

T.C.  
UNIVERSITY OF GAZIANTEP  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
DEPARTMENT OF BUSINESS ADMINISTRATION

IMPACT OF STRATEGIC PLANNING ON THE  
APPLICATION OF PRINCIPLES OF TOTAL QUALITY  
MANAGEMENT: A CASE STUDY OF SALAHADDIN  
UNIVERSITY, ERBIL

**MASTER'S THESIS**

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GAZIANTEP  
APRIL 2017

T.C.  
GAZİANTEP ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
İŞLETME ANABİLİM DALI

**Stratejik Planlamanın Toplam Kalite Prensiplerinin Uygulaması Üzerine Etkisi:  
Salahaddin Üniversitesi, Erbil Örneği**

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Tez Savunma Tarihi: 24.04.2017

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**Impact of Strategic Planning on The Application of Principles of Total Quality  
Management: A Case Study of Salahaddin University, Erbil**

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Three horizontal lines with handwritten signatures in blue ink.

## ÖZET

### STRATEJİK PLANLAMANIN TOPLAM KALİTE PRENSİPLERİNİN UYGULAMASI ÜZERİNE ETKİSİ: SALAHADDİN ÜNİVERSİTESİ, ERBİL ÖRNEĞİ

TAHA, Azad Hussain  
Yüksek Lisans Tezi, İşletme ABD  
Tez Danışmanı: Doç. Dr. İbrahim Halil SEYREK  
Nisan 2017, 79 sayfa

Bu çalışmanın amacı, stratejik planlamanın Toplam Kalite Yönetimi (TKY) prensiplerinin uygulaması üzerine etkisini belirlemektir. Bu amaçla, Erbil'deki Salahaddin Üniversitesinin farklı bölümlerinde görev yapan 150 yöneticiden anket yoluyla veriler toplanmıştır. Toplanan veriler SPSS, Microsoft Excel ve SmartPLS yazılımları kullanılarak analiz edilmiştir. Analiz sonucunda stratejik planlamanın TKY prensipleri olan yönetsel liderlik, müşteri odaklılık, verilere dayalı karar verme, sürekli iyileştirme, eğitim ve çalışan katılımı üzerine olumlu etkileri olduğu görülmüştür.

**Anahtar Kelimeler:** Stratejik Planlama, Toplam Kalite Yönetimi, PLS-SEM

## ABSTRACT

### IMPACT OF STRATEGIC PLANNING ON THE APPLICATION OF PRINCIPLES OF TOTAL QUALITY MANAGEMENT: A CASE STUDY OF SALAHADDIN UNIVERSITY, ERBIL

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April 2017, 79 pages

This study aims to determine the impact of strategic planning on the application of principles of total quality management (TQM) by studying administrative leaders in some colleges of Salahaddin University, Erbil. For this purpose, a questionnaire was distributed to the 150 administrators from different departments of Salahaddin University. The collected data were analyzed by using SPSS, Microsoft Excel, and SmartPLS. As a result of the analyses, it was found that strategic planning has positive effects on the principles of TQM, namely administrative leadership, focus on customers, decisions based on facts, continuous improvement, training and education, and employee involvement.

**Key words:** Strategic Planning, Total Quality Management, PLS-SEM

## ACKNOWLEDGEMENTS

- Praise to Allah and peace and blessings be upon the last and final prophets and messengers and his family and his companions; the enlighten guidance.
- It is of my duty to show my gratitude, gratefulness and pride as I conclude this thesis to each and every one who assisted me to accomplish this modest effort.
- I shall start with my sincere thanks and appreciation to Assoc. Prof. Dr. İbrahim Halil SEYREK who oversaw this thesis. Dr. Ibrahim's guidance and valuable observations played a major role in the thesis in this final form; may Allah accepts his good deeds.
- Thanks and appreciation to the Faculty of Management and Economics/ Gaziantep University/Turkey and all staff of the department to facilitate the task and provide assistance and facilities in order to continue the scientific process.
- I am also pleased to convey my sincere thanks and gratitude to the teacher Mr. Faris Younis Shamsaddin to assist me in choosing the title of the thesis and providing continuous guidance and observations throughout conducting the thesis.
- Similarly, it is of my honor to present my thanks and appreciation to the Assistant Professor Dr. L. Sh Ahmad who conducted corrections of grammatical errors in the theoretical side.
- I am pleased to offer my thanks and appreciation to gentlemen who participated in questionnaire form ; their constructive remarks had big roles in achieving data collection tool in the practical side.
- Thanks and appreciation to the administrative leaders in colleges of Salahaddin University/Erbil study sample for their cooperation and facilitation for obtaining the required data for the task.

- As my thanks and appreciation go to my dear friend (Hussein Bakr Ibrahim) for his continuous assistance in terms of linguistic help for the completion of this thesis.
- I would also like to thank the Gaziantep University library staff for their profound cooperation with me to gain access to the resources easily.
- My thanks also go to the staff of Bardarash Technical Institute/ Duhok polytechnic University for their help with theoretical side of the thesis.
- And I show my pure thanks and appreciations to my family on the encouragement and support throughout the duration of the study and during the preparation of this letter , and especially my dear father (Hussain) who has always encouraged me financially and morally, and to my compassionate mother (Piroza) which has always prayed me well and success, and to my beloved wife (Mia'd) that have always been braced me and being patient in my absence during my study, and my dear brothers and sisters, which they always helped me in my study.
- Finally, I extend my thanks and appreciation to all who accept my thanks.

Azad Hussain TAHA

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. INTRODUCTION**

According to Jones (2010, 9) every university should have a strategic planning for its works, also the strategic planning becomes an importance action for bringing members of the university together to classify a common direction, as well as determining ways of measuring whether the institution is accomplishing its aims, the university should have strategic planning and quality assessment processes that ensure that the institution is moving in a strategic direction and that the quality of programs are [sic] being monitored and continuously improved, continuous improvement in strategic planning applications applies to both models and practices.

Goldman, & Salem ,(2015). Colleges and universities have diverse, and often lofty, goals—for example, they may aim to raise their institutional prestige or to engage more thoroughly with society, however, higher education institutions often face significant challenges in achieving those goals.

Strategic planning is a long term planning that takes into consideration the inside and outside variables, it determines sectors and scientific parts of the target, and answers this inquiry : Where we want to go?, the future visibility of the organization is taking into account, and the relationship and correlation between parts of the institution and its deferent actions, and the correlation among the institution and its climate, strategic planning is one of the requisite elements of strategic management and its different from the classical planning (Althimoor, 2011).

The study contains of five chapters: the introduction chapter which includes of introduction, the problem of the study, the importance of the research, study purpose, the research variables and model, and the hypothesis of the study. Chapter tow comprises of the literature review about the variables of the study, (strategic planning

and principles of total quality management ). Chapter three consists of material and methods of data gathering through the questionnaire and analysis it. While the components of chapter four are findings and analysis discussion the collected data through the SmartPLS-SEM technique. Finally, chapter five includes conclusion and suggestions about the findings.

### **1.1.1. Problem Statement**

Seeking Salahaddin University/Erbil for the expansion of inputs and process demands continual action to progress the performance of its activities, and to correlate them to their community, in order to achieve the better output, in a short time, and low cost.

The hardness linked with strategic planning in the education organizations have led to earnest managerial problem in the strategic planning activities in Erbil education organizations. This is because either the management (in Erbil education organizations) is not conscious of such hardness, don't have the requisite change management initiative to conquer such hardness, or most significantly, did not limit the outside and inside barricades to the planning activities. In addition, special properties of education organizations seem to reason the problems of managerial not constantly encountered in the other organizations.

Generally can be identified the research problem by asking the following questions:

RQ1- Do the Administrative Leaders in the colleges of Salahaddin University / Erbil have the information for the concept of strategic planning and its importance?

RQ2- Do the Administrative Leaders in the colleges of Salahaddin University / Erbil have a clear vision about the concept and principles of Total Quality Management and its importance?

RQ3- What is the nature and type of correlations and impact between strategic planning and total quality management principles of the Administrative Leaders in the colleges of Salahaddin University / Erbil?

### **1.1.2. The Importance of The Research**

The important of this research obtained from the significant of the application of the strategic planning and total quality management principles. The changes that surround universities from all sides and in every area, and the challenges and pressures that faced further enrich their knowledge of the concept of strategic planning and its steps, which may contribute to raising the level of managing performance in this aspect. The total quality management principles believed as one of the more significant material in gauging the efficiency of the universities action. Over the application of strategic planning and total quality management, the university can product effective and educational qualification student to work.

The importance of this research is an attempt to provide a scope and practical shows the relationship and impact between strategic planning and total quality management principles, So a link itself may constitute a modest add worthwhile then it can be well worth to the university library in the field of administration. On the practical side the importance of this study enables in an attempt to provide scientifically factual foundations that enable the sample to determine the strategic planning and total quality management principles.

### **1.1.3. The Research Purpose**

- 1- Provide the theory opinions of the Administrative Leaders in the colleges of Salahaddin University / Erbil for the concept of strategic planning and its importance.
- 2- Study the availability of Total Quality Management principles in Salahaddin University / Erbil.
- 3- Description and diagnosis of strategic planning in the surveyed university.
- 4- Description and diagnosis of TQM principles in the surveyed university.
- 5- Testing the correlation and effect between strategic planning and total quality management principles in Salahaddin University / Erbil.

### **1.1.4. The Study Variables and Model**

According to the study hypotheses the research includes two types of variables, as follows:

- 1- Independent variable: which it is Strategic Planning.

2- The dependent variable: Total Quality Management principles, and in turn, includes several principles are:

2-1- Leadership

2-2- Customer Focus

2-3- Employee Involvement

2-4- Continuous Improvement

2-5- Training and education

2-6- Decision based on facts

#### **1.1.5. The Research Model**

Methodological treatment of the problem of the study in the light of the theoretical framework and its field contents require design a model supposedly that refers to the linkage among the variables of the research, expression of temporary solutions that suggested by researcher to answer the questions that referring to it to the study problem, and the model of the study represents a set of hypotheses that were built based on:

- 1- Possibility of measuring each variable of the study variables.
- 2- Comprehensiveness of the model and the possibility of testing it.
- 3- Consistency of variables with the Iraqi environment characteristics and more specifically (Salahaddin University / Erbil),

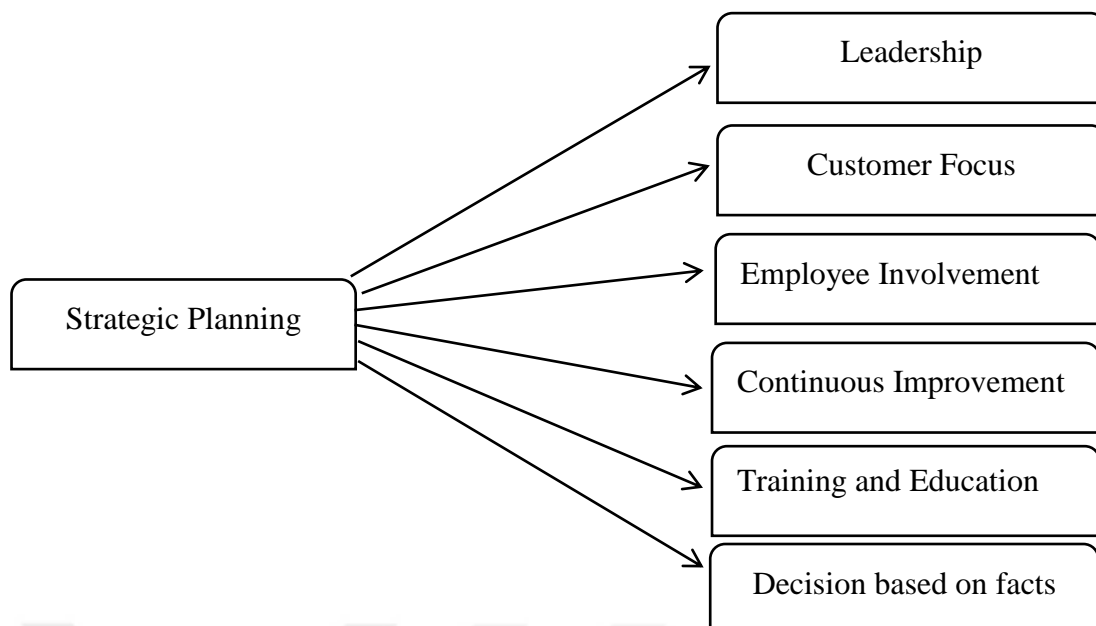


Figure 1. Research model

### 1.1.6. Research Hypotheses

The following main hypothesis and sub-hypotheses will be tested in the study:

H-main: Strategic planning has a positive effect on the principles of total quality management in the colleges of Salahaddin University, Erbil.

