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THE IMPACT OF THE APPLICATION OF TOTAL QUALITY MANAGEMENT ON THE SATISFACTION OF WORKERS: CASE OF PRIVATE SCHOOLS IN BURSA

MASTER'S THESIS

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YÜKSEK LİSANS TEZİ

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TOPLAM KALİTE YÖNETİMİ UYGULAMASININ ÇALIŞANLARIN MEMNUNİYETİ ÜZERİNDEKİ ETKİSİ: BURSA İLİNDE ÖZEL OKULLAR ÖRNEĞİ

ÖZET

Toplam kalite yönetiminin uygulanması, çoğu kuruluşta, özellikle eğitim kurumlarında önemli bir faktördür. Çünkü çalışan memnuniyetinin kazanılmasında önemli rol oynar. Bu çalışmanın amacı, müşteri ve çalışan memnuniyetini artırmada toplam kalite yönetiminin uygulanmasının rolünü netleştirmektir. Çalışan memnuniyetini ve bağlılığını sağlamak için kullanılabilecek toplam kalite yönetimi kavramını ve ilgili boyutları tanımlamanın yanı sıra bu boyutlar için iyileştirme yöntemlerini açıklamak. Bu çalışma, eğitim kurumlarının toplam kalite yönetimini uygulayabilmesi ve ardından çalışan memnuniyetini ölçebilmesi için toplam kalite yönetiminin eğitim kurumlarında uygulama kapsamına odaklanmaktadır. Çalışma, eğitim kurumlarının karşılaştığı tüm yön ve problemlerde sürekli araştırma ve incelemenin önemini vurgulamaktadır. Türkiye'de çalışmanın pratik ve pratik önemi, birçok eğitim kurumunun uğradığı yüksek devir oranlarının ortadan kaldırılmasına veya sınırlandırılmasına ve seçkin beceri ve yeteneklere sahip insanları çekmek ve çekmek yönünde rekabet birliğine katkıda bulunmaya odaklanmıştır. Özel okulları ziyaret ederek ve bu okullarda çalışanlara anket dağıtarak 377 anket doldurulmuş ve bu anketler analiz edilmiştir. (SPSS) hipotezi oluşturularak, çeşitli istatistiksel analizleri yapılmıştır, Toplam Kalite Yönetimi ile personellerin memnuniyeti arasındaki ilişki ve regresyon incelenmiştir. Özel eğitim sektöründe daha fazla güven kazanmak için Toplam Kalite Yönetiminin iyileştirmesi konusunda gerekli öneriler sunulmuştur. Araştırma sonucunda Toplam Kalite Yönetimi uygulamasının personellerin memnuniyetini artırdığı tespit edilmiştir.

Anahtar Kelimeler : Toplam Kalite Yönetimi, Çalışanların Memnuniyeti.

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THE IMPACT OF THE APPLICATION OF TOTAL QUALITY MANAGEMENT ON THE SATISFACTION OF WORKERS: CASE OF PRIVATE SCHOOLS IN BURSA

ABSTRACT

The implementation of total quality management is an important factor in most organizations, especially educational institutions. Because it plays an important role in gaining employee satisfaction. The purpose of this study was to clarify the role of applying total quality management in increasing customer and employee satisfaction. In addition to defining the concept of total quality management that can be used to gain employee satisfaction and loyalty, and the relevant dimensions, and explaining methods of improvement for these dimensions. This study focuses on the extent of application of total quality management in educational institutions, so that educational institutions implement total quality management and then measure employee satisfaction. Where job satisfaction is one of the factors, and the mission is to influence the quality of service in the organization. The study stresses the importance of continuous research and review in all aspects and problems faced by educational institutions. The practical and practical importance of the study is focused on contributing to the elimination or limiting the high turnover rates that many educational institutions suffer from, and the unity of competition in the direction of attracting and attracting people with distinguished skills and abilities. Through visiting private schools and distributing questionnaires to employees in those schools, 377 questionnaires were filled out and these questionnaires were analyzed. By establishing the (SPSS) hypothesis, these statistical analyzes were performed and examined the correlation and regression between TQM and employee satisfaction. The necessary proposals were submitted to improve the extent of implementation of Total Quality Management in order to gain more confidence in the private education sector. As a result of the research, it was determined that the application of TQM increases employee satisfaction.

Key Words : Total Quality Management, Satisfaction OF Workers
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ABBREVIATIONS LIST

TQM : Total Quality Management

QP : Quality Planning

QC : Quality Control

QI : Quality Improvement

ISO : International Standardization Organization

APQC : American Productivity & Quality Center

ASTM : American Society for Testing and Materials

ASQC : American Society for Quality Control

PREFACE

The importance of the human element in organizations is embodied in that it is one of the most important production elements that contribute to the implementation of the organization's activities, its objectives, especially educational institutions, and therefore most of these organizations try to harness the bulk of their efforts and various means to provide a good and qualified workforce, whether when choosing to occupy jobs or being keen On training them and providing them with various skills, as the success of any organization is measured by the extent of qualification of the potential energy of the workforce, embodying this in high levels of the possibility of giving and working on developing this bid to reach the degree of their satisfaction with work and improve their performance.

I thank my consultant Dr. Öğr.Ü. Bulut DÜLEK who was closely interested in my work at every opportunity and shared with me his views and suggestions during the study, by not saving his valuable knowledge and time in defining the subject of this study and achieving the study, and Prof. Dr. Mehmet AYGÜN,, thank my teacher.

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INTRODUCTION

Many organizations aim to improve their products and services and save time and material capabilities in order to reach quality in line with the developments of the era, so modern concepts emerged with the aim of reaching new and significant market shares, the most important of which is Total Quality Management, as these latter have made a great change in the thinking and practices of managers In the organizations that have adopted it, with the aim of satisfying the needs and desires of the customer and gaining his satisfaction, which ensures the survival of these institutions and their continuity in the competitive process and in line with technological progress and increasing their ability to face the challenges of the age that have made quality an imperative in all the work that they do, and one of the most important factors for achieving advantage Competitiveness, as the increasing customer demand for better quality has forced organizations to search for how to access it, taking into account all of the cost factor, delivery, flexibility, innovation and creativity or the so-called competitive precedents.

