table, which shows that the probability value of all the elements of job quality of life is equal to (0.000) and it is less than (0.05) and the calculated value of r is equal to (0.656) which is greater than the tabular value of r which is equal to (0.184), so we accept the fourth sub-hypothesis, that is, there is A relationship at the level of statistical significance ($\alpha \leq 0.05$) continuous improvement and achievement of the quality of job life (moral working conditions; wages and bonuses; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

This result shows that the greater the interest in continuous improvement in university colleges, the chances of achieving the quality of job life increase, so sufficient support must be provided for continuous improvement processes, provided that employees

are developed by modern training methods, and it is necessary to keep pace with modern technology in developing The educational process, provided that college management works to eliminate obstacles to the implementation of total quality.

Table 12: The correlation coefficient between continuous improvement and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip

Domains	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Continuous Improvement	Correlation Coefficient	0.371	0.551	0.649	0.526	0.456	0.656
	The Probability Value	0.000	0.000	0.000	0.000	0.000	0.000
	Sample Volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

H0_{1.5}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between focusing on beneficiaries and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between focusing on the beneficiaries and achieving quality of work (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a significance level ($\alpha \leq 0.05$) and the results are shown. In the following table, which shows that the probability value of all elements of job quality is equal to (0.000) and it is less than (0.05) and the calculated value of r is equal to (0.676) which is greater than the tabular value of r which is equal to (0.184), so we accept the fifth sub-hypothesis, that is, that There is a relationship at the level of statistical significance ($\alpha \leq 0.05$) focusing on the beneficiaries and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

This result shows that the more interest there is to focus on the beneficiaries in university colleges, the chances of achieving the quality of job life increase, so it is imperative to meet the needs of employees and students in the colleges, with the need to pay attention to the quality of the college facilities that provide services to students, provided that the requirements of The labor market When developing its academic programs, scientific research should be directed to solving problems and developing local community institutions.

Table 13: the correlation coefficient between focusing on the beneficiaries and achieving quality of work (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip

Domains	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Focus On Beneficiaries	Correlation Coefficient	0.443	0.603	0.613	0.504	0.481	0.676
	The Probability Value	0.000	0.000	0.000	0.000	0.000	0.000
	Sample Volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

H0_{1.6}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between management with facts and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between management with facts and achieving quality of job life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip at a significant level.

($\alpha \leq 0.05$) The results are shown in the following table, which shows that the probability value of all the quality of job quality elements is equal to (0.000) and it is less than (0.05) and the calculated value of r is equal to (0.710) and it is greater than the

tabular value of r which is equal to (0.184). We accept the sixth sub-hypothesis, that is, there is a relationship at the level of statistical significance ($\alpha \leq 0.05$) management with facts and achieving quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) with university colleges in Gaza Strip.

This result shows that the greater the management interest in facts in university colleges, the more likely it is to achieve the quality of job life. Therefore, college management must rely in its decisions on facts rather than guesswork, provided that colleges develop their information systems to meet their information needs. , Provided that the decision-maker obtains sufficient information at the appropriate time. Colleges should also benefit from the expertise of distinguished educational institutions locally and internationally.

Table 14: The correlation coefficient between management with facts and achieving quality of employment (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip

Domains	Statistics	Moral Working Conditions	Wages And Bonuses	Benefits Provided To Employees	Handling Complaints And Grievances	Participate In Decision Making	All Elements Of Job Quality
Management With Facts	Correlation Coefficient	0.524	0.513	0.579	0.581	0.553	0.710
	The Probability Value	0.000	0.000	0.000	0.000	0.000	0.000
	Sample Volume	223	223	223	223	223	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

The result of the first main hypothesis test: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the TQM variables (commitment of the top management to total quality management, organizational structure, employee empowerment, continuous improvement, focus on beneficiaries, management with facts) and achieving quality Career life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