And branching out from this hypothesis, sub-hypotheses are as follows:

H1: Strategic planning has a positive effect on leadership in the colleges of Salahaddin University, Erbil.

H2: Strategic planning has a positive effect on customer focus in the colleges of Salahaddin University, Erbil.

H3: Strategic planning has a positive effect on employee involvement in the colleges of Salahaddin University, Erbil.

H4: Strategic planning has a positive effect on continuous improvement in the colleges of Salahaddin University, Erbil.



H5: Strategic planning has a positive effect on training and education in the colleges of Salahaddin University, Erbil.

H6: Strategic planning has a positive effect on decision making based on facts in the colleges of Salahaddin University, Erbil.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Strategic Planning**

Organizations often encounter quick and unexpected economic, financial, political, or technological changes. These factors directly affect organizations either positively or negatively. If organizations are not ready for quick changes, these factors will affect them negatively, and they may lose a productive opportunity by making poor decisions; but if organizations have prepared for change, these factors can affect them positively, and they may benefit as a result. The best solution for an organization to stand ready for unexpected changes is to formulate a strategic planning.

Abboa (2006, 93) sees that the strategic planning is the process of the development of the institution's task, objectives, plans and politics to the next point, then it is planning process, and a pre-measure that determines the path of the organization's future. According to Al-Shibli & Nsour (2009, 111) it contains the capacity to foretelling and compare among the self-capability of the institution and the chances or threats emerging from the external climate . Ahmed (2011, 96) Points that it is the perception of the desirable future, and the necessary means to attain. Alani (2010, 142) sees that sees that the strategic planning is a process that includes quality through which projects able to reach the final goals during the term of the plan, The full strategic plan for the project reflect the overall picture of the project situation before it starts operations activity and activated.

Higher education institutions in particular often face unexpected changes due to shifting external economic and political conditions. These are some of the best-prepared organizations in society because they can cope with these kinds of challenges. Their employees, such as college members, are highly educated, up to date in their knowledge, and responsible for bringing researchers' ideas to the

attention of their organizations. Higher education institutions guide many institutions and people; therefore, others trust and rely on the actions of such institutions. That is why these institutions, whether public or private, are important in society. Thus, they should prepare for rapid, unexpected changes by instituting strategic plans.

### **2.1.1. The Concept of Strategic Planning**

According to McGee (2006, 471) Strategic Planning "is the headmost point in initiating institutions change, as long as an essential component of business process re-engineering. It is an activities of determining and developing the points that should be possessed to realize an organizations defined goals " POKU (2012, 20) . Strategic planning "is a systematic and rational process which creates informed deliberate strategic options, namely strategies that relate to the future direction of the organization" Gillespie (2010, 35). According to Murphy (2011, 3) "It is a multidimensional, compound activities in the prospect to merge concerned domains of strategic management furthermore extend the framework and exacerbates the perplexity in measuring activities variables.

Alwaleed (2010, 67) defines strategic planning as a long term planning set by the senior management and focuses on the organization as a whole". Managers look at the organization as a total unit and ask themselves what can be done in the long term to achieve organizational goals. Ma'ruf (2009, 26) shows strategic planning as a long-term process in which the prescribed goals lead to recall current and complete materials path over a chains of steps beginning with scanning the stream status, diagnosing of the future vision and passing through quantitative and descriptive analysis of the intensity and impairment of the internal climate and the chances and dangers in the outside environment. Althimoor (2011, 35) defines strategic planning as an imaginary mental process for the selection of the organization's future stance relying on alterations in the environment and dealing the institution with it. Sumaidaie (2007, 29) defines strategic planning as process that includes prescribing a set of goals which are possible to implement in the light of various factors of the enterprise or organization. Khatib and Maayah (2009, 426) sees that it is the activities by which to imagine the future of the institution, and the process of developing the necessary means to achieve this future.

AbdulFattah (2007, 138) Shows that strategic planning is to imagine the outlook of the organization visions, design its task and specify its purposes in the long-range , and to limit the distances of the relations predicted among itself and its environment in order to participate to clarification of its opportunities and risks, and its special strengths and weaknesses, with a view to create strategic decisions influencing on the long range, reviewing them and evaluating them.

Bani Hamdan and Idriss (2009, 10) sees that it is a systematic process to determine the manner of the institution's transition from the current situation to the desired future. Althahir (2009, 74) points that strategic planning is a long-term formulations and strategic plans and policies that define or change the characteristics or the orientation of the organization. It includes decisions focused on setting goals and the change in those goals and resources arranged to achieve them and the policies governing the acquisition and use of these resources.

Assaf (2012, 468) sees strategic planning as decisions that have impact on the future, and as a constant and changing process, with management philosophy, integrated system (structures and budgets, systems and executive programs and procedures. Stock and Lambert (2009, 898) explain a strategic planning as "a group of guidance which keeps the track of the operating plan to achieve the goals". Sumaidaie and Yousuf (2011, 155) defines strategic planning as a process that includes a range of targets possible to be implemented in the light of impact of various factors on the project.

Assaf (2012, 468) sees that strategic planning is a process or set of processes by which plans of the company are developed in the long extent in order to effectively take advantage of the chances and impendence from the outside climate and exploited in the light of the strengths and weaknesses points of the inside climate of the organization.

It is continuous process to make the decisions of the organization of work at the present time in a systematic way with the great knowledge of these decisions future and organize the effort required to implement and measure their results by expectations through feedback (AbdulFattah 2007, 138).

Based on above definitions, Researcher believes that strategic planning is a long-term plan set by senior management. It includes a range of targets possible to implement concerning important matters in the organization by which to imagine the future of the organization, and the process of developing the necessary means to achieve this future, and its a general plan to facilitate the success of the management process, and provides a planner or the management with a clear vision of what we want to achieve and how to achieve it long with the daily plans and activities, besides its all the gauged pursued at tuning goals workable from an environmental scene and in the illumination of monetary and human resources obtainable and given the settled priority. It is a planning process based on a realistic and deep understanding to what is going on in the internal environment of the organization and trying to identify the strengths and weaknesses, understand the external environment of the organization and trying to identify the opportunities and risks involved.

Strategic planning includes all specified activities for the implementation of the goals and how to harness the resources necessary to implement these goals and accomplish them and it includes both the company's mission and future direction in the short and long term toward achieving the goals, performance and strategy drawn for operation. It also includes competitive moves and tendencies of internal work to achieve business results targeted.

### **2.1.2. The Importance of Strategic Planning**

The researcher have touched on many writers and researchers the importance of strategic planning, some may deepen so much about the effectiveness of this type of planning strategic planning is an important process consumes resources of all organizations and activities of the organization. Despite the confusing nature of strategic planning process the importance which researchers derived outweigh the resulting difficulties.

"A strategic plan can be very important in times of institutional disequilibrium and changeable climate, dependence on strategic plan can help companies in depend on the cooperative values, tasks, and visibility in taking decision" (Metheny, 2011, p. 22). According to Aldejwi (2014, P.21) the strategic

plan directs organizations to a specific planned path, thus every organization should create a strategic plan to deal with unforeseen situations.

Al-Assaf & others (2012, P. 469) refer that the importance of strategic planning are the following: 1-Visibility and determine goals, 2- Optimal utilization of resources and potentialities, 3- Achieving integration and coordination, 4- Setting priorities in accordance with the requirements, 5- Controlling problems, reducing of the expected risks. "Evaluating the universities' operational processes, reviewing their internal structures, accelerating to make the right decisions, facilitating communication within the universities, and increasing the universities' performances are some of the significant functions of a strategic plan as well as its benefits" (Jones,2010, P.9).

Althimoor (2011, 36) sees that the importance of strategic planning are the following: the shape and expansion of the institution's mission and goals, to identify and guide the work of the company track, select and shape strategic objectives and aims of the company, limit and supply improved performance demands, and obtain the development and growth of the company. In addition, it is confirmation from correlating strategic goals to the ambitions and goals of the money owners and great administration by interests of the members of the organization (the effectiveness of strategic management), and direct material and potential economic uses, to orientation study efforts to improve the institution's execution and strengthen its competitive placement, to guarantee linkage among the organization's mission and objectives and which it is position from the policies, principles and arrangements of the work. Whilst Shaer (2007, 50) sees that the importance of strategic planning lies in its focus on the effective link between the educational organization and the environment surrounding a manner that ensures its success in achieving its mission, to achieve this success, the organization must do examine this environment and evaluate it in order to see the change and potential in the social, economic, political and technical areas, and require knowledge of the environment familiar with modern and contemporary in progress and knowledge of the methods in ways that examine the organization's mission and objectives and programs, as well as knowledge of the effectiveness and efficiency elements, which leads the organization's mission. As know its significance in the limitation and framing of

the substance matters, the strategic orientations of the institution's education is the foundation for directing operations and administrative functions, and in ranching consciousness of the change in the external climate, and seeks to develop a unique way of thinking that takes into account the organization foreign capabilities and opportunities message in front of the organization and it emphasizes the importance of time and vertical integration among the different steps of the organization, and horizontal integration between the different functions that performed, and provides the desired shape of the continuous guidance of the collective efforts of the institutions of education.

Ahmed (2011, 96) sees that the significant of strategic planning becomes the company to gain a competitive edge in the market requires them to adapt to the changes that occur in these markets and require a plan that should be taken into account.

Sumaidaie & Joseph (2011, 157) indicate that the importance of strategic planning are the followings:

- 1- Strategic planning provides the circumstances of associated work of the subject targets and future directions for the activities of the service organization circumstances.
- 2- Strategic Planning provides clear criteria for measuring current performance.
- 3- Standardization to adjust future performance in accordance with the strategic directions planned.

Siyam (2010, 19) indicates a collection of items that represent the importance of strategic planning for the organizations as follows:

- 1- It clarify the scope and orientation that leads and helps the management of the organization.
- 2- It sets a visibility and a mutual objectives for all workers of the organization.
- 3- It raises obligation to the company and its aims .

- 4- It improves the services quality provided to consumers and procedures of gauging these services.
- 5- It raises the possibility of provide support and expansion of peoples .
- 6- It identifies priorities and required resources.
- 7- It increases the ability to deal with external risks.
- 8- It assists in crisis management.

Atallah (2005, 37) sees that strategic planning has significant importance for different institutions and organization sustainability and success. This importance can be summarized as follows:

- 1- Streamlining decision making in the management process and the control of resource management availability, and adjust the process of allocation and maximize return.
- 2- Influence effectively in product and market and maximize leadership or administration in dealing with aspects of technology, rather than being a random decision and response to the proceedings .
- 3- Harmony among the different parts of actions and obligation to the objectives that set by administration.
- 4- Interaction and constructive dialogue between the three administrative levels in the upper, middle and lower management, in the future of the organization and ways to continue its success and development.
- 5- Reducing the negative effects of the circumstances surrounding that work to increase efficiency and effectiveness.
- 6- Strategic planning is a limiting factor for the organization's share in the market and product quality , the size of profit and fame of regulation ; therefore the ability to achieve efficiency , growth and adjust and then continue and lasting success.

The importance of strategic planning is the followings : Improving the performance of the organization, and solving the major problems facing the organization and promote forward thinking within the organization and maintaining the continuity of the organization, despite the lack of resources and bring the attention



of financiers and meet their requirements Althimoor (2011, 36).

According to Abu Halima (2013, P.5) strategic planning is concerned with changes in capacity and strategic tasks, strategic planning assistances to improve obvious concept about the company, and that in twist inspire potential the drafting of plans and activities that bring the organization closer to its objectives, the strategic planning directors of pain can face and deal with environmental changes, any properly environment with rapid change which operate their organizations.

Based on the above, the researcher supposes that the importance of strategic planning are as follows:

- 1- Strategic planning achieves optimal use of resources and capabilities to achieve integration and coordination between them.
- 2- Visibility and identifying strategic objectives of the institution.
- 3- The structure and expansion of the institution's mission.
- 4- Identifying and providing improved performance requirements and strengthening the organization's position.
- 5- Achieving coordination between the various aspects of the activity.
- 6- Empowerment of the face of future changes.
- 7- Leading to improve the quality of decisions taken by the organization.