Total Quality Management is one of the most pioneering intellectual and philosophical concepts that captured attention A broad range of specialists, researchers, administrators and academics who are particularly concerned with developing and improving the production and service performance in various humanitarian organizations, and the Japanese administration has played a decisive role in this regard. In light of the current changes, it has become imperative for national institutions to adapt, upgrade and excel in their performance and come up with modern management methods and concepts aimed at raising the level of quality that has become the decisive element in building a competitive strategy by developing and changing its vision, philosophy and policies in line with the requirements of the twenty-first century approved In that to achieve competitive precedents, the most prominent of which is the precedence of quality, but that quality alone is not sufficient to achieve this trend, rather it is necessary to adopt the most recent trends and systems in its management. The total quality management over the past two decades has achieved remarkable and remarkable successes in many Japanese and European international companies. The literature and studies have confirmed that the concepts of total quality management were the basis of which the

search for improving performance was launched, as well as responding to customer expectations and improving productivity rates, which reflects the importance of this approach in achieving good performance for the organization at all levels. One of the basic requirements for implementing TQM is the presence of leaders who are willing to change the organizational behavior of the members of the organization, and the ability to define their roles, with an explanation of the return from applying this approach to the products and services that the institution seeks to provide to the customer.

Despite the presence of many trends related to work, job satisfaction is the most important phenomenon that has received great attention by behavioral scientists, so that job satisfaction is considered one of the biggest topics in management science ambiguity because it is an emotional state related to the employee that is difficult to understand. Perhaps this ambiguity has led to the emergence of hundreds of research and father Some of them considered job satisfaction as an independent variable that affects the behavior of employees, such as performance, absenteeism, work turnover, and some of them considered it a dependent variable affected by wages, salaries, bonuses and grants. If we look closely at the relationship between job satisfaction and organizational loyalty, we will find that there is a close relationship between them. Some researchers have emphasized that organizational loyalty is a force that identifies an individual with his organization and his association with it, and that it cannot be understood without his consent for his job and that loyalty and satisfaction are linked to distinct attitudes and trends, and that Individuals 'satisfaction with work is not necessarily related to their motivation or productivity. The individual's obtaining of benefits and returns from his job does not necessarily make him want to perform the work entrusted to him, and it is inferred from this that the individual's satisfaction with the job does not necessarily mean increasing their performance.

This study has three parts. In the first part, he tried to form the definition of the concept of quality and total quality management. The second part includes the concept of employee satisfaction. In this section, the concept of employee satisfaction, the dimensions of this satisfaction, and the place and importance of employee satisfaction in total quality are explained. In the third and final part of the

study, the relationship between the application of total quality management in private educational institutions and employee satisfaction is examined. Finally, the purpose of the research and the results obtained as a result of the research and the results of the survey were evaluated.

FIRST PART

1. QUALITY AND TOTAL QUALITY MANAGEMENT

1.1. Quality

Quality has become an important element in the life of contemporary man and it is also one of the most important principles of management at the present time, after management in the past, believes that the success of the company means manufacturing products and providing services faster and cheaper, then seeking to discharge them in the markets, and provide services for these products after selling them from In order to repair and maintain defects in these products. Thanks to the principles of quality, this classic concept has changed and has been replaced, according to the quality scientist, Feigenbaum (1991), with another concept that calls for the manufacture of products of high quality, which leads to faster and cheaper manufacture. With the beginning of the twentieth century and the resulting emergence of Western civilization of an industrial nature and the accompanying conditions of the First and Second World War, the quality of industrial products became a fateful determinant within the strategies of advanced industrialized countries, especially in Europe, America and Japan. And with the dawn of the third millennium and the resulting new global challenges such as globalization, the inclusiveness of the economy, the dominance of strong international companies, the emergence of economic and political blocs, and the imperative to submit to international standards and specifications ISO, and the World Trade Agreement began to be imposed on humanitarian (economic) organizations Including them) adopting the conscious scientific method in facing these accelerating challenges, and investing the human energies that are effective in storing the productive and marketing performance capable of achieving the best levels of quality in products and services (Feigenbaum ,1991: 8).

Rhodes: An administrative process that is based on a set of values, and derives its movement energy from information that uses the skills of workers and invests their intellectual capabilities in the various levels of organization creatively To ensure the continuous improvement of the organization, or it is an administrative process that

achieves the objectives of each of the labor market And students, that is, it includes all the educational functions and activities of the institution, not only in producing service, but also in delivering it, improving the institution's position locally and internationally, and increasing its market share (Rhodes, 1992: 49).

Continuous improvement in the performance of the organizations and the development of programs and plans with the aim of achieving the largest number of goals with the least adaptation and the shortest period of time and with regard to education, quality is all the elements of the educational process, starting from the student, the teacher, the educational process, laboratories, references, teaching methods, work rooms, and finally the process of continuous evaluation of all stages of quality (Bosnina, 2001: 11).

Quality according to this approach is defined as the suitability of the product, i.e. the ability of the product to perform for use in accordance with For specifications that achieve consumer satisfaction by providing better performance and more accurate qualities that satisfy consumer desires. Within this approach, quality is seen as the accuracy and ability to measure the vocabulary and characteristics required in the product that are able to fulfill the desires of the consumer. Quality within this approach is the ability of the product to satisfy the customer's expectations. Among the factors such as the social and cultural level and the level of satisfaction is the opposite of the previous concept, which is considered an objective concept. Therefore, quality here is the compatibility between the characteristics of the product or service and the expectations of the customer. Edward Demnah emphasized this through his definition of quality as: Cost, in the sense of conforming to the protests Despite the importance of this approach in defining the concept of quality, it may make the institution fall into a state of absence Correspondence between the provided quality and customer satisfaction due to the multiplicity of needs and desires, which are difficult to collect in One product or service, and from here the organization can choose between two strategies, which are a division strategy.

The market or the total market. Quality according to this approach means making products free from defective proportions by conforming to the required design specifications and this is consistent with the concepts of quality in Japan: doing

something from the first time, as well as the concept of quality in Japan. Costs for required quality (Nabil, 2002: 32).