The Pearson test was used to find the relationship between the TQM variables (senior management commitment to total quality management, organizational structure, employee empowerment, continuous improvement, focus on beneficiaries, managing with facts) and achieving job quality (moral working conditions, wages and bonuses, benefits provided to employees. Treatment of complaints and grievances, participation in decision-making (in university colleges in Gaza Strip at a significance level ($\alpha \leq 0.05$) and the results are shown in the following table, which shows that the probability value is equal to (0.000) and it is less than (0.05) and the calculated r value is equal to (0.736) It is greater than the tabular value of r which is equal to (0.184), so we accept the first main hypothesis, that is, there is a strong direct relationship at the level of statistical significance ($\alpha \leq 0.05$) between the variables of total quality management (commitment of the top management to total quality management, organizational structure, empowerment Employees, continuous improvement, focus on beneficiaries, managing with facts) and achieving quality of work life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participating in taking measures Rarat) at university colleges in Gaza Strip.

This result shows that the more interest on the part of university colleges in Total Quality Management, the chances of achieving the quality of job life increase. Therefore, all university colleges are interested in applying the TQM system in university colleges because of the improvement it has achieved in the level of academic and administrative performance, which will be reflected in Rapid response to the needs of society and the labor market.

Table 15: The correlation coefficient between the variables of total quality management and the variables of job quality in university colleges in Gaza Strip

Domains	Statistics	All Job Quality Variables
All Variables Of Total Quality Management	Correlation Coefficient	0.736
	The Probability Value	0.000
	Sample Volume	223

The tabular r value at the level of significance "0.05" and the degree of freedom "221" is 0.184

The Second Main Hypothesis Test:

H0₂: There is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the TQM variables (commitment of the top management to total quality management, organizational structure, employee empowerment, continuous improvement, focus on beneficiaries, management with facts) and achieving job quality (Moral work conditions, wages and bonuses, benefits provided to employees, handling complaints and grievances, participation in decision-making) in university colleges in Gaza Strip.

Multiple linear regression analysis was used to find out the effect of independent variables related to TQM (senior management commitment to total quality management; organizational structure; employee empowerment; continuous improvement; focus on beneficiaries; management with facts) on the dependent variable (quality of job life). Throughout the results of this analysis, the following table shows that the regression equation is good as the calculated F value is equal to (57.602), which is statistically significant at the level of (0.05) as the probability value is equal to (0.000) and it is less than (0.05).

And through the transactions of the independent variables, after they have been converted to standardization marks in the Beta column, it becomes clear that the independent variables most influencing the dependent variable is the management by facts, and the least is the organizational structure variable.

The value of the modified coefficient of determination (interpretation) was $0.605 = R^2$, and the corresponding probability value amounted to (0.000), indicating that the proportion of the variance explained by the independent variables that entered the regression equation from the variance of the dependent variable is good at the level of significance (0.05). It is noted that the independent variables that have a negative impact are (senior management commitment to total quality management, organizational structure) as the probability value of each of them is greater than (0.05) and the rest of the independent variables (empowerment of employees; continuous improvement; focus on beneficiaries; management with facts) It has a positive effect on the change in the dependent variable (quality of job life).

Therefore, we accept the third main hypothesis, that is, there is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the TQM variables (commitment of senior management to total quality management, organizational structure, employee empowerment, continuous improvement, focus on beneficiaries, management with facts) And achieving quality of job life (moral working conditions, wages and rewards, benefits provided to employees, handling complaints and grievances, participating in decision-making) in university colleges in Gaza Strip.