The strategic planning is concerned with changes in ability and strategic actions. Is helping to expansion a evident concept about the company, which in turn inspire it potential to shape plans and actions that get the company to its objectives. Strategic planning authorize managers to cope with environmental changes and to deal with it.

### **2.1.3. Benefits of Strategic Planning**

Strategic planning rely on the visibility over the sequential steps, it excludes the confusion and decrease potential squeezes, over the evaluation of these steps, and the detection of mistakes at the determination they happen (Metheny, (2011).

Strategic planning strengthens self-dependability, and works to start new thought absent from the planning group, particularly if the stages are obtained (Gates, 2010).

Human feeling of accomplishment, especially in the event of the success of the plan, the achievement is a key incentive for continued success on scientific and wise basis (Malunga, 2003). Strategic planning works to discover the errors; which person feels the necessity of deep thinking about the importance of life and the many tools to achieve better results, at the lowest possible cost (ATOW-ZAHIR, 2012).

Shahin (2011, 26 ) sees that Organizations fascinating in strategic planning package efficiently with quickly changing states and answer wisely to rising or lessening demands, in other points become good managed.

Many researchers in the domain have confirmed the positive linkage that exists among well-managed companies and good performing companies Coggburn and Schneider (2003, P.206).

According to Al-Nasser (2003, 44) strategic planning has the following benefits:

- 1- The clarity of future vision and make strategic decisions.
- 2- Environmental interaction over the long term.
- 3- Strengthening the competitive position.
- 4- The ability to bring about change.
- 5- The allocation of resources and possibilities in an effective manner.

According to Kettle (2002) more of the matters locate in public sector organizations stretch behind organizational outlines. It is the mutual relations that occur among public sector companies and/or among the public and private sectors that must be managed good to promote the activities of the societal program. With using strategic planning, public sector companies can best manage the connection with other existence in the program of public organizations. Dutton, Frost, Worline, Lilius, and Kanov (2002, P.54) indicate that certain cases suggest possession off a

official strategic planning potential such as recall leadership situations, regaining from a cash influx pulverization.

According to Aldejwi (2014, 269) to overcome this lack of understanding about the benefits of strategic planning, strategic planning committee members should allow internal stakeholders to participate in developing the strategic plan; this may include all levels of employees. Nolasco (2011, P.5) sees that "the most important benefit of strategic planning is the impact it will make on students benefitting from services offered through these educational institutions". A planning and evaluation system must be in place for colleges to be accredited, for this reason, education would benefit from effective strategic planning (Western, 2009). A good-developed activities and strategic plan can provide the benefit of settlement in a disorderly environment, whilst safeguard the university's capability to occur merit of unplanned chances (Goldman, & Salem, 2015, P.5). According to Tromp and Ruben (2010) strategic planning pains benefit from obvious, official processes. MABUELA (2015, P.28) agrees that the well strategic planning is fantastic, yet pragmatic, notions are scouted and set out obviously, but they do not driftage off into imagination land. According to Bryson (2004) that in the situation of strategic management, strategic planning is recognized for developing relationship, and participation in a company, decreasing conflicts linked to the distribution of exchequer and developing chance decision-making.

According to Zeiba (2014, 37) strategic planning has a set of benefits, they are as follows:

- 1- Integrated work teams are built ,as they determine the framework and competition.
- 2- It explains and shows the future threats and opportunities.
- 3- The planning and its operations are counted as a road chart to success, over the identification of task and the totalitarian orientation of the institution.
- 4- Developing ways are problem resolving and improving decision-taking styles .
- 5- Communicating and exchanging of the knowledge of the goals between institution members.

Based on the above, researcher believes that the benefits of strategic planning are:

- 1- Strategic planning can improve/ develop the systematic and overall performance of the organization. It supply the appropriate ground to measurement the execution of the institution, where setting out clear standard for gauging performance depending on the specify goals that adopted in the strategic plan of the company. It helps to observe the implementation and evaluating the results in an effective way.
- 2- Strategic planning provides a perfect ground to construct a complete communications between units and different departments in the organization, and it uses to achieve a better coordination between different activities, fulfilling the integration and coordination among institution's components, focusing on the importance of all workers' participation and cooperation in decision-making, providing the senior management with information in order to take the best decisions, and supporting the process of the organized management in general. It emphasizes on the institutional building, team-working and unifying the efforts. It makes the development and thinking as a continuous process and not only in the present-day, setting the general properties of the institution, then focusing on these priorities, we see that the priorities of the institution differ from one stage to another depending on the prevailing conditions of each stage.
- 3- Strategic planning creates a general feeling among workers in the institution to take part in determining the objectives and hence it leads to enhancing morale and increasing the satisfaction of the workers and their allegiance to the institution, as when workers participate in working out the strategic plan of the institution, that leads to create a sense of satisfaction and impel them exerting their efforts to achieve the designed goals. Then the internal customer (workers) will comprehend the future orientations of the institution.
- 4- The analysis process of the inside and outside environment help the institution to predict the expected variables that will take place in the future, consequently, to take the preventive measurements that help to reduce the

hazardous degree that may occur in the presence of these variables, then the success will be ensured in achieving the objectives as a part of changing the environmental considerations.

- 5- The perfect usage of resources and capabilities which gives managers the capability to recognize the available purse, job, superiority in these purse, and it also gives the managers the capability to be owners of possessing a inventive notions, and efficient beginnings to develop the future vision of the organization by revealing the reality and potentials of the organization and its available resources and make the way by which the problems and future opportunities of the organization can be predicted. Providing the workers with obvious goals and instructions for the future of the institution.

#### **2.1.4. Steps of Strategic Planning Process**

"To practice strategic planning efficiently that requires clarifying the process of strategic planning (planning the plan), and this leads better to understanding the entirety of strategic planning process" (Alotaibi, 2013, P.30).

Strategic planning process have the following steps: (CDC, 2008,19)  
[www.cdc.gov/healthyyouth/evaluation](http://www.cdc.gov/healthyyouth/evaluation)

Step 1: Preparation

Step 2: Assess:

Step 3: Create

Step 4: Communicate:

Step 5: Implementation

Step 6: Evaluation:

Grant (2003) sees that the "strategic planning processes includes aspects of assessing consumer needs, and competitors' activities, plus environmental and market trends. The strengths, weaknesses, goals and objectives of the organisation must also be included. All these are defined and analysed in order to choose and make the derived strategy into a plan".

Strategic planning activities are reasonably considered for by organizational alert and solid in the standard and public context that promote alert to request legitimacy (Dacin, Oliver et al. 2007). The strategic planning process is mainly conducted by the planning group that assortment the activities and proceeds the necessary anatomy (Wulf & others, 2010, 29).

The strategic planning process can be described through ten key steps (Milanović, 2010, 12):

- 1- Strategic planning elaboration: entrants, institution and connection.
- 2- Strategic scope.
- 3- Qualifier of the delegation, visibility and goals .
- 4- Case analysis.
- 5- Strategic Matter and strategic aims.
- 6- Strategic agenda.
- 7- Definition of the costs and connect the strategic planning process to the budgeting operations.
- 8- Control and valuation signals.
- 9- Limit standard to be used to determine priority actions: prioritization.
- 10- Improving activity plans.

The following figure shows the steps of strategic planning.

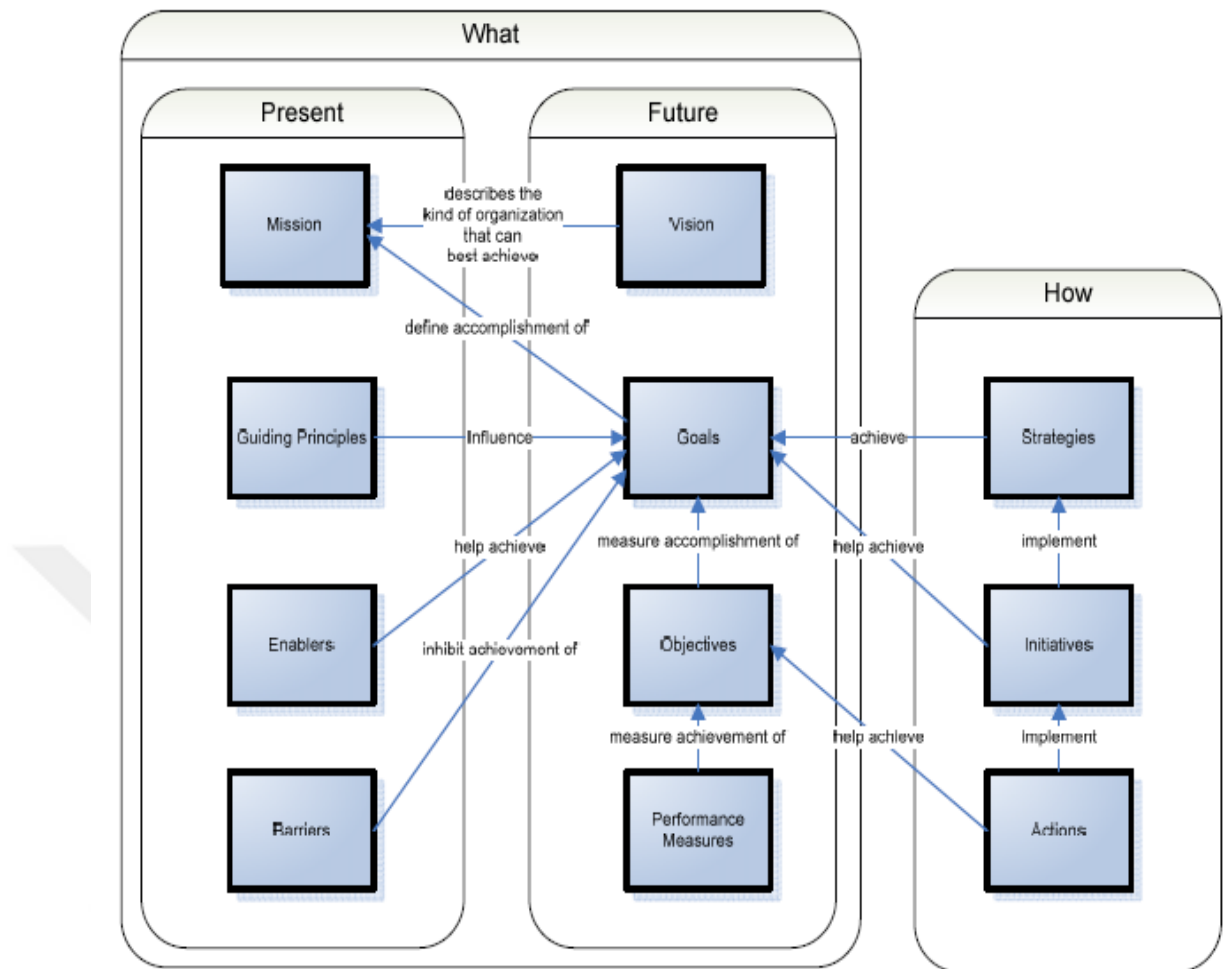


Figure 2. The steps of strategic planning

Gates, Linda Parker, (2010), Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, P:4, Carnegie Mellon University, U.S.

Alani (2010, 151) refers that the strategic planning process are the tasks of the following: The first task: strategy formulation and goals, the second: diagnosis of the threats and opportunities, the third: assessing the strengths and weaknesses, the fourth: generating alternative strategies, the fifth: build a strategic plan, the sixth: build tactical plans, the seventh: monitor and evaluate the results, and the eighth: Repeat the planning process.

From the above steps, the researcher believes that the steps for strategic planning process is the followings:

- 1- Strategic vision: Is the future path for the organization that determines the view aimed to achieve by the organization and the quality of capacities and abilities planned for development and the vision must not contradict the mission statement and the aim of the organization. It is focused on the form, what can be achieved and what are the problems of the organization during the achievements of the goals.
- 2- Strategic Message: The presence of any organization is connected to a certain message that attempts to achieve it. The message principals are based on the values of the founders and the environment working in it as well as the communities that belong to it. The message is the objective and the reason of the presence of the organization in a certain environment. It is also a written document that represents the constitution of the organization and it is the main guide of all decisions and efforts and it covers mainly along term.
- 3- The strategic goals and the objectives: Goals determine the orientations of the organization, and reflect their ability to interact with their environment. The goals of a major role in the issuance of strategic decision, and clarify their priorities and their importance, that contribute to the objectives in the evaluation of the institution's performance and identify growth rates, and then the organization need to have a clear, fair, objective and achievable goals.
- 4- Strategic analysis of the environment: The internal climate orderly to determination the more significant strengths and weaknesses in the institutionion.
- 5- Strategic option: It is the stage which follows the process of environmental analysis, as a reference in the sequential and interlinked process steps which offers the strategic alternatives and determine the best of them, according to criteria determined by the option itself which mainly depends on the results of environmental analysis mentioned in the previous steps.