1. 1. Quality Concept

That the definition of this term still knows some of the differences from one writer to another according to the angle from which he sees it. Some of them look at the concept of quality from the customer's perspective, and some of them look at it in terms of the product, and some of them look at it in terms of manufacturing to other, so it must Whoever understands the relationship between these definitions, otherwise some confusion may arise in their understanding and the application of their principles. As mentioned (1994, Neil and Paul), the scientist Garvin (1988) analyzed the definitions of quality and classified them into five basic groups:

1. Unspecified definition (Transcendent): In this general and unspecified definition, quality is defined in perfect and beautiful terms, such as saying the quality of this product is superior "or you know the quality when you see it.
2. Product based definition: According to this definition, quality is a set of characteristics of a product or service that can be measured, analyzed, and studied differences and changes in it.
3. User-defined or user-based definition, which means quality and this definition is appropriate to use, that is, the ability of the product or service to fulfill the desires and requirements of the customer.
4. Manufacturing-based definition, quality here means compatibility and conformity with customer specifications and requirements and is also the degree of appropriateness between product characteristics and characteristics and design specifications, and the specifications here are related to production and engineering activities and are placed in Product design based on customer expectations and requirements. Product quality is measured by the level of deviation in the product characteristics from these specifications.

5. Value based definition: From this perspective, a high-quality product is a grant that gives the customer the highest possible costs for what he pays, in other words, the product that meets the needs and requirements of the customer at the lowest price and cost (Ismail, 2006: 17).

1. 2. History Of Quality

Scientists consider that ancient civilizations such as the Pharaonic civilization in Egypt recorded seven thousand years ago interest in the quality of the performance of works and this is observed through inscriptions in temples and pyramids, as the human civilizations that followed, especially the Mesopotamian civilization, recorded an interest in quality manifested in the effects of palaces And the temples that are still standing up to the hour. The Islamic civilization that illuminated the world for a period of time approximately 12 centuries ago, which was the beacon that illuminated the path of contemporary Western civilization, had valuable contributions in the field of quality that was reflected in the high level of civilization and social return to the nations and peoples that were living under the banner of the Islamic Caliphate in Various cities such as Baghdad, Damascus, Cordoba, Granada Ax, Bejaia and others, while European capitals such as Paris and London lived in the darkness of the Middle Ages. This sophistication was manifested in the social and civilizational level and the provision of schools and universities, hospitals, and industrial and agricultural prosperity in these ancient Islamic cities, which made human life distinguished from other cities in the rest of the world, says the quality scientist Juran in his book Quality in its contemporary concept is closely related to vital areas such as health, education, food, transportation, trade and industry, etc. Whereas, the beginning of the quality movement in Japan in the aftermath of the Second World War, when it was assigned the task of assisting Japan in its reconstruction and demilitarization of General McArthur, who accompanied him to Japan about 200 American scientists. Among the American scientists was a professor of statistics, Edward Dening, who spent nearly ten years before urging American industrialists to use statistical techniques to improve the quality of their products and reduce production costs, but without anyone listening to it. Deming was influenced

by Chihuhart's world thought on the methodology of statistical observation of operations, and during his work in Japan (in the year 1950), Deming gave a series of lectures on the use of statistical methods to monitor processes and improve quality to Japanese industrial engineers and administrators. These ideas received unprecedented attention on the part of the Japanese, and its scientists such as Ima1, Kaonu Ishikawa, and Japanese industry leaders developed these ideas and brought about the Japanese Quality Revolution / Japanese Miracle with the beginning of The fifties. The most important feature of the Japanese quality revolution in the proposal based on the transition from the method of inspection and quality inspection to a focus on Continuous Process Improvement at various levels of the production organization. Prize) 1951, which grants the enterprise or organization of the highest quality its products and services (Juran, 2000: 13).

1. 3. Quality Dimensions

From the above in the concept of quality, we can conclude eight dimensions of quality. Through these dimensions, it is possible to visualize the suitability of quality to customer requirements, and dimensions can be classified as follows: (Garvin, 1987: 101).

1. Performance, which is the sum of the basic characteristics of a product or service such as final finishing, speed, size, competitiveness, etc.

2 Reliability: This dimension indicates the continued and consistent performance of the product and its continued quality for a certain period of time.

3 Durability: This dimension refers to the duration of the product or service, such as the period of work in the life of the producer.

4 Serviceability This dimension reflects after sales services and the speed and efficiency of product maintenance services.

5. Aesthetics: concerns the appearance and appearance of the product in terms of colors, packaging and other appearance and appearance characteristics.

6. Special / Added Features, which are additional features of a product or service, such as customer safety and security, ease of use, and environmental preservation.

7. Conformance is the conformity and suitability of the product characteristics with the specifications specified for it from the expectations and requirements of the customer. Perceived Quality is a dimension of the company's reputation, products and services.

1.4. Juran's Triple Quality Management (Juran Trilogi)

To achieve the quality of services or products, organizations must work to develop a plan, strategy, clear vision, specific message, and precise goals, all in order to achieve the desire and ambition of the customer. Upon achieving these conditions, the juran trilogy will be fulfilled as follows: (Juran, 2000: 23)

- quality planning process
- quality control
- quality improvement

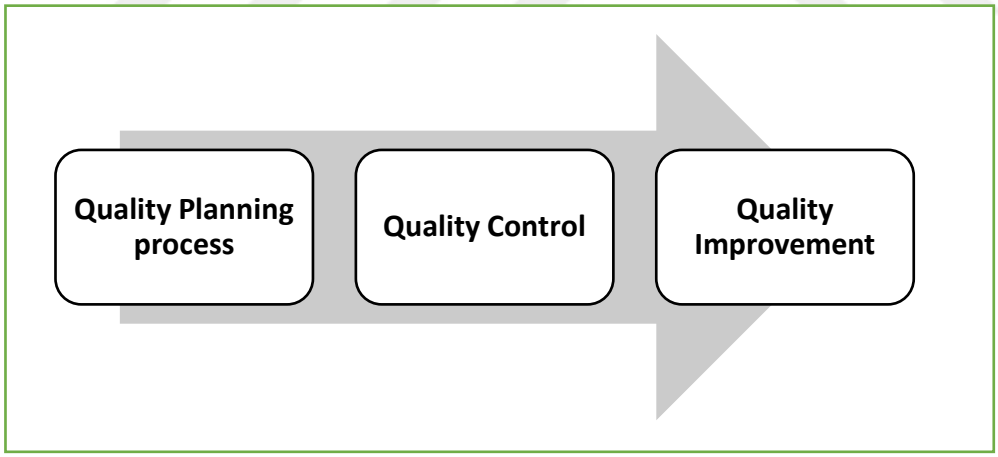


Figure 1: juran Triple Quality Management

Source: Juran, J. M. and Godfrey, A. B., (2000), "***Juran's Quality Handbook***", 5th Edition, Mc Graw Hill, Singapore.PP.2 – 39.