The regression equation can be written as follows:

First- Multiple Linear Regression Equation Model:

$$Y = \text{Constant} + b_1 \cdot X_1 + b_2 \cdot X_2 + b_3 \cdot X_3 + b_4 \cdot X_4 + b_5 \cdot X_5 + b_6 \cdot X_6 + E$$

Second - the equation of regression of the dependent variable (job quality) on the independent variables related to total quality management (commitment of the top management to total quality management; organizational structure, empowering employees; continuous improvement; focus on beneficiaries; management with facts):

$$Y (\text{Quality of career}) = 0.343 + 0.109X_1 + 0.056X_2 + 0.171X_3 + 0.128X_4 + 0.211X_5 + 0.377X_6$$

Table 16: illustrates multiple linear regression analysis (dependent variable: quality of job life)

Independent Variables	Regression Coefficients	Standard Error	Beta Standard Regression Coefficients Beta	T Value	The Probability Value Sig.	The Level Of Significance
Constant	0.343	0.193		1.778	0.077	Not Sig.
Senior Management Commitment To Total Quality Management	0.109	0.063	0.106	1.739	0.083	Not Sig.
Organizational Structure	0.056	0.082	0.051	0.690	0.491	Not Sig.
Empowering Employees	0.171	0.069	0.184	2.499	0.013	Sig
Continuous Improvement	0.128	0.059	0.151	2.151	0.033	Sig
Focus On Beneficiaries	0.211	0.067	0.218	3.144	0.002	Sig
Management With Facts	0.377	0.061	0.385	6.187	0.000	Sig
Analysis Of Variance (Anova)						
F Test Value		57.602		The Probability Value		0.000
The Value Of The Modified Interpretation Coefficient R^2		0.605		The Probability Value Of The Coefficient Of Interpretation		0.000

Conclusions

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

Results Related To Total Quality Management Variables In University Colleges.

- The results of the study showed that (75.25%) of the study population believe that the level of senior management's commitment to total quality management in university colleges is high. She indicated that higher 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 of 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 of university colleges showed that it is a targeted means or tool to help them achieve their goals efficiently and effectively, by assisting in the implementation of plans and decision-making, determining the roles of individuals and achieving harmony between the various units and activities, and avoiding overlap, duplication, bottlenecks, etc.
- The results of the study showed that (66.97%) of the study population believe that the level of the pillar of empowerment of university colleges' employees is somewhat average. The results showed the university colleges' keenness to create 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 to some extent moderate. 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 the beneficiaries in university colleges is to some extent moderate. She indicated that university colleges are keen to represent students in the various committees of specialization, 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 are keen to achieve job satisfaction for employees.
- The results of the study showed that (69.43%) of the study population believed that the level of management by facts in university colleges is medium to high. She indicated that university colleges rely in their decisions on facts rather than guesswork, as well as developing information systems that meet their information needs, and the decision-maker gets sufficient information at the right time, and the president provides his subordinates with the necessary information to perform the work.
- The results of the study showed that (69.93%) of the study population believe that the level of total quality management in university colleges is high. She indicated that the total quality management in university colleges in the Gaza governorates is generally comfortable in terms of senior management commitment to total quality management, organizational building, employee empowerment, continuous improvement, focus on beneficiaries, and management with facts.
- The results showed that there is a strong positive relationship between TQM (senior management commitment to total quality management; organizational structure; employee empowerment; continuous improvement; focus on beneficiaries; managing with facts) and achieving job quality (moral working conditions; wages and bonuses; benefits provided to employees; Handling complaints and grievances; Participating in decision-making) in university colleges. This result shows that the greater the interest on the part of university colleges in managing human resources, the higher the chances of achieving job quality.
- The results showed a statistically significant effect of the TQM variables (commitment of the top management to total quality management; organizational structure; empowering employees; continuous improvement; focusing on the beneficiaries; managing with facts) and achieving job quality (moral working conditions; wages and rewards; benefits provided. For employees; handling complaints and grievances; participating in decision-making) in university colleges.

Results Related To Job Quality Variables In University Colleges.