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

Many commercial, industrial and public sector organizations face a changing environment and have to respond to complex changes. One of the alternatives is adopting the TQM approach (Kovrigaro, 2002, p:77). (TQM) encompass the implementation of principles of quality management to all parts of the company, inclusive consumers and suppliers, and their incorporation with the opener business activities (Oluwatoyin, & Oluseun, 2008, p:7). Efficient application of total quality management (TQM) in institutions has become a significant wotty to the workforce comprehensive consumers, workers, professionals and gainful institutions who are serving directly or indirectly in the company, Total Quality Management as a administration method of a company which is settled on quality in which all its workforce is implicated to ensure institutional expansion and long-rang success (Suleman, & Gul, 2015, p.123).

TQM as a administration paradigm has been accepted by many companies concetning the world. TQM is an organization that attempts to make the structures, procedures, customs, behavior and even their infrastructure in order to maintain customer satisfaction, coupled with the emphasis on compatibility, quality improvement and organizational competitiveness improvement (Taleghani, & others, 2013, p: 627).

### **2.2.1. The Concept of TQM**

Omachonu, & Ross (2005, P:5) indicate that the total quality management is based on issue of notions, it means thought around quality in expression of all activities of the companies, a beginning-to-ending activities that consolidate interrelated activities at all stages, it is a system tactic that count every interaction among the deferent elements of the company. "Total quality management is a quality control method that seeks continuous improvement by involving everyone from top management to the entry level employee in identifying and then improving job functions" (Geddes, 2007, p: 21).

Antonaros (2010, p: 17) refers that the TQM is a meaning of constant quality development that harvests overall customer goodwill, and therefore a long rang institutional viability, it physician historically employ principles of total quality

management is a potential to locate solution that prohibit procedural or activities limited error, it hand over overall customer satisfaction over promoted quality.

TQM is a constantly activities that purposes at quality development in all activities and actions in the company (Parast, 2006, p:9). "It is a wide and adaption expression that is often specifically changed to gather the objectives of the company that is application a TQM program (Cornelison, 2013, p:9). "TQM notion, as improved by the quality guru is an incorporated management philosophy and group of exercise that has an institution-abroad focus on quality BALDWIN (2002), p:15). TQM is a valuable tool when used in combination with creating a culture in which staff and students experience a sense of belonging, where differences and creativity are valued and celebrated, and where the pursuit of excellence in learning applies to all (Grumdahl, 2010, p:144). Total Quality Management (TQM) is one significant school renewal approach being implemented by educational leaders in an effort to replicate the positive results seen in business (Hernandez, 2001, p:1).

Total Quality Management concept has been successfully used to achieve Organizational Competitiveness. Alignment of the TQM program and processes with the business objectives of the company is an implicit demand for the prosperity of TQM, further, lack of proper understanding, and acceptance of TQM concepts by the firm's organization, are primary reasons for unsuccessful TQM implementation (Gonsalves, 2002, p: 21).

TQM is a connotation based on constantly development in the performance of operations in an institution and in the quality of the outputs that are the products of those operation, it is also a inclusive management method that repair horizontally over an company, involving every departments and workers and prolongation backward and forward to contain both suppliers and customers (Ngambi, & Nkemkiafu, 2015, p:69-70). TQM is a process designed to continuously develop the quality of a product or service (Steiskal, 2002, p:26).

TQM "is an tactic which includes continuous improvement by every employees in the company, it is a principle that include the mutual collaboration of every one which aids the business operations of an institution and it includes all the

stakeholders of an institution (Oluwatoyin, & Oluseun, 2008, p:8). TQM is a device of management activities over the company, geared to guarantee the institution continuously meets and override customer demands, TQM spaces strong focus on operations measurement and monitoring as means of constant improvement (Dam, 2010, p:9).

Based on the above, the researcher sees that the TQM is a overall and integrated system whereby can assemble work of the various units within the organization or entity that operate in the quality improvement areas, to ensure the production of appropriate products to satisfy consumer desires and by the lowest costs.

### **2.2.2. The Importance of TQM**

"An important aspect of TQM is the transformation of the organization towards a more productive and successful enterprise" (Sladek-Maharg, 2006, p:15).

AKINCI (2011, p:18) sees that more organizations concentrate on particular aspect such as quality management programs or statistical operations control, however others occupy a holistic tactic and apply TQM programs through all the key aspects.

ENG, & YUSOF (2003, P:64) Explain that money essentials and activities of TQM may vary between companies and institutions, but there is an unanimous endorsement as to the significance of leadership by top management when applying TQM. This demands administration actively to take part in quality transformation.

According to Şen (2008, p: 12) leadership is a very important factor in the successful TQM implementation and it is different from administration. lack of top management's backing, obligation and leadership are the three more significant partition to TQM application (Polat, & others, 2011, p:1115).

According to KURT (2006, p: 3) Total Quality Management is known as significant administration philosophy and is vastly used in manufacture, which it has been utilized more successfully in the expansion and acquisition of framework such as satellite and aerostat to preparing controller performance notices.

Deros, & others (2009, p:15) one significant part of TQM that is great administration responsibilities and participation in supplying top-down shortened and long expression support was utilised as a parameter to determine their stage of awareness and conduct towards the significance of application TQM in small and medium companies.

According to Milosan (2014, p:59) Training systems are significant in making and maintaining an environment for quality development, to:

- 1- Know the significance of client satisfaction and the company laboratory goals .
- 2- Be capable to participate effectively to the constantly improvement programs.

GOH (2000, p:153) sees that the TQM is most than approach issues correlating to the quality of outputs and operations, it is a management procedures involving all employees in the company working together to constantly develop all part of the institution's quality to obtain customer contentment.

Loughlin, (2008, p:8) refers that in an institution it is significant to focus the need of group, TQM is an every in action, requiring every employee to work individually and as a group.

According to al-Azzawi (2005, p:34) the importance of TQM is :

- 1- Focuses on the customers needs and markets so that it can meet the requirements of customers.
- 2- Achieve high performance for quality in all job sites and non economic it on the goods and services .
- 3- Doing a series of necessary measures to accomplish the quality of performance.

- 4- Continuous examination of all operations and exclude the secondary activities in the output of good and provision of services.
- 5- The verification of the project's need for improve and develop performance measures.
- 6- Interest in work teams to solve problems and improve processes to achieve zero defects.
- 7- Develop communication procedures to complete the work in good and distinct way.
- 8- Continuous review of the conduct of operations to develop a continuous improvement strategy to forever.

Based on the above, the researcher sees that the importance of TQM is being a comprehensive tactic to alteration rather than being a system that follows the code of methods in form of procedures and decisions and committing to it by any organization shows its ability to change the behavior of its staff toward the concept of the quality. Furthermore, applying it by an organization means it is looking at its activities as a whole so as to compose the quality in the final result yielding from cooperative efforts by its internal costumers and external.

### **2.2.3. Benefits of TQM**

According to Al-Ettayem, & Al-Zu"bi (2015, p:79) during the last couple of decades, the (TQM) has benefited companies by developing quality of outputs (goods and services), helping to supply outstanding quality outputs to their customers, and promoting and growing a company's performance. AL-AMRI (2012, p: 4) sees that the awareness to quality management in higher education does not define that it plans to create the education organizations, particularly universities, businesses, or firm plan to dual the gains to develop their outputs.

"The benefits of TQM are below: (Rokke, 2013, p: 12)

- 1- Quality Improvements: The first underlying benefit of TQM may seem obvious until one begins to try to define this benefit.
- 2- Increased productivity:
- 3- Increased Profitability and Market Share: quality affects a firms market share.

- 4- Greater Customer Satisfaction and Competitive Advantage: customers mean quality and, in transformation, quality makes customer satisfaction that leads to a developed competitive status. Interestingly, there are strong ties between customer satisfaction and the other benefits of TQM".

According to Dam (2010, p:10) "The TQM benefits are in the follow:

- 1- Develops reputation- faults and issues are speckled and sorted rapidly (zero defects).
- 2- Higher employee spirit– employees motivated by additional responsibility, team work and climate in decisions of TQM.
- 3- Fewer costs – lessening waste and lower defective outputs.
- 4- Quality Control inspectors.
- 5- Supply an precious problem-disband instrument for managers and supervisors to useful.

Hoonakker, & others (2010, p:954) refers that the total stimulus for applying TQM remains basically the same through a term of three years, and that more companies know the benefits of TQM application, the procedures and effectiveness of applying TQM.

Quality promotes customer allegiance over satisfaction; this in transition can create quick business and lead to the appeal of new consumers over positive term of mouth, the term of mouth correlation will supply in cost lowering (Oluwatoyin, & Oluseun, 2008, p:15).

Based on the above, the researcher believes that total quality management is the doctrine or acquaint inherent and comprehensive in the leadership technique and the operation for an organization, with the aim of continuous improvement in performance in the long term through condensation on customers needs and anticipation without omission the shareholders requirements and all other stakeholders requirements.

TQM is the improvement and keeping of the institution's prospect for quality improving constantly, and gather the demands of the beneficiary, as well as

studying for the quality and its implementation in each appearance of active, beginning from the determination of the beneficiary necessarily and ending with knowing the degree of the beneficiaries satisfaction on the services or products that retired to him.

#### 2.2.4. The Principles of TQM

Table 1 shows the views of writers and researchers on the principles of total quality management:

Table 1. Views of writers and researchers on the principles of TQM

N	Author/Researcher	Year , Page	Principles
1	SHOSHAN	2016 , 13	Leadership (Management's Commitment), Customer Focus, Focus on Facts, Continuous Improvements, & Everybody's Participation
2	BAGCI	2009 , 20	TQM Leadership, & The Quality Culture
3	Yeh	2011 , 29	Leaderships, employee satisfaction, Involvement of Employees, Training and development, and Focus on Customer.
4	ERIKSSON	2002 , 8	Focus Customer, Decisions Base on Fact, Processes Focus, Continuously Improvement, every body be Committed, & Top Management Commitment
5	Jorgensen, & Nielsen	2013, 17	Top management, Supplier quality, People involvement, focus on Customer, Process, & Quality data
6	AL-AMRI	2012, 19	Top Management Leadership and Support, Strategic Quality Planning, Focus on the Customer, Measurement and Analysis, Commitment to Training and Recognition, Employee Empowerment and Teamwork, & Quality Assurance
7	Ngambi, & Nkemkiafu	2015, 74	Management's commitment (leadership), Focus on the customer and the employee, Focus on facts, Continuous improvements, & Everybody's

			participation
8	Hernandez,	2001 , 27	employee involvement, training, focus on customer, constantly improvement, use of hard data for solutions, programs thinking, and groups
9	al-Azzawi,	2005, 59	Strategic planning, attribution and support, participation of workers in operations, continuous improvement, making decisions based on facts, customer satisfaction, and training and development

#### 2.2.4.1. Leadership

Aized (2012, p:226) explains that through the application operations of TQM, the top management must game a major role, the top management must be a educate, to teach and effect the employees. According to Kubr (2002, P:470) the leadership should be obligated to the TQM and be the lead impose of it by creating visions that will gather the company from its stream situation to where it needs to be, top management should clearly appoint that activities will develop quality they cannot representative. BAĞCI (2009, p:21) sees that the successful of TQM depends heavily on the top management and the successful of the top management depends on his/her obligate to TQM philosophy and its application.