The juran trilogy diagram illustrates changes in characteristics that affect the quality of a product or service over time and through which an organization can measure its performance in meeting the requirements and desires of its customers and consumers

of our products. These transactions may be costs of failure of quality, percentage of defects in the product, number of defects, or percentage of errors etc. This diagram represents the logical sequence of the three processes in quality management represented in the process of quality planning, quality control and quality improvement, and can be detailed as follows:

- The Quality Planning Process (QP): The quality planning process coincides with the design phase, as the organization management determines who the customers are and what their product or service needs are. We then design the product and plan the processes to achieve the product. It would be very logical for us to study the process capability analysis to achieve the product specifications.
- Quality Control Process (QC): With the progress of production or service operations, it is natural to note that operations may be unable to achieve quality in the product at 100% from the first time but rather produce increasing proportions of the defective product and this is called critical loss waste) This case is determined by Process Control using quality control techniques that start with identifying the product properties that we want to monitor, and performing measurements on these properties, determining the size of performance and then comparing the latter with the product specifications and taking corrective actions for the occasion in the case of Distractions.
- Quality Improvement Process (QI): The emergence of critical loss in the second stage (the first stage of quality control) leads us to focus more on it by monitoring the process in order to determine the reasons leading to it and discuss ways and ways to reduce it, and this in itself is a good opportunity for the organization to It starts in the process of quality improvement, whereby the team based on the process searches for activities and sub-processes on which improvements can be made, as well as research the causes of deviations and defects in the product or service and follow scientific methods to solve and get rid of them (Juran, 2000: 41).

1. 5. Six Sigma Quality Management Philosophy

The concept of "Six Sigma" or "Six Differs" is one of the most famous contemporary management strategies in the philosophy of continuous process improvement where some consider it an improved picture of TQM (Green, 2006) (TOM). This strategy is based on statistical monitoring of all administrative, financial and technical operations in the organization, and is distinguished from other scientific tools for management by careful statistical analysis, following the systematic method for solving problems, accurate identification of root causes that lead to variations and differences in quality characteristics, and redefining processes in order to obtain On the long-term satisfactory material results. This concept is due to the world of quality (Crosby) which he presented in his famous book (Quality is free) a year 1979 and was adopted by Motorola to improve the quality of its electronic products and restore its market share against its Japanese competitors. This concept achieved a wide spread during the eighties and nineties and major international companies such as (Texas Instruments), (Allied Signal), (General Electric) and (Bank of America) began adopting and applying it to their various administrative, production and financial procedures (Green, 2006: 128).

According to researchers (1989, Cross) and (2004, Arthur), the Six Sigma is an "organizational strategy to improve the process that is used to improve the profitability of the facility, get rid of defective and lost production, reduce costs of failure in quality, and improve the effectiveness of operations to meet customer needs and expectations" It leads to exceeding these needs. " The strategy of the year Sigma is an advanced management philosophy for Total Quality Management (TQM) aimed at raising the levels of production and service establishments in all financial, administrative and technical aspects, and this is by reducing two main elements that negatively affect the quality of operations, namely defects and delays in the delivery of products or services.

Six sigma is based on the following basic principles:

1 focus on customers.

2 Operations management and decision-making.

3 focus on operations and management of continuous improvement.

4. Effective management based on advance strategic planning.

5. Unlimited cooperation between all workers in the facility.

6. Planning and working to achieve idealism. The continuous improvement cycle in the Sigma year strategy is based on the DMAIC model which contains five main stages as shown on the figure 2. Define the problem identification phase, Measure, Analyze stage, Improve phase, Control phase.

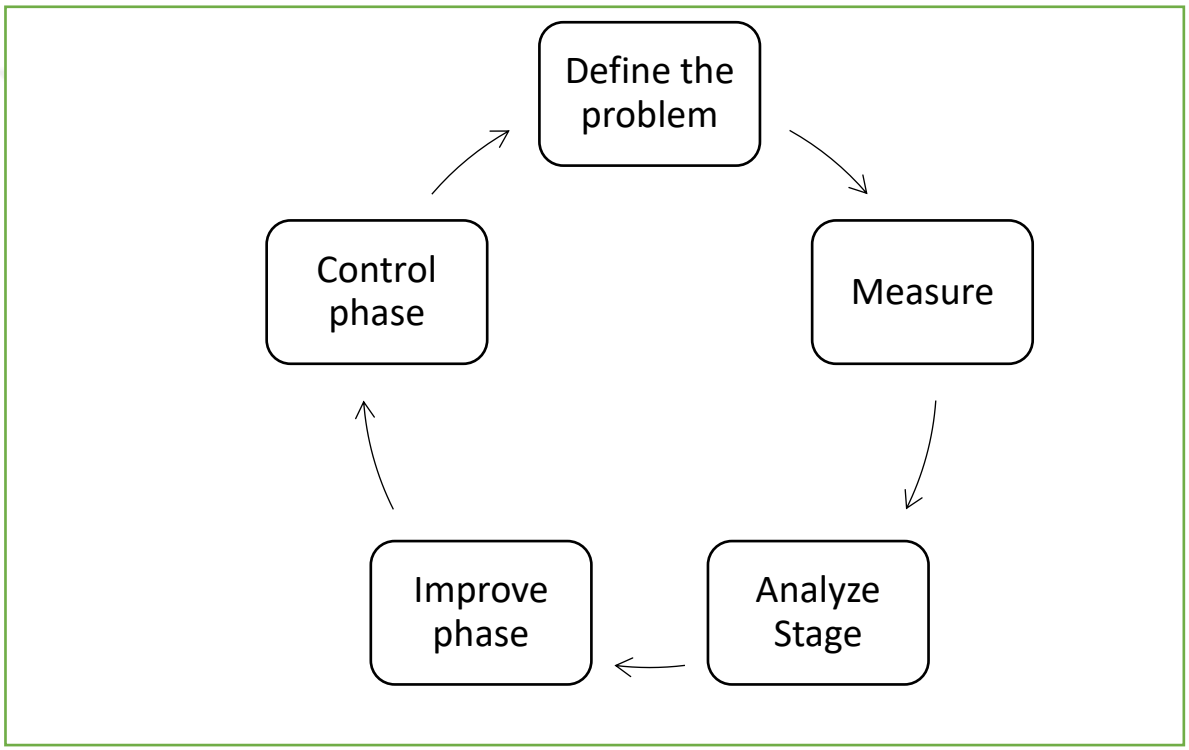


Figure 2. Six Sigma Philosophy

Source: Pande , R , S , Newman , R . P . and Carangah , P . R . , (2000) , " The six sigma way - How GE , Motorola and other top companies are honing their performance " , McGraw Hill , New York. P 47.