- The results of the study showed that (78.12%) of the study population believe that the level of moral working conditions in university colleges is high. The results showed that employees in university colleges in the Gaza governorates are satisfied with the clarity of their role in the colleges, and they are proud of their work, and they are linked by good relations with their colleagues at work.
- The results of the study showed that (64.32%) of the study population believed that the level of wages and bonuses in university colleges was somewhat average. The results showed that college employees feel wages are fair to some extent compared to what their colleagues and their counterparts get in other institutions.
- The results of the study showed that (55.29%) of the study population believe that the level of benefits provided to university college employees is weak. The results showed that there is a weakness in allocating various gyms and cafeterias to their employees, and there is also a weakness in the contribution of colleges in solving employees' economic problems, just as colleges do not provide subscriptions to clubs for their employees.
- The results of the study showed that (65.94%) of the study population believe that the level of handling complaints and grievances in university colleges is weak. The weakness is represented in the lack of efficiency and effectiveness of the complaints and grievance system. Faculties did not handle complaints and grievances in a transparent and fair manner. Colleges do not have a specialized committee to handle complaints and grievances, and colleges did not protect complainants from any arbitrary action against them.
- The results of the study showed that (60.42%) of the study population believe that the level of participation in decision-making in university colleges is to a certain extent. The results showed that employees participate in making decisions that

affect their work, and subordinate superiors are encouraged to participate in decision-making, and administrative leaders are keen to receive the opinions and suggestions of college employees.

- The results of the study showed that (63.30%) of the study population believe that the quality of job life in university colleges is somewhat average. The results showed that the quality of job life focuses on achieving a balance between the career and personal life of employees through integrated, planned and continuous operations that all departments within university colleges participate in, in line with the colleges' strategies and the goals and interests of employees.

Recommendations

In light of the study's theoretical framework, and the results obtained, researchers present the following recommendations:

Recommendations Related To Developing Factors And Variables Of Total Quality Management In University Colleges:

- 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 increase support for research and studies related to TQM in all its parts and take its recommendations and proposals.
- The necessity of developing quality departments in university colleges to activate the application of total quality management in university colleges and their departments in the academic and administrative fields.
- Every university college should have a quality guide that contributes to solving its fundamental problems and issues, consistent with its current conditions, and what it seeks in the future.
- Emphasizing the introduction of the approach to quality control, and comprehensive quality management to ensure the effectiveness of the internal and external efficiency of university colleges, and to replace new traditions and values in them to replace what is not compatible with the changes of the times.

Recommendations Related To Developing Factors And Variables Of Quality Of Career In University Colleges:

- The application of comprehensive quality and from there to the quality of job life through a short-term plan, and includes the dimensions of the quality of career life, provided that all employees in the colleges of all levels participate, so that the higher management bears an important aspect, which is the responsibility of planning and preparing with the participation of employees in the strategy, in addition to its implementation.
- Working to spread the quality of a positive job life among the employees within the colleges, by taking care to inform employees of all information, and not to withhold it from them with regard to goals and plans, which works to support commitment to the values and trends that university colleges seek to achieve to ensure the success of the application of the self-teamwork method Administration.
- The continuous pursuit of a general culture in university colleges that believes in new proposals and ideas for employees, especially those related to developing the quality of job life.
- University colleges should focus on programs that improve the quality of job life, such as: social welfare programs, occupational safety programs, and focus on empowering employees, as well as using the Kaizen method for continuous improvement.

Recommendations for the Ministry Of Education and Higher Education:

- The need for the Ministry of Education and Higher Education to develop the evaluation role of the National Authority for Accreditation, Quality and Quality of Higher Education Institutions to evaluate the performance of university colleges, to ensure the application of academic and administrative quality standards in colleges
- The assistance of quality and excellence experts should be sought in evaluating the application of Total Quality Management in the academic and administrative field in accordance with regional and global performance standards.
- Reconsidering traditional evaluation methods, adopting evaluation methods that are consistent with the philosophy and principles of total quality management, and developing a mechanism that colleges adopt to evaluate performance.
- Studying the possibility of implementing ISO standards in university colleges, and reviewing Arab and international experiences to benefit from them in the field of total quality management.
- Work to address the obstacles and develop legislations that limit the application of comprehensive quality management standards in Palestinian universities and colleges.

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