Gonzalez (2002, p:154) sees that the Leadership is as the following figure:

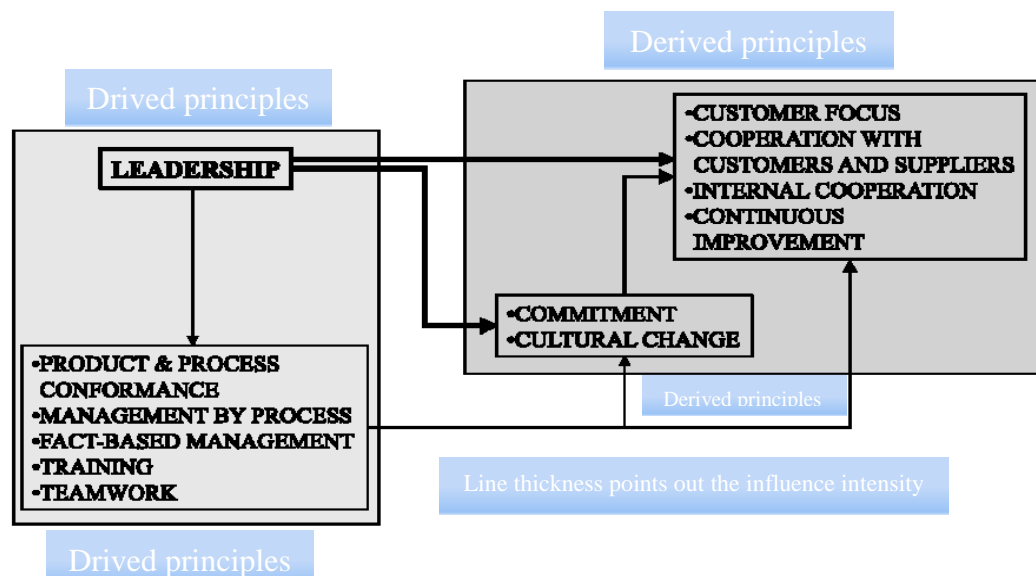


Figure 3. TQM principles and the importance of leadership



Gonzalez, Toma's F., & Guillen, Manuel, (2002), Leadership ethical dimension: a requirement in TQM implementation, The TQM Magazine, Volume 14. Number 3, p:154. <http://www.emeraldinsight.com/researchregisters>)

Leaders make a new climate in the institution by their inter - personal relations and effectiveness that encompass others in the alternatives initiative (Deepika, & others, 2016, P:49).

The researcher believes that Leadership in the meaning of TQM means the capability to encourage employees and improve them to have the wish and the capability to achieve the objectives. There is an appropriate pattern leading to apply the idea of TQM in a better way. It is a leadership pattern that aims to work as a team spirit. Through participation, teamwork and team building, leadership pattern gives high attention to each work and production, and concern for achievement the satisfaction of the employees and the development of good relations with them, beside cares about the human elements, production and use of technology, the development of the organizational structure. Therefore maximize the outputs that meet the interests of both the individuals and institution.

#### **2.2.4.2. Focus on Customer**

Paramount significant of supplying outputs that perfect customer wants, needs company broad focus on customers (AKARSU, 2006, p:10). Customer focus hold the business knowing of the alterations taking site in its climate and suplyd the information wanted to adapt the output (Ngambi, & Nkemkiafu, 2015, p:70).

Sladek-Maharg (2006, p:74) sees that "the examined companies exhibited a strong sense of customer focus and listened to the voice of the customer". "Businesses aligned processes and incentive systems to serve customers and to achieve customer satisfaction. Survival of organizations depends on their customers" (SHOSHAN, 2016, p:14).

Because customer focus is a substantial part of any total quality management potential, a classification system involves three classes (1) not gathering customer notion, (2) gathering them, and (3) onward override them is simple to applied (Omachonu, & Ross, 2005, P:79). According to Oluseun, & Oluwatoyin (2008, P:13) TQM requires companies to improve a focus on customers process operational and at the same period obligating the exchequer that status customers and gathering their notions as a savings to the financial wellbeing of the company.

Depends on the above, the researcher sees that the customer focus is considered as one of the significant pillars over that the implementation of TQM its capability and its customers to answer rappedly to their continuously-changing wants and requirements, as well as supply outputs that exceed or satisfies their anticipation.

#### **2.2.4.3. Employee Involvement**

Focus on customer and continuous improvement are better obtained by cooperation everywhere an institution as well as with customers and suppliers (AKARSU, 2006, p:10). The involvement of all employees at all stages contenting the adaptability of a strategic opinion for management quality, focusing on banning problems previously they happen requires notice to eliminate existing partitions (ÖZTÜRK, 2014, p: 16).

Deming supposed that involvement and partnership of workers at all stags is a should to develop the quality of the stream and future output or service (Talib, & others, 2010, P:119).

Everybody's participation is achieved by the involvement and empowerment of all employees in an organization, involvement means regarding every employee as a unique human being and involving him/her in the decision-making process (SHOSHAN, 2016, p:16).

According to Robbins (2006) the involvement of employees is a an engage procedures that useful the input of workers to riase their obligation to the institution's success.

Kovrigaro (2002, p:89) sees that the involvement of employees is a procedure for engaging members of an institution to take decisions and to solving problems suitable to their stages in the company. "Employee involvement initiatives empower lower level organizational members to make decisions and take action on problems influencing their work area" (Antonaros, 2010, p:68).

From the above, researcher pointed out that the employee involvement requires training on teamwork mechanisms, increased job satisfaction and belonging, and easily solve problems, and strengthening communication between individuals, and exchanging of experiences to solve problems, and making a more rational decision. The teamwork is an important matter achievement in the implementation of TQM in the organization which is called team spirit, as the team consists of a number of members to achieve a certain goal.

#### **2.2.4.4. Continuous Improvement**

Continuous customer satisfaction can be amount it only over relentless development of procedures that make products and services (Akarsu, 2006, p:10). Hurst (2002, p:81) thinks that total quality is something like a focus on continuous improvement that involves people throughout the organization with an emphasis on customer satisfaction, that it is a long term process to get there. It can be say that TQM gains customer satisfaction and preserves it over continuous improvement in an institution (Vinayan, 2012, p:38).

Kokfeilian ( 2001, 7) sees the Continuous Improvement as the process of never-ending improvement of a product or service based on measurement and analysis of data . "TQM is a quality control tactic that seeks continuous improvement by involving everyone from top management to the entry level employee in identifying and then improving job functions" (Geddes, 2007, P:21).

According to Antonaros (2010, p:18) using continuous improvement methods, total quality management enhances products and services through process and procedural developments, therefore, TQM is a continuous improvement program designed to enhance the total customer experience, resulting in total customer satisfaction.

The researcher supposes that the Total Quality Management needs the continuous improvement activities for process, services, and execution and without stopping, so it must adopt the politics of the institution, its framework and employeering styles on the base of engage and supporting the development and improvement process to provide always the better, the development and improvement liability of evertone who work in the company as heads and employees and in the all institutional stages .

#### **2.2.4.5. Training and Education**

Deming states that training should be overall reconstruction, and that administration necessarily training to know about the institution, every ways from arriving materiality to customer (Taiai, 2015, p: 27). According to Aljodea (2012, p:34) TQM requires large investments in training and often causes significant changes in company policies, both of which need management support. Loughlin (2008, p:8) refers that constantly learning and training of all workers helps the lead for quality, workers are encouraged to take most liability, transfer most effectively, action innovate, and creative.

According to Yeh ( 2011, p:33) The training connotation of TQM ought to cover not just trade flat, but also management stage, the management group necessarily to recognize the procedures and training in the spirit of TQM, and to break it down for every workers in the company, training should not be only a one time work but also a constant self-development education.

From the perspective of the researcher, training is counted as one of the more significant systems, or affecting techniques on the elaboration of human resources ability of absorb and applying total quality methods in request to obtain higher stages of effective and efficiency, the training is a vital and important component of total quality elements, it must be associated with the strategy aims to achieve a total quality such as its quantity, timing and its levels, it is the heart of improving the quality of the consideration of total quality philosophy.

#### **2.2.4.6. Decision Based on Facts**

"Juran states that organizations continuously need to make decisions and in TQM, these decisions must rely on the facts instead of opinions or personal experiences" (Shoshan, 2016, 14). Sladek-Maharg (2006, p:33) sees that "the organization created " Gain Share " an approach that rewarded employees for making fact-based decisions that improved the bottom line while remaining customer focused".

The principle of Decisions based on the facts is one of the total quality management components that focus's on it, and application it requires relying on technology, resources, and create the necessary channels to empower individuals and deliver their information that talk about the facts, where should this information reaches to utilize of it in achieving quality (Al-Samarrai, 2012, p81).

In today's competitiveness, climat and with restricted resource, the decisions necessarily to be basec on facts that arrive from goals data (Omachonu, & Ross, 2005, p:234). "Decisions regarding quality must be made with regard to how they will affect every other system, decisions must be made by cross-functional teams" (Geddes, 2007, P:24).

Based on the above the researcher sees that depending on the facts leads to the successful decisions. This reveals the difference between effective management and inactive management. It is a reflection of the difference between the first's ability to make the right decision and unable the second one to take the decision, in the TQM there is a need to provide integrated data base to be developed periodically that will ensure the safety of the decisions taken.

## **CHAPTER THREE**

### **MATERIAL AND METHOD**

The significant aspect that related to the literature has been pointed in the previous chapter. In this chapter, first the material will be explained which comprises of methods of data collection for the theoretical framework, and description questionnaire which include of three parts, secondly the researcher explains how to obtain data and analysis it by using the statistical and other program.

#### **3.1. MATERIAL**

This research depends on the descriptive and analytical approach, and that looks for the relationship between the main and sub-variables through collect the relevant data and analysis it in the colleges surveyed university.

##### **3.1.1. Methods of data collection from the theoretical framework**

In order to gain necessary data to achieve the objectives of the research and experimentation of its hypotheses, the researcher relies on the required data coverage to implement the theoretical aspect on the many of the sources which are the scientific bibliography from books and journals, studies and relevant thesis, as well as sources that are obtained from the international telecommunications network (the Internet).

The aim of resorting to these sources in this study is to recognize the fundamentals and sound scientific methods in the writing of researches, as well as catching the common perception of the last improvements which have happened and happen in the our current research.

### 3.1.2. Questionnaire

The research questionnaire is prepared based on the study of Altawil, & Algorani (2006), Nolasco (2011), and Murphy (2011) and the survey includes three sections as the following:

- 1- Section one : - includes two parts, the first one includes 5 questions to obtain general data about the surveyed colleges, such as the (college name, date of the founding of the college, number of departments, number of units, and number of the employees (technical & managerial). While the second part includes 8 questions to obtain general data and identify the individuals respondents such as (age, gender, education level, duration of the service in the college, current title function, current position, number of training courses which entered, and civil status).
- 2- Section two: It contains of the independent variable, "Strategic Planning", that includes 19 questions, that aims to identify the practice of steps of the strategic planning process, from the perspective of the study sample.
- 3- The third section: It contains of the dependent variable "Principles of Total Quality Management " is composed of six aspects and 24 questions, each aspect includes 4 questions, which aims to identify the total quality management principles felt by the research sample.

For each question five alternative answers according to a standard degree, which to judge the positive or negative each question of the survey questions, according to Likert scale quintet, which consists of five degrees ranging between (Strongly Agree, Agree, Neither, Disagree, Strongly Disagree), and the grades are weight from the largest to smaller levels as follows: (Strongly Agree =5, Agree =4, Neither =3, Disagree =2, Strongly Disagree =1).

The population of this study is composed of the leaders of administrative of six colleges in Salahaddin University/Erbil and the sample consists 150 of them. First of all, the researcher gives the questionnaire to 4 arbitrators to correct the

mistakes. Based on the arbitrator's consultation, some minor adjustment have been made to the questionnaire and the final form of the questionnaire was used to collect data from 150 administrative leaders, after period the researcher received 137 correct questionnaires, which means percentage 91.333% .

### **3.1.3. Method**

Data is obtained through the design and distribution of a questionnaire to a sample of the study population, then discharged and analyzed using statistical analysis software (SPSS 19, Microsoft Excel 2010, and Partial Least Squares Structural Equation Modeling (SmartPLS-SEM), by using suitable statistical tests in demand to access the semantics of value, and indicators support the subject of research.



## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSION**

#### **4.1. DESCRIPTIVE STATISTICS**

Descriptive about ages, genders, education levels, duration of the service in the college, current title function, current position, training courses which entered, and civil status of who responded to the survey are as described in the following tables.

##### **4.1.1. Description of University of Salahaddin, Erbil**

The organization that became University of Salahaddin -Erbil was established in 1968 as the University of Sulaimanyah. In 1981, the university was moved to Erbil under another name which its name was Salahaddin University-Erbil. This date is recorded as the University's starting date.

Salahaddin University-Erbil is the oldest, biggest public university in Iraqi / kurdistan region. It enrolls more than 25000 students in programs from four-year Baccalaureate curricula to Ph.D. program in 80 fields including Engineering, Science, law, Agriculture , Administration , Fine Arts , Languages , Teaching techniques , etc. The University has over than 2100 academic staff, 3,000 employees in administration and professional staff.

Salahaddin University-Erbil began offering off-campus academic courses in Soran area in 2004, leading to the eventual development of a separate University in Soran in 2009. Before this, another four colleges; medical, pharmacy, dentist and nursing split from Salahaddin to form Hawler Medical University in 2006.