TOTAL QUALITY MANAGEMENT

1.6. THE CONCEPT OF TOTAL QUALİTY MANAGEMENT

Total quality management is one of the most pioneering intellectual and philosophical concepts that have attracted attention The wide range of specialists, researchers, administrators and academics who are particularly concerned with developing and improving productive and service performance in various humanitarian organizations. As Japan has brought about change and development in many patterns of work and beliefs prevailing in the organizations Seeing it as a strategic issue has become part of strategic planning. Total quality management is a concept that includes an emphasis on quality that includes all aspects of the organization, from the supplier to the consumer. The researcher Aramand V. Feigenbaum is the first to introduce the concept of total quality in 1951 in his book total quality control.

Total Quality Management is a practical but strategic approach to managing organizations focused on the needs and goals of their clients. Rejects any outcome other than excellence in Total Quality Management that is not a set of slogans, but a thoughtful and systematic approach to achieving high levels of appropriate quality in a manner that meets or exceeds the needs and desires of clients. It can also be seen as a philosophy of continuous improvement that can only be achieved through people who act with confidence. TQM represents a permanent change in the organization's focus away from short-term benefit to long-term quality improvement. Innovation and improvement by focusing on those institutions that practice an inventory in the cycle of continuous and permanent improvement. They consciously try to analyze what they are doing and plan to improve it. To create a culture of continual improvement, managers must trust their employees and delegate decisions to the degree required to give employees the responsibility to deliver quality in their own field (Feigenbaum, 1991: 8).

1.7. DEFINITION OF TOTAL QUALITY MANAGEMENT

The concept of total quality management, like other modern administrative concepts on which concepts and ideas differ according to the angle of looking at it, there is no agreed definition with general acceptance among thinkers and researchers about it, as several definitions have emerged, including: (Daradkeh, 2002: 15).

Definition Of The ISO Organization: A method of running the institution based on quality and the contribution of all individuals and seeking success for a long time by satisfying the needs of customers and providing benefits to all members of the organization and society (Hawas, 2015: 9).

Crosby's Definition: As representing the structured methodology to ensure that planned activities are carried out in advance, As it is the ideal method that helps to prevent and avoid the occurrence of problems by working to stimulate and encourage optimal administrative and organizational behavior in performance and the use of material and human resources efficiently.(Safaa and Nawal, 2012).

Juran Definition: It is an administrative system that uses and applies tools that have been effectively developed and applied to Organization, with a change in employee attitudes and daily levels of operation, and for the successful implementation of this System All departments have a long-term commitment to quality (Boukhaloua, 2016: 9).

Gablunksi: As the cooperative aspect of performing productive and service work by investing the talents and capabilities of workers in the technical and administrative fields in order to provide continuous improvement of the required quality by adopting the work teams (Khudair, 2007: 90).

Definition Of Fingam: It is a system that integrates all efforts to develop quality improvement for the various departments and interests of the organization Economically obtaining products or services with complete customer satisfaction (Naroura, 2014: 59).

The British Standards Institute defined: Total Quality Management as: a management philosophy that includes and surrounds in all the activities of the

organization and its activities through which the objectives and expectations of the internal and external client are achieved, as well as the objectives of the organization are achieved in the most efficient and least expensive way through the optimal application of the energies of all workers with the aim of continuous development and improvement, As it is a new way of innovation with regard to managing organizations, total quality management is an art and culture that promotes the concept of total commitment towards customer satisfaction through continuous improvement, development and excellence in all areas of work (Balali, 2015: 7).

Harprac Definition: It is an administrative method that creates the best coordination between the various activities of the institution, Workers, equipment and information to fulfill the customer's needs (Hawas, 2015: 9).

Defined by the London Institute of Management: “A style and method of management that gives every worker in the organization the responsibility to provide quality to the customer. Total Quality Management views every job in the organization as a job representing a party in a customer or supplier relationship with the next job, and the purpose of each stage in determining customer goals Internal and external services and meet their needs in order to increase customer satisfaction at the lowest possible cost (lAli, 2011).

Stephen Cohen And Ronald Brand Define: Her on the basis of the words that make up the term total quality management as follows: (Balali, 2015: 7).

Management: Which means planning, organizing, directing and controlling all activities related to implementing quality. This also includes supporting quality activities and providing the necessary resources.

Quality: Which means meeting the customer's requirements and expectations.

Total: Which requires the participation and integration of all employees of the institution, and therefore effective coordination between employees should be made to solve quality problems and to make continuous improvements.

This can be illustrated by the following figure:



Figure 3. total quality management

Source: Sinan Kadhim Al-Mousawi, Moayad Hasan Ali, (2015). Principles of Total Quality Management and its Impact on Defining Competitive Priorities, Journal of Literature of Kufa, College of Administration and Economics, University of Kufa, Iraq, Issue: 1, P 56.

1.8. THE PRINCIPLES OF TOTAL QUALITY MANAGEMENT

Total quality management is based on a set of foundations and objectives that focus on improving and developing quality, and if these principles and rules are well applied, they will lead to achieving a good level of quality. The opinions of researchers and thinkers have varied in identifying these principles, some of them reduce them to five principles:

1. Continuous improvement:

   The idea of permanent improvement and development depends on supporting research and development projects, encouraging creativity, and developing sensory and moral knowledge and skills among the competencies in the organization, as it is an important element in reducing the percentage of

deviations at all levels of activity, as the focus is strictly on continuous improvement in the rules of production, finance, marketing and resources Humanity achieves the highest level of customer satisfaction as a result of providing value in the product or service, so it is necessary to conduct continuous studies and research and analyze the results to reach the best results. Efficiency for different process systems on the one hand, and development of the quality of final goods and services on the other hand (Fraijat, 2013: 8).