As a comprehensive post-secondary educational institution, Salahaddin University-Erbil offers abroad range of academic programs that lead to baccalaureate, higher diploma, master's and doctoral degrees.

A twenty-member university council, candidated by the university president and the minister of higher education then appointed by the PM, governs Salahaddin University-Erbil and sets policy for the University in accordance with established missions and goals. The President of the University is chief executive officer, reporting to the University Council and the minister. The President and the University Council are responsible for the operation of the university and its collages.

Salahaddin University/Erbil offers programs through fourteen Academic Collages:

- Collage of Science
- Collage of Engineering
- Collage of Arts
- Collage of Languages
- Collage of Administration and Economic
- Collage of Agriculture
- Collage of Education
- Collage of Law and Political Science
- Collage of Physical Education
- Collage of Basic Education
- Collage of Islamic Studies
- Collage of Fine Arts
- Collage of Education / Shaklawa
- Collage of Education / Makhmoor

Finally, Hundreds of the most venerated figures in Iraq – leaders, politicians, businessmen, artists, philosophers, and writers – are graduates of Salahaddin University. In fact, in every corner of this region, we can find the academic staff and living and working to offer their knowledge for the benefit of society.

So, the researcher distributes the questionnaire on the administrative leaders in the six colleges, the following tables are the description of the surveyed colleges:

Table 2. College information by year, department, units and employee

Colleges	Year of Founded	Number of departments	Number of Units	Number of Employees	
				Technical	Managerial
Administration and Economic	1976	6	15	89	187
Agriculture	1968	8	18	274	258
Arts	1971	8	13	72	150
Education	1976	9	19	160	124
Islamic Sciences	2002	3	13	21	99
Language	2005	7	19	79	121
Total		41	97	695	939

Table 3. Questionnaires by college

Colleges	Number of distributed questionnaires	Number of received questionnaires	Percentage
Administration and Economic	28	26	92.86
Agriculture	27	24	88.89
Arts	22	20	90.91
Education	23	21	91.30
Islamic Sciences	21	19	90.48
Language	29	27	93.10
Total	150	137	91.33

#### 4.1.2. Description of Respondents

Table 4. Ages of respondents

Age	Frequency	Percent
18-25	5	3.6
26-35	39	28.5
36-45	43	31.4
46 and over	50	36.5
Total	137	100.0

Table 4 Illustrates the information about respondents age. This information shows that 36.5% of respondents are 46 years old and over where this category is the biggest age group meaning that most of the respondents have experience in their work, 31.4% are between 36-45 years old, 28.5% are between 26-35 years old and 3.6 % are between 18-25 years old.

Table 5. Gender of respondents

Gender	Frequency	Percent
Male	86	62.8
Female	51	37.2
Total	137	100.0

Table 5 shows information related to the gender of respondents. Based on these information, 86 people are males that percentage 62.8% of respondents, and 51 of respondents are females that percentage 37.2% of them.

Table 6. Education level of respondents

Education Level	Frequency	Percent
Secondary	2	1.5
Technical Diploma	6	4.4
Bachelor	47	34.3
Master	47	34.3
Doctorate	35	25.5
Total	137	100.0

Table 6 gives information about education level of respondents. Which 47 of respondents have masters' degrees that percentage 34.3% of them, also 47 of respondents have bachelors' degrees that percentage 34.3% of them, 35 of respondents have doctorates' degrees that percentage 25.5% of them, 6 of respondents have technical diplomas' degrees that percentage 4.4% of them, and finally 2 of respondents are secondary school graduates, that percentage 1.5% of them.

Table 7. Service duration of respondents

Duration of the service in the college	Frequency	Percent
5 years or less	24	17.5
6-10	43	31.4
11-15	29	21.2
16-20	16	11.7
21-25	9	6.6
26 and more	16	11.7
Total	137	100.0

Table 7 gives information about duration of the service of respondents in the college. It was found that the percentage 31.4% are individuals who have the service (6-10) years in the college which was 43 respondents, the percentage 21.2% are individuals who have the service (11-15) years in the college which was 29 respondents, the percentage 17.5% are individuals who have the service (5 years or less) in the college which was 24 respondents, the percentage 11.7% are individuals who have the service (16-20) years in the college which was 16 respondents, also, the percentage 11.7% are individuals who have the service (26 and more) years in the college which was 16 respondents, and the percentage 6.6% are individuals who have the service (21-25) years in the college which was 9 respondents.

Table 8. Titles of respondents

Current title function	Frequency	Percent
No title	55	40.1
Assistant Lecturer	22	16.1
Lecturer	26	19.0
Assistant Prof	20	14.6
Prof	14	10.2
Total	137	100.0

Table 8 gives information about Current title function of respondents. Which 55 of respondents do not have title function that percentage 40.1% of respondents, 26 of respondents Lecturer title that percentage 19.0% of respondents, 22 of respondents Assistant Lecturer title that percentage 16.1% of them, 20 of respondents Assistant Prof title that percentage 14.6% of them, and 14 of respondents Prof title that percentage 10.2% of them.

Table 9. Position of respondents

Current position	Frequency	Percent
Unity administrator	50	36.5
Department rapporteur	35	25.5
Head of Department	40	29.2
Associate Dean	6	4.4
Dean	6	4.4
Total	137	100.0

Table 9 gives information about Current position of respondents in the college. Based on these information, 50 people were Unity administrator that percentage 36.5% of respondents, 40 people were head of department that percentage 29.2% of respondents, 35 peoples were department rapporteur that percentage 25.5% of respondents, 6 people were associate dean that percentage 4.4% of respondents, and also 6 people were dean that percentage 4.4% of them.

Table 10. Distribution of respondents by training courses

training courses	Frequency	Percent
Not Exist	22	16.1
Exist	115	83.9
Total	137	100.0

Table 10 gives information about training courses of respondents. Based on these information, 115 people were exist the training courses that percentage 83.9% of respondents, and 22 people were not exist the training courses that percentage 16.1% of respondents.

Table 11. Marital status of respondents

Civil status	Frequency	Percent
Single	22	16.1
Married	115	83.9
Total	137	100.0

Table 11 gives information about Civil status of respondents. Based on these information, 115 people were married that percentage 83.9% of respondents, and 22 people were single that percentage 16.1% of respondents.

#### **4.1.3. Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques**

Yildirmaz, (2008, 154) sees that Structured Equation Modeling (SEM) is a statistical tactic for test and appreciating causative relations using a collection of statistical raw data and qualitative causal presumptions. Altaban, (2013, 7) indicates that (SEM) is a statistical method to research associated regression neutralizations including "latent" variables, "indicator" variables and side variables, it is a collection of three statistical approaches, factor analysis, simultaneously balance designing and path analysis.

Lowry, & Gaskin, (2014, 123) refers that Partial least squares (PLS), is a shape of structural equation modeling (SEM), can supply more values for causative realization in communication linked and behaviorism study areas .

Bulut, (2010, p:18) sees that the objectives of PLS is to foretell Y from X whilst characterizing the concerted structure among two variables.

According to Birkbeck (2016, p:1) the aim of PLS-SEM is the caption of differences (prognosis-oriented particle of the method) rather than demonstrate covariance (theory analyzing through covariance basic SEM) . ALTABAN (2013, p:57) sees that the objective in SEM is to structure a pattern that proportion the sample raw data.

According to Orkan (2013, p:7) SEM techniques are frequently used when the focus of the study is to understand the inter-relationships among variables, SEM techniques are also called latent variable modeling techniques, which tend to involve multiple observed variables and latent variables.

Elmali, (2015, p:12) sees that the SEM "is a very powerful statistical technique that can model interactivities, can get through to the situations which are not linear, can permit the correlation between the variables, can incorporate the errors of measurement into the model, that considers the errors of measurement which has correlation between each other and that can reveal and that can test the relations among the multiple dependent and independent latent variables, which can be measured by several observable variables".

Kalender, (2010, p:11) indicates that "SEM can test various types of theoretical models: regression, path analysis and confirmatory factor analysis". ARI (2013, p:27) sees that SEM is made up of two paradigms : gauge model and structural model, while gauge model shows how indicators or manifest variables are combined to represent latent variables, structural model depicts interdependency among these latent variables.



According to Tatar, (2015, p:3) Structural Equation Modeling " (SEM) has gained popularity across many disciplines due perhaps to its generality and flexibility, it is a gathering of statistical methods which let a collection of correlations among one or more independent variables and one or more dependent variables to be studied .

Hamdollah (2016, p:3) refers that in the PLS-SEM, researchers purely necessarily to determination what indicators gauge each structure and how the structures are linked to each other, it can handgrip both formed and reflexive gauge models. Jr., & others (2014, p:14) sees that the PLS-SEM is thus the surpass technique when the study aim is theory improvement and caption of difference {prediction of the constructs} .

Table 12. Factor loadings

	strategic planning	improvement	customers	leadership	employee	decisions	training
X13	0.7033	0.382	0.37	0.4435	0.3252	0.2866	0.2877
X15	0.7344	0.3825	0.4731	0.4311	0.3596	0.5098	0.3779
X16	0.74	0.3804	0.4746	0.4033	0.3541	0.4691	0.3837
X17	0.7552	0.4068	0.3819	0.432	0.3156	0.3302	0.374
X18	0.7909	0.4692	0.4492	0.5622	0.3805	0.4252	0.5326
X20	0.4367	0.7594	0.3123	0.4073	0.34	0.2898	0.275
X22	0.4552	0.8047	0.5657	0.444	0.4941	0.4539	0.3567
X23	0.3425	0.7261	0.588	0.5759	0.5652	0.5097	0.4489
X24	0.3798	0.4789	0.7301	0.4044	0.458	0.3786	0.356
X25	0.5355	0.5264	0.8508	0.5495	0.5453	0.5344	0.5246
X26	0.5204	0.5039	0.8611	0.5981	0.6653	0.6333	0.6792
X27	0.4015	0.5227	0.7653	0.5668	0.5802	0.4933	0.5255
X28	0.4307	0.4631	0.4493	0.7636	0.548	0.4163	0.4665
X29	0.3758	0.4125	0.4227	0.7472	0.5044	0.4635	0.494
X30	0.5851	0.4612	0.6337	0.8645	0.631	0.5535	0.6574
X31	0.5316	0.6055	0.5749	0.8207	0.5792	0.4641	0.4987

X32	0.3265	0.3766	0.5143	0.5008	0.735	0.4457	0.4459
X33	0.3297	0.4877	0.5033	0.5562	0.7993	0.5479	0.507
X34	0.4232	0.5119	0.5851	0.6028	0.8472	0.5273	0.5287
X35	0.4095	0.5364	0.6418	0.6162	0.8309	0.5514	0.6611
X36	0.4538	0.5172	0.5559	0.5314	0.561	0.7289	0.5423
X37	0.3956	0.3866	0.4753	0.3879	0.4893	0.7867	0.4678
X38	0.3865	0.3934	0.4388	0.4028	0.4435	0.7867	0.4291
X39	0.4306	0.3282	0.4809	0.4779	0.4623	0.7518	0.4991
X40	0.3711	0.3526	0.4607	0.5389	0.5726	0.4963	0.7601
X41	0.4434	0.3069	0.5178	0.5816	0.5355	0.4808	0.8318
X42	0.4223	0.3745	0.5868	0.5359	0.5595	0.5041	0.8448
X43	0.4962	0.4638	0.5814	0.535	0.5412	0.6027	0.8351

Table 13. Item definitions

Number of X	Questions
X13	The College is following up and collecting data of strategic planning
X15	The college is reviewing the strategic planning model
X16	The Outputs of strategic planning process in the college are formally documented
X17	The line managers and staff are involved in the strategic planning process
X18	We constantly evaluate and review strategic planning
X20	College works on a continuous improvement of the performance of educational services constantly
X22	The College is working on maintenance and upgrading hardware and equipment research and educational continuously
X23	The College works to modernize and develop the approaches of instruction constantly
X24	The College is interested in identifying the needs of customers (students and civil society organizations) and work to meet their need in the field of

	specialization
X25	The College take the opinions of its customers into consideration when preparing its educational curricula
X26	The College uses discussion style and dialogue with customers to determine their needs related to the development of education curricula
X27	The Customers are rarely complain from our college education and advisory services provided to them
X28	The administrative leadership in our college is regarding the education quality as competitive weapon
X29	The Administrative leadership in our college, develops the communication channels and support it at all levels of managerial in the college
X30	The Administrative leadership in our college is seeking to provide appropriate incentives for teachers and staff to improve the quality of educational services and advisory provided to customers
X31	The Administrative leadership in our college is seeking to study total quality management requirements
X32	All employees in our college is working as a team
X33	all departments and units in our college are Involving to provide the related opinions to improve the quality of educational services and consulting offered by the college
X34	All employees in our college contributes to the preparation the plan that related to the quality of educational services and consulting and implementing it
X35	The College attaches great importance of the proposals presented by the employees and total quality-related
X36	Our college is working to provide information on their activities constantly
X37	Our college uses some methods as dialogue and committees when making

	decisions related to the quality of its services
X38	Our college depends on the recommendations contained in the minutes of the scientific departments when making some decisions about the quality of educational services and advisory
X39	Our college depends on the results achieved from using the methods of dialogue and committees when making decisions related to the quality of its services
X40	Our college is working to develop the capabilities and skills of its Employees constantly
X41	Our college uses new methods and techniques in training courses
X42	Our college relay on the results achieved after the entry of Employees in training courses
X43	Our college sometimes depends on external expertise to carry out the process of training

Table 12 shows the factor loadings. As the researcher explains in the chapter three, the questionnaire includes (43) questions. Based on the Table 12 and relying on (PLS-SEM) technique, there are some questions not worked, the loading variables should be greater than latent variables, as shown in Table 12 all the loading variables are greater than 0.70.

There are (19) questions (1-19) about Independent variable (Strategic Planning), but there are some questions that not worked, just five questions (X13, X15, X16, X17, and X18) are worked, and the stronger loading is 0.7909 .

As it shows in the questionnaire, there are (4) questions (X20, X21, X22, and X23) for dependent variable (Continuous Improvement) , but the question number (21) is not worked, because its value is less than 0.70 , and the stronger value between loading variables is 0.8047. There are (4) questions (X24, X25, X26, and X27) for dependent variable (Focus on Customers), all of them are worked in this loading factor, the stronger value between them is 0.8611. There are (4) questions

(X28, X29, X30, and X31) for dependent variable (leadership), all of them are worked in this loading factor, the stronger value between them is 0.8645. There are (4) questions (X32, X33, X34, and X35) for dependent variable (Employee Involvement) , all of them are worked in this loading factor, the stronger value between them is 0.8472. There are (4) questions (X36, X37, X38, and X39) for dependent variable (Decisions Based on the Fact), all of them are worked in this loading factor; the stronger value between them is 0.7867. Finally, there are (4) questions (X40, X41, X42, and X43) for dependent variable (Training and Education), all of them are worked in this loading factor; the stronger value between them is 0.8448.

Table 13 shows the meaning of each (X)s in the factor loading table, the study questionnaire is composed of two variables (one independent variable and six dependent variables), there are some questions that related to each variable, which the questions are classified by the (X)s .

Table 14. Reliability (Cronbach' alpha) scores

Axis	Content Axis	Number of items	Cronbach's Alpha
First	Strategic Planning	5	0.8001
Second	Continuous Improvement	3	0.6462
Third	Focus on Customers	4	0.8174
Fourth	Administrative Leadership	4	0.8145
Fifth	Employee Involvement	4	0.8178
Sixth	Decision making based on facts	4	0.762
Seventh	Training and Education	4	0.8361
Total		28	5.4941

Table 14 Shows the information about Reliability (Cronbach's Alpha). Smart PLS measurement of reliability of indicators included indicator loadings (Elias, 2015, p:81). Based on these information, the internal consistency and reliability Cronbach's Alpha for Strategic Planning was 0.8001 indicates of enough degree of consistency for the Scale, While the 5 items had a reliability of the test. Internal consistency and reliability Cronbach's Alpha for the Continuous Improvement was 0.6462 indicates an enough degree of consistency for the scale, While the 3 items had a reliability of the test. Focus on Customers consisted of 4 questions and there reliability Cronbach's Alpha was 0.8174 indicates to enough degree of consistency for the Scale. Administrative Leadership consisted 4 questions and there reliability Cronbach's Alpha was 0.8145 indicates to enough degree of consistency for the Scale. Employee Involvement consisted 4 questions and there reliability Cronbach's Alpha was 0.8178 indicates to enough degree of consistency for the Scale. Decision making based on facts consisted of 4 questions and there reliability Cronbach's Alpha was 0.762 indicates to enough degree of consistency for the Scale. Training and education consisted of 4 questions and there reliability Cronbach's Alpha was 0.8361 indicates to enough degree of consistency for the Scale.

The high value of the reliability Cronbach's Alpha is 0.8361 which related to Training and education, and the low value of the reliability Cronbach's Alpha is 0.6462 which related to Continuous Improvement.

Table 15. Correlation among variables

	Continuous Improvement	Focus on Customers	Decision making based on facts	Employee Involvement	Administrative Leadership	Strategic Planning	Training and Education
Continuous Improvement	1						
Focus on Customers	0.6288	1					
Decision based on facts	0.5364	0.6434	1				
Employee Involvement	0.5989	0.7022	0.6447	1			
Administrative Leadership	0.6097	0.663	0.5955	0.7106	1		

Strategic Planning	0.5442	0.5799	0.5491	0.4675	0.6133	1	
Training and Education	0.4608	0.6588	0.6394	0.6714	0.6678	0.5337	1

Table 15 gives information about the correlation among variables. Which all variables are positively correlated with each other at a significance level of 0.05. There is a positive significant relations among Continuous Improvement and Focus on Customers and its value is 0.6288, there is a positive significant relations among Continuous Improvement and Decision making based on facts and its value is 0.5364, there is a positive significant relationship between Continuous Improvement and Employee Involvement and its value is 0.5989, there is a positive significant relationship between Continuous Improvement and Administrative Leadership and its value is 0.6097, there is a positive significant relationship between Continuous Improvement and Strategic Planning and its value is 0.5442, there is a positive significant relations among Continuous Improvement and Training and Education and its value is 0.4608.

There is a positive significant relationship between Focus on Customers and Decision making based on facts and its value is 0.6434, there is a positive significant relations among Focus on Customers and Employee Involvement and its value is 0.7022, there is a positive significant relationship between Focus on Customers and Administrative Leadership and its value is 0.663, there is a positive significant relations among Focus on Customers and Strategic Planning and its value is 0.5799, there is a positive significant relationship between Focus on Customers and Training and Education and its value is 0.6588.

There is a positive significant relationship between Decision making based on facts and Employee Involvement and its value is 0.6447, there is a positive significant relations among Decision making based on facts and Administrative Leadership and its value is 0.5955, there is a positive significant relationship between Decision making based on facts and Strategic Planning and its value is 0.5491, there is a positive significant relations among Decision making based on facts and Training and Education and its value is 0.6394.

There is a positive significant relations among Employee Involvement and Administrative Leadership and its value is 0.7106, there is a positive significant relations among Employee Involvement and Strategic Planning and its value is 0.4675, there is a positive significant relations among Employee Involvement and Training and Education and its value is 0.6714.

There is a positive significant relationship among Administrative Leadership and Strategic Planning and its value is 0.6133, there is a positive significant relationship among Administrative Leadership and Training and Education and its value is 0.6678.

And finally there is a positive significant relationship among Strategic Planning and Training and Education and its value is 0.5337.

But the important thing in this part is that the higher relationship is between Employee Involvement and Administrative Leadership which its value is 0.7106, and the smaller relationship is between Continuous Improvement and Training and Education which its value is 0.4608.



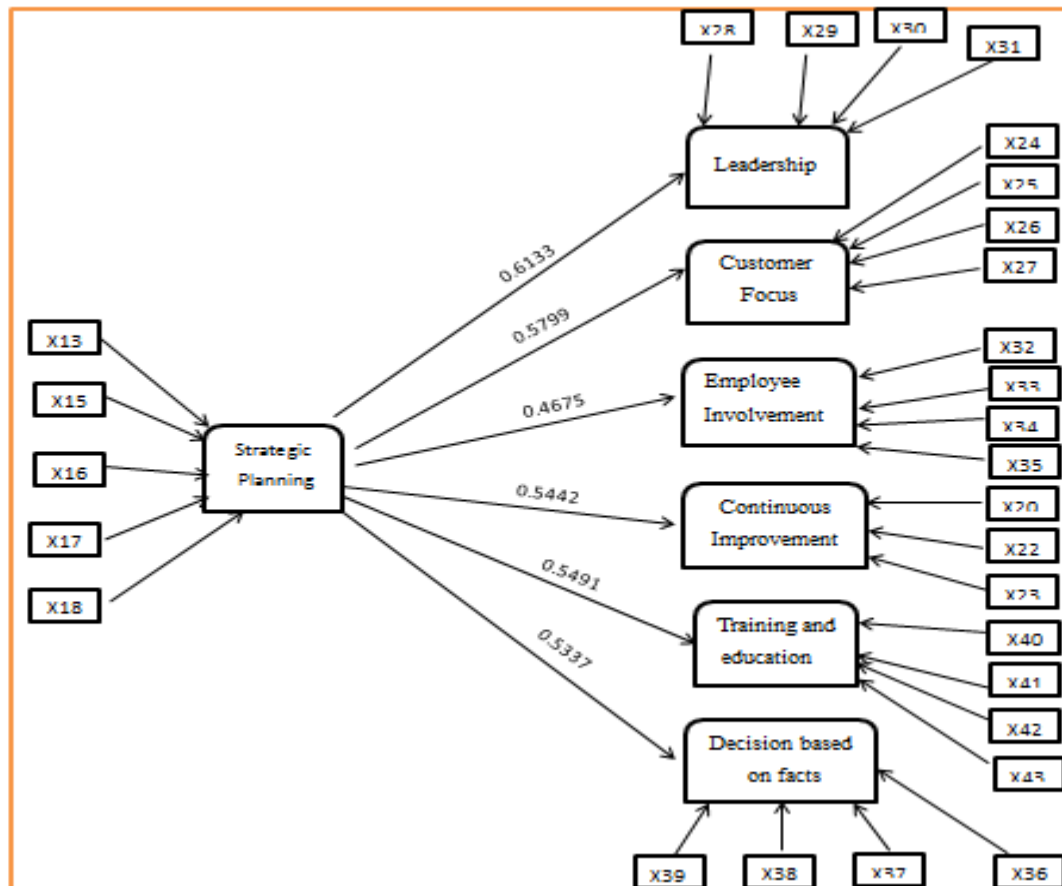


Figure 4. Path coefficients of the model

Figure 4 shows the path coefficients from strategic planning to the total quality management principles, as well as the indicators that load in each factors, which it was explained in the tables 12 and 16.

Table 16. Path coefficients

	Continuous improvement	Focus on customers	Decisions based on facts	Employee involvement	Administrative leadership	Training and education
Strategic planning	0.5442	0.5799	0.5491	0.4675	0.6133	0.5337

Table 16 shows the Path coefficients of Strategic Planning (Independent variable) to the principles of Total Quality Management (Dependent variables). Path

coefficient exhibits the hypothesized linkage between the constructs. Path coefficients value must be among -1 to +1. Path coefficients +1 or close to +1 mean strong positive relationship. Based on this table , the path coefficient from Strategic Planning to Administrative leadership has a high predictive relevance , which its value is 0.6133, and the path coefficients from Strategic Planning to Continuous improvement, Focus on customers, Decisions based on facts, and Training and education has a medium predictive relevance, which there values are between 0.50 to 0.60. While the smaller path coefficient was from Strategic planning to Employee involvement which its value is 0.4675.

Table 17. R-squae values

	R Square
Continuous Improvement	0.2962
Focus on Customers	0.3362
Decision making based on facts	0.3015
Employee Involvement	0.2186
Administrative Leadership	0.3761
Training and Education	0.2848

Table 17 gives information about R-Square.  $R^2$  shows what percentage of the dependent variables is stated by independent variables. As it is seen in this table, the Strategic planning explains %29.62 of Continuous Improvement, the Strategic planning explains %33.62 of Focus on Customers, the Strategic planning explains %30.15 of Decision making based on facts, the Strategic planning explains %21.86 of Employee Involvement, the Strategic planning explains %37.61 of Administrative Leadership, and finally the Strategic planning explains %28.48 of Training and Education, which the higher R-Square is 0.3761 and the lower R-Square is 0.2186.