2. Work teams:

   Teams within modern administrative organizations constitute one of the requirements of quality management aimed at solving problems. Total quality management requires the senior management to work on creating work teams from Individuals with the skills and capabi (Balali, 2015: 11).

3. Focus on operations:

   The TQM approach focuses on operations and the need to improve them, and is not only concerned with the product, and returns The reason for this is the direct impact of operations on product quality. If we say comprehensive, this means that it includes all operations in the organization, and an attempt to make them all contribute to the quality of the final product in a way that prevents errors (lAli, 2011: 63).

4. Support senior management: There is complete agreement on the importance of supporting the senior management and its commitment to the success of total quality management, as some have pointed out that the consistent assertion of the role of senior management as the main guide for change will limit the role of individual differences with regard to the adoption by individuals working in the approach to total quality management, and that support and commitment to senior management To implement total quality is due to its conviction and belief in the need for continuous improvement and improvement, and it expresses this by announcing its desire to apply total quality at all administrative levels and its employees and to take plans and programs that complement the implementation of this, as well as providing material capabilities and For mankind necessary for the application process.

The support of the senior management should be clear to everyone through its willingness to take concrete measures, among them: formulating a quality policy, building a quality organizational structure, full participation of workers, disseminating information about quality and managing change mechanisms. Therefore, there is no doubt that the administration is convinced of the need to implement The TQM methodology makes it ready to support all the changes that will occur in the organization, and senior management can abide by its pledges and carry out its responsibility and confirm the continuity of its commitment towards the implementation of TQM (Bassam and Israa, 2013).

5. Focus on the customer:

   TQM believes that the customer is the one who sets the standards that must be met in the products It will acquire it, not regulate. Total quality management focuses on satisfying all internal customers and developing strong and long-term partnerships that do not depend on lowering prices with sellers (Shadi, 2007: 28).

1.9. TOTAL QUALITY MANAGEMENT GOALS

The main goal of implementing a comprehensive quality management program in companies is to develop high-quality services and products. This main objective of quality consists of three main components: (Shady, 2007: 28).

1. Reducing costs: Quality requires taking the right steps in the best way the first time, and this means reducing or re-accomplishing the things that have defects and thus reducing costs.

2- Reducing the time to complete the tasks: the procedures set by the institution to complete the services for the client focused on achieving the goals and monitoring them, and therefore these procedures came in complex in many cases, which had a negative impact. On the customer and on the organization.

3. Achieving quality: through the development of products and services according to the desire and requirements of customers, the lack of attention to quality and

distancing from it leads to an increase in the time required to perform and accomplish tasks, increased routine and control work, and thus an increase in customer complaints about them.

1.10. THE CONCEPT OF ISO 9000

In 1947, the International Organization for Standardization was established with membership in the standards and standardization bodies of member states, with each member contributing financial participation to finance the activities of the organization. It is an abbreviation for International Organization for Standardization. The iso series is defined as a group that controls the quality system in which all requirements conform to the nature of the institution. Hutchins defines it as a continuous series of written specifications and also issued by the International Organization for Standardization in 1987. This series identifies and describes the main elements required in the quality management system adopted by the institution to ensure that its products or services are compatible with the needs and expectations of customers (Salami, 1995: 19).

1.10.1. ISO 9000 REQUIREMENTS AND PROPERTIES

Requirements ISO 9000: It is necessary to fully understand and fully see the requirements of ISO9000 as the basic step in the requirements of successful application and these requirements are: (Khader, 2010: 113).

- Management responsibility includes the availability of a clear quality policy by management and a specific and clear regulation of the quality function.
- The availability of a quality system covers all matters aimed at confirming the institution by working to fulfill the desires of consumers.
- It provides clear systems for auditing and auditing, whether they relate to ongoing activities within the institution or with the parties that contract with it.
- It provides clear systems and procedures for reviewing corrections, controlling the product design process, defining its objectives, and planning for it in order to achieve quality design achievement.

- Control documents and documents that are being circulated in the institution and find evidence to control their movement and circulation.
- The presence of the monitoring system, purchasing operations, and ensuring the availability of specifications and standards agreed with the suppliers of the purchased materials and ensuring their quality.
- The existence of an effective control system regarding the materials supplied by customers and ensuring their compliance with specifications

Properties ISO 9000: The ISO 9000 model is one of the main ISO models and offers several key points to meet the characteristics expected by the customer: (Khader, 2010).

- A point of convergence of trade negotiations that can be referred to.
- Provide the organization's language and terminology.
- It increases customer confidence and reduces the need to visit production sites.
- Improve employee relationships and morale.
- Reducing waste and damage during operation.
- Reflects commitment to quality.
- Enables expansion in new markets, products or manufactures.
- Improve customer relationships with the supplier.
- Helping the organization to maintain a stable quality level.

1.11. THE RELATİONSHİP OF TOTAL QUALITY MANAGEMENT WİTH ISO 9000

The primary factor for evaluating the performance of any facility is the quality of its products, and the global trend currently is to survey the consumer's expectation from the quality point of view, and that trend is accompanied by a certainty that continuous quality improvement is essential to reach and maintain

economic performance. And it was called the ISO 9000 series and it includes stressing the formal processes and work requirements to guide and guide the workers

TOTAL QUALİTY MANAGEMENT	ISO 9000
➢ The absolute focus on the consumer. ➢ Linked to company strategy. ➢ It focuses on philosophy, concepts, tools and methods. ➢ Emphasis on employee engagement and enthusiasm. ➢ Continuous improvement and deepening of the concept of total quality and endless process. ➢ It is concerned with the organization as a whole with all its management, functions and levels. ➢ Includes and includes change of culture and processes.	➢ It is not necessary to focus on the consumer. ➢ Do not relate to a unified strategy. ➢ It focuses on technical and procedural systems. ➢ Staff participation is not necessary. ➢ It is not necessary to focus on continuous improvement as it is only a decision. ➢ Focus can be partial. ➢ The quality department is responsible for the quality. ➢ It is much more appropriate to keep conditions as they are.

Figure 4. THE RELATİONSHİP OF TOTAL QUALİTY MANAGEMENT WİTH ISO 9000

Source: Tawfik, Abdel-Rahman (2006) Experts Center for Professional Experience Management (BMIC), Comprehensive Quality Approach, Center for Professional Experience Management, Giza, Egypt, I: 04, p.19 - 20.

There has been a confusion between the concept of total quality management and the standard of quality management ISO 9000 as they mean the same thing, and we sometimes even hear people talking about a ISO 9000, as if it describes and means

total quality management despite the distance between them and the following table clarifies the characteristics and characteristics of both concepts: (Tawfik, 2006).

1.12. STAGES OF TOTAL QUALİTY MANAGEMENT

The implementation of the comprehensive quality management approach in any institution requires good planning, and a great awareness of the various stages that must be taken into account to put this system into practice, and it requires awareness and familiarity with the most important tools that enable proper application and confirmed success of this administrative entrance.

1. Preparation Stage:

This stage is considered one of the most important stages in the process of implementing TQM, and the importance of this stage lies in determining the extent of the current benefit from applying this administrative approach compared to the cost and then carrying out training operations, and it is preferable that the training be outside the organization and collectively and includes all employees so that they can understand The benefits of total quality management for their organization in addition to creating a spirit of creativity among them during training, and at this stage we find that the executives are reformulating the mission of the institution and defining its future goals in line with the quality and continuous improvement approach, and preparing a policy that directly supports the strategic plan of the institution, and this stage ends By committing to allocate the necessary resources to implement this administrative entrance. It includes seven steps that we mention in detail through: (Qasemi, 2003).

- The decision to implement total quality management
- Training of key executives
- Formulating both the vision and mission of the institution
- Determine the goals of the institution
- Establishing corporate policies
- Decision to continue and allocate the necessary initial resources
- The opening speech

2. Planning Stage:

In this stage, the detailed plan is prepared by preparing an accurate strategy for applying total quality management. The steps of this stage can be summarized in: (Khatim, 2009).

- Selection of members of the advisory board and quality coordinator: The advisory board consists of the director and functional managers, and the advisory council includes in particular individuals who participated in a high efficiency in the previous phase, in order to prepare and implement total quality management and to ensure good support to the work team, where the council reviews, analyzes, and improves operations Within the institution, while the quality coordinator is a person who is chosen either from the current organizational map of the institution or from outside it so that it must have a set of qualities and capabilities that qualify it for that, in addition to that he must receive special training that enables him to perform his duties successfully. The coordinator acts as a liaison that connects and coordinates all aspects of the TQM approach.
- The first meeting of the advisory council was held:

  Preparing a draft of the application of total quality management, where during the meeting will discuss the charter of the council, dividing responsibilities to support the implementation of the quality plan and setting the dates for application of the basics of the comprehensive quality management system.
- Allocate the necessary resources to implement and choose an implementation strategy:

  The process of selecting resources is one of the most difficult steps considering that the entrance to total quality management requires an Important budget, which may even lead to borrowing from abroad in the event of insufficient budgets within the institution, where the desired return from applying this administrative entrance does not show its results except in the medium and long term, as it is considered A long-term investment process on the other hand. As for choosing the implementation strategy, it is after selecting the task forces in charge of operations, where they are assigned specific tasks according to a methodology determined by the Council.

3. The evaluation stage:

   Estimating and evaluating the human structure is a necessary process before launching the application, as this composition consists of a mixture of individuals with moods, ideas and beliefs that may be different, and therefore it must understand the strengths and weaknesses of the different patterns of personality of individuals in order to build the organizational culture that is based on appreciation and evaluation, which is what It allows managers to create faster, more effective and less error work teams, and this allows the organization to step faster towards continuous improvement (Qasemi, 2003).

4. Application stage:

   In this stage, the trainers are selected and trained, the managers and employees of the institution are trained, and the work and achievement teams form the implementation stage, the following steps must be taken:

- Choosing who will take over the training of the institution and train the trainers: In these two steps, the trainers for the institution are chosen from among the important individuals and they have clear job locations within the institution and these trainers have an important role because they participate in the consultation and the training is considered a supportive service as they provide support to the comprehensive quality management coordinator and from there they must be chosen With great care from within the institution, from all administrative levels and with the same criteria by which the total quality management coordinator was chosen, and after that they take over the training process, they gain experience within the institution and contribute to solving problems and must have credibility or not. The strong commitment to the development of the institution and these trainers receive an intensive program and a sufficient period of time to accommodate the program, which is a mixture of principles, concepts, and tools for total quality management. The coordinator works to take advantage of the strengths, specialization and skills of each of the coaches.
- Establishing the TQM Library: This library contains references, periodicals, audio-visual means and scientific topics. When selecting materials for this

library, its relevance to TQM must be taken into account and contribute to assisting trainers, work teams and the TQM coordinator within the institution.

- ❖ Training of management and workers: Training of management and workers is one of the areas that raises difficulties within the organization. No matter how small or large the group is to be trained, the necessary planning and choice of terms used in training must be made.

5. Stage of exchange of experiences:

   This stage is mainly to invite others to participate in the process of improvement. This invitation includes the corporation's units, branches and suppliers who deal with it. Therefore, the organization works to spread the idea of total quality management in the workplace, which supports its external opportunities and reduces threats if everyone adheres to them. The Foundation also at this stage engages suppliers to contribute to the process of improvement, it is not possible to improve the quality of a product what customers want without the contribution of suppliers because the product is basically what the supplier provides before the manufacturing process even in the service product is based on what the suppliers provide of goods, so the institutions that go towards applying TQM selects its suppliers with great interest and maintains loyal relationships with them (Qasemi, 2003: 58).

SECOND PART

2. SATISFACTION OF WORKERS

2.1. THE CONCEPT OF SATISFACTION OF WORKERS

Many researchers and writers have studied it permanently, and it still enjoys the interest and admiration of managers in various institutions, and the important reason for studying job satisfaction is to provide managers and higher management with opinions and ideas that stimulate the improvement of workers' attitudes towards work, organization and organization. Salary, supervision, training, etc.,and many organizations use Opinion polls to know employee attitudes and measure them towards matters related to work and the organization. Managers and employers gave this topic special attention as a catalyst for workers and has a significant and effective impact on the productivity of workers and their activity in the work. It was also found through studies that examined the same topic that satisfaction with workers contributes to improving their physical and psychological health and quality of life inside and outside the work environment, Job satisfaction is considered one of the factors that increase the high performance in the organization (Daft, 2000).