## **CHAPTER FIVE**

### **CONCLUSION AND SUGGESTIONS**

#### **5.1. CONCLUSION**

In this study, strategic planning and six principles of total quality management (TQM) including of Continuous Improvement, Focus on Customers and Decision making based on the facts of, Employee Involvement, Administrative Leadership, and Training and Education were utilized. The study was applied in some colleges of Salahaddin University/Erbil.

In the beginning, the researcher introduced the subject in the introduction part, in the literature review part the researcher discussed the background of the strategic planning (Independent variable) and principles of Total Quality Management (Dependent variables). The literature behold also concepts of strategic planning which it is a long-term plan set by top management, and includes a range of targets possible to implements concerning important matters in the organization , and it can be implemented based on the organization's mission and vision by the leaders. There are many importance of strategic planning such as : Improving the performance of the organization, solving the major problems in a short time, encourage individuals working constantly and promote forward thinking within the organization and maintaining the continuity of the organization. Strategic planning provides a perfect ground to construct a complete communication between units and different departments in the organization, and it uses to achieve a better coordination between different activities, fulfilling the integration and coordination among institution's components. Finally, the steps of strategic planning were discussed, which includes the major steps (Strategic Vision, Strategic Message, strategic goals and the objectives, Strategic analysis of the environment, and Strategic Option.

In the second part of the literature, the meaning of Total Quality Management (TQM) were explained, which it is working to gathering and linking the work of

various departments to produce of goods or services with appropriate quality and handed over to the customers, or the production of goods and services with zero defects. Applying total quality management by an organization means it is looking at its activities as a whole so as to compose the quality in the final result yielding from cooperative efforts by its internal costumers and external. The benefits of (TQM) also discussed, which organizations who applied (TQM) should think about customers and their needs starting from the identification of the beneficiary needs and ending with knowing the degree of the beneficiaries satisfaction on the services or products that provided to them. Leadership pattern gives high attention to each work and production, and concern for achievement the satisfaction of the employees and the development of good relations with them , customer focus is considered as one of the significant pillars upon which the implimentation of TQM, the teamwork is an important matter achievement in the implimentation of TQM in the organization which is called team spirit, the development and improvement liabiliy of all those who work in the institution as managers and employees and in the all institutional stages, the training is a vital and important component of total quality elements, depending on the facts leads to the successful decisions.

The material chapter shows the information about the sample and the survey of the study. The researcher depended on the descriptive and analytical approach, The survey was applied to 137 college leaders, data was collected though the distribution of the questionnaire, gathered data was tested andanalyzed by using SPSS and Partial Least Squares Structural Equation Modeling (PLS-SEM) techniques.

In the findings and discussion chapter, the university and the surveyed colleges were discussed, which data was collected in six colleges in Salahaddin university. As shown in the description individuals respondents part, the sample included 3.6% between 18-25 years old, 28.5% between 26-35 years old, 31.4% between 36-45 years old, and 36.5% between 46 and over years old.62.8% of the sample included Male, and 37.2% of them was Female. 1.5%secondary school graduates, 4.4% Technical Diploma graduates, 34.3% Bachelor graduates, 34.3% Master graduates, and 25.5% Doctorate graduates.17.5% worked in the college for 5 years or less, 31.4% worked the college for 6-10 years, 21.2% worked in the college

for 11-15 years, 11.7% worked in the college for 16-20 years, 6.6% worked in the college for 21-25 years, and 11.7% worked the college for 26 and more. Most of the leaders 40.1% have no title of function, and a small percentage of 10.2% have Prof title function. 36.5% of them was Unity administrator, 25.5% of them was Department rapporteur, 29.2% of them was Head of Department, 4.4% of them was Associate Dean, and 4.4% of them was Dean. 16.1% of sample not exist the training courses, while 83.9% of sample exist the training courses. 16.1% of sample were single, while 83.9% of sample were Married.

There are (19) questions (1-19) about Independent variable (Strategic Planning), but there are some questions that not worked , just five questions (X13, X15, X16, X17, and X18) are worked , and the stronger loading is 0.7909 , there are (4) questions (X20, X21, X22, and X23) for dependent variable (Continuous Improvement), but the question number (21) is not worked, all of the indicators for the other Factor Loadings was worked. The reliability (Cronbach's Alpha) value for the all variables are indicates of enough degree of consistency.

Based on the results we can say that there is positive significant correlation between strategic planning and the principles of Total Quality Management, which the highest relationship was between Strategic Planning and Administrative Leadership, also there are positive correlation among the principles of Total Quality Management, which the stronger correlation is between Employee Involvement and Administrative Leadership.

There are significant effects between strategic planning and the principles of Total Quality Management, also there are the significant effect between each principle of (TQM).

## **5.2. SUGGESTIONS**

Through research findings that have emerged, the researcher suggested that surveyed colleges should doing the following:

- 1- Because almost 94% of respondents are university graduates or postgraduate, the researcher suggested that all of the leaders should be

within the university graduates because the fate of the organization based on their experience and their decisions.

- 2- Almost about half of the respondents (administrative leaders) do not have a large number of years of service, surveyed colleges should placing the individuals who have many years of service in leadership positions, because no doubt they have more experience.
- 3- Almost 40% of respondents (administrative leaders) have no scientific titles, surveyed colleges should choose individuals who have scientific titles in leadership positions, because more decisions that take into college are decisions about teaching and research and development.
- 4- Most of respondents (administrative leaders) were official units, surveyed colleges should depend on the positions of high administrative leaders to make decisions.
- 5- Almost 16% of respondents (administrative leaders) not entered the training courses, the surveyed colleges must enter all administrative leaders in the training courses.
- 6- Surveyed colleges must take into consideration the ideas and opinions of all employees in order to take decisions.
- 7- Surveyed colleges must encourage administrative leaders and employees to appreciate the creativity and innovation.
- 8- In the future could action researches in several parts in other areas and which could have different results, so the researcher suggests that the future researchers to conduct the study about (the areas of strategic change with requirements of strategic leadership, Strategic value with requirements of strategic leadership).

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## ANNEXES

### ANNEX 1. QUESTIONNAIRE

Gaziantep University  
 College of Administration and Economics  
 Business Administration Department



QuestionnaireDear

Mr. responder on the paragraphs of the form:

This questionnaire aims to analyze **(impact of strategic planning on the possibility of the application of principles of total quality management :prospective study of the views of administrative leaders in the colleges of Salahaddin University/Erbil)**, Where the present questionnaire is an important part of the study carried out by the researcher to complete the requirements for obtaining a Master's degree in Business Administration from the College of Management and Economics at the University of Gaziantep. Researcher undertakes not to use this data only for the purpose of scientific research, and general extraction results, Recognizing researcher thanks you for your cooperation, at the same time apologizing for causing your additional efforts, it is the time it takes to answer the questionnaire.

Researcher  
Azad HussainTaha

Supervisor  
Assoc. Prof Dr: Ibrahim Halil SEYREK

First: general data:

1\_ data related to college:

A- College Name :

B- The date of the founding of the college: / /

C- Number of Departments: (    )                      D- Number of Units: (    )

E- Number of the employees: (    ),                      -Technical: (    ),                      -Managerial: (    )

2- Data about respondents

A- Age: 18-25( ), 26-35( ), 36-45( ), 46 and over( )

B- Gender: Male ( ) Female ( )

C- Educational level: -Doctorate ( ), -Master ( ), -Higher Diploma ( ),  
-Bachelor ( ), -Technical Diploma ( ), -Secondary ( )

D - Duration of the service in the college: 5 years or less ( ), 6-10 ( ),  
11-15 ( ), 16-20 ( ), 21-25 ( ), 26 and more ( ).

E-Current title function:

F- Current position :

G- Training courses which entered : Entered ( ), Not entered ( )

H- Civil status : Single ( ), Married ( ), Others ( )

Second : Steps of Strategic planning process:

		Response measures	
Standards		trongly agree	gree either is agree trongly disagree
1	The College is forming team works for strategic planning		
2	The College depends on the particular model of strategic planning		
3	The college is making environmental scanning and evaluating the environment situation		
4	The college is making the strategic analyses		
5	The college is selecting programs and initiatives		
6	The college is designing and execution and analyses dealers categories		

7	The college appointing a number of coordinators in the units and departments
8	The college identify its critical issues
9	The college identify goals and objectives of the strategy
10	The college is choosing the resources and responsibilities
11	The college develop and adopt the operational plan
12	The college activate the programs and the implementation of strategic plans
13	The College is following up and collecting data of strategic planning
14	The College makes recommendations to address strategic planning gaps
15	The college is reviewing the strategic planning model
16	The Outputs of strategic planning process in the college are formally documented
17	The line managers and staff are involved in the strategic planning process
18	We constantly evaluate and review strategic planning
19	Providing communications to it constituents to fully understand the vision and mission of the college



Third, the requirements of total quality management.

1\_ continuous improvement:

	Standards	Response measures
20	College works on a continuous improvement of the performance of educational services constantly	trongly gree either i.e a gree trongly di.e a gree
21	The college improving the preparation of the scientific research processes constantly	trongly gree either i.e a gree trongly di.e a gree
22	The College is working on maintenance and upgrading hardware and equipment research and educational continuously	trongly gree either i.e a gree trongly di.e a gree
23	The College works to modernize and develop the approaches of instruction constantly	trongly gree either i.e a gree trongly di.e a gree

2\_ Focus on customers:

	Standards	Response measures
24	The College is interested in identifying the needs of customers (students and civil society organizations) and work to meet their need in the field of specialization	trongly gree either i.e a gree trongly di.e a gree
25	The College take the opinions of its customers into consideration when preparing its educational curricula	trongly gree either i.e a gree trongly di.e a gree

26	The College uses discussion style and dialogue with customers to determine their needs related to the development of education curricula				
27	The Customers are rarely complain from our college education and advisory services provided to them				

3\_ administrative leadership:

		Response measures				
		Standards	trongly	gree	either	icarrna
			trongly	gree	either	icarrna
28	The administrative leadership in our college is regarding the education quality as competitive weapon					
29	The Administrative leadership in our college, develops the communication channels and support it at all levels of managerial in the college					
30	The Administrative leadership in our college is seeking to provide appropriate incentives for teachers and staff to improve the quality of educational services and advisory provided to customers					
31	The Administrative leadership in our college is seeking to study total quality management requirements					

4-Employee Involvement:

		Response measures				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Standards						
32	All employees in our college is working as a team					
33	all departments and units in our college are Involving to provide the related opinions to improve the quality of educational services and consulting offered by the college					
34	All employees in our college contributes to the preparation the plan that related to the quality of educational services and consulting and implementing it					
35	The College attaches great importance of the proposals presented by the employees and total quality-related					

5- Decision making based on facts:

		Response measures				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Standards						
36	Our college is working to provide information on their activities constantly					
37	Our college uses some methods as dialogue and committees when making decisions related to the quality of its services					



38	Our college depends on the recommendations contained in the minutes of the scientific departments when making some decisions about the quality of educational services and advisory				
39	Our college depends on the results achieved from using the methods of dialogue and committees when making decisions related to the quality of its services				

6\_ Training and development:

Standards		Response measures				
		strongly	gree	either	it a mraa	strongly
40	Our college is working to develop the capabilities and skills of its Employees constantly					
41	Our college uses new methods and techniques in training courses					
42	Our college relay on the results achieved after the entry of Employees in training courses					
43	Our college sometimes depends on external expertise to carry out the process of training					

## ÖZGEÇMİŞ

Azad H. TAHA, 1984 yılında Duhok'da doğdu. İlk ve orta öğrenimini Duhok'un Kalachy köyünde tamamladı. 2007-2008 yılında Salahaddin Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme Bölümü'nden mezun oldu. 2010 yılında Yüksek Öğretim ve Bilimsel Araştırma Başkanlığı'nda çalışmaya başladı. 2 adet araştırma yayını yaptı. 2015 yılında Gaziantep Üniversitesi'nde İşletme ABD İngilizce Tezli Yüksek Lisans programına başladı. Ana dili Kürtçe olup İngilizce ve Arapça dillerini de ileri derecede kullanabilmektedir.

## VITAE

The researcher, Azad H. TAHA was born in Kalakchy / Duhok / Iraqi Kurdistan in 1984. He finished his primary and secondary education in Kalakchy/ Iraqi Kurdistan. He graduated from the Department of Business Administration/ College of Economic and Administration at Salahaddin University in 2007-2008. He was appointed by the Ministry of Higher Education and Scientific Research in 2010. He has two publish research. He began to study Master in Business Administration at Gaziantep University / Turkey in English in 2015. His native language is Kurdish, but he knows English and Arabic language in advanced degree.