There is still no agreement between researchers and scholars on a clear and agreed upon concept and definition of the meaning of job satisfaction and employee satisfaction, and the reason for that is the difference in research and studies and the multiplicity of fields in research, and satisfaction is a specialized topic and it can satisfy a person and it may be dissatisfaction. Job satisfaction is one of the most important trends in institutions and it is important to differentiate between it and the employee's morale, as they are sometimes used as synonyms, as job satisfaction is due to personal trends alone, while it uses morale to describe the overall feelings of a group of employees (Saeed, 2004: 194).

The subject of job satisfaction received the attention of researchers in management, social, psychology and other sciences, so many studies and researches appeared to answer questions related to the employee's satisfaction with his work or his dissatisfaction and with the magnitude of those studies related to it, psychologists

used job satisfaction and still There is a difference in defining the concept of job satisfaction, as it was used to indicate the employee's attitudes towards his work that are expressed in behavioral images.

Job satisfaction is the most important activity that has garnered much attention from researchers, as interest in job satisfaction began. Through the fact that organizations generally depend on their success and superiority in several areas on the ability of individuals to perform their work, which depends on the degree of their satisfaction and their level of loyalty to work, which confirms the importance of human resources in the continuity of organizations (Al-Manawi, 1998: 122).

2.2. DEFINITION OF SATISFACTION OF WORKERS

There are those who see that what is meant by the term satisfaction with work is the individual's attitude towards his work. A person who feels satisfied with work carries positive directions towards work, while a person who is not satisfied with his work carries negative directions towards work, and in fact the two terms are used in a synonym (Maher, 2002: 31).

Others see that job satisfaction is the sum of the elements of contentment that the individual envisions obtaining from his work in a more specific form, and expresses job satisfaction with the following formula: job satisfaction - job satisfaction + job content satisfaction + job satisfaction promotion + Satisfaction with supervision + satisfaction with the working group + satisfaction with working hours + satisfaction with working conditions (Abdel-Baqi, 2001: 13).

There is a definition of job satisfaction as being the feelings of workers towards their jobs, as these feelings are generated by their awareness of what these jobs offer and what they should get from them, so the more there is a convergence of cognition the higher the degree of satisfaction.

There are those who express job satisfaction from another angle as being feelings of happiness that result from the individual's perception of the job, as these feelings give the job an important value represented by the individual's desire to work (Abbas and Suhaila, 2003: 53).

Lock (1976, Lock), an administrative definition of job satisfaction as a result of the behavioral responses felt by the worker towards work and the requirements of the job he performs, and by this definition he made satisfaction a behavioral and psychological outcome of the worker's exercise of a specific job. That job satisfaction is a state of happiness that results from the perception of the working individual that the job he performs, and within certain circumstances, achieves a degree of production and satisfaction for his psychological and material needs (Moroccan and Kamel, 1986: 29).

2.3. ELEMENTS OF JOB SATISFACTION

Satisfaction-related studies have shown that there is a general level of satisfaction reflected on individuals who are satisfied with the various work factors and the surrounding environment, and that the level of satisfaction of individuals and workers is one of the factors that may affect the degree. Of satisfaction with other factors and causes, and these factors can be determined accordingly: (Ashour, 1979).

- Satisfaction with the reward: means the price, return, or benefit that the individual gets in return for the efforts or work he makes, whether material or intangible. Harzburg and his colleagues in 1959 considered that the availability of wages does not cause satisfaction or happiness permanently, but only prevents feelings of resentment and anger from seizing and appropriating the individual, but research conducted in the United States of America indicates a direct relationship between the level of job satisfaction and the level of income, so the more Income on the one hand increased job satisfaction on the other hand.
- Satisfaction with the content of the work: A number of scholars have concluded that the content of the work is the main factor for satisfaction at work. However, the important reason mentioned by some workers may be for several variables related to the content of the work:
  1. The degree of diversity of work tasks
  2. The degree of self-control and control available to the individual
  3. Individuals use their capabilities

- **Satisfaction with the imposition of promotion:** The more the employee feels that the work he is doing is in a place of gratitude and that he must and will receive a reward that enables him to improve his position the more his satisfaction and gratitude for the work increases. Work and thus increase his efficiency and activity at work.
- **Satisfaction with supervision:** The research conducted on the supervisory style that the boss follows with his subordinates indicates that there is a strong relationship between the supervisory position and job satisfaction in a large way, and these studies have shown that the supervisor who is distinguished between him and his subordinates has a spirit of support and personal understanding and works to understand his subordinates This supervisor can gain their love and satisfaction, so the supervisor who takes into account the needs, expectations and feelings of his subordinates gains their support and satisfaction with their work.
- **Satisfaction with supervision is achieved by the following factors:**
    - ✓ Demonstrate friendship at work.
    - ✓ Understand the worker's problems and perspectives on an ongoing basis.
    - ✓ Always support the workers and extend a helping hand to them.
    - ✓ There is readiness for understanding between the supervisor and his workers without resorting to authority.
    - ✓ Paying attention to the supervisor's personality and behavior, and carefully selecting him for leadership positions.
- **Satisfaction with the work group:** If the employee is present in a good environment and with the employees, he can reach an understanding with them and are satisfied with his work, and this factor becomes a strong element of his satisfaction. with work.
- **Satisfaction with working conditions:** Physical work conditions such as temperature, pressure, ventilation, humidity and cleanliness refer to the degree of employee satisfaction with the work environment in the organization, and research indicates that the quality of the material and moral

working conditions affect the strength of the relationship that binds an employee to his work (Zinedine, 2000: 73).

2.4. FACTORS AFFECTING JOB SATİSFACTION

The factors affecting satisfaction are divided according to their source, into organizational factors originating in the organization, and the other subjectively related mainly to the nature of the factor itself (Chenoufi, 2005: 198).

A. Regulatory factors:

The returns system: the returns represent all kinds of material and moral needs that the organization provides to achieve degrees of satisfaction for its workers according to what they have provided in the effort to perform their tasks, the most important of which are: remuneration, incentives, rewards and promotion so the worker feels satisfied if the returns are distributed according to a specific fixed system that guarantees their availability in the appropriate amount and form fair.

Remuneration: If it depends on the connection between satisfaction and the satisfaction of needs, especially physiological, then this factor is very necessary to achieve satisfaction, and whatever the starting point, the financial return cannot be neglected as a component of achieving satisfaction because it is the logical result of the effort that the worker exerts, as if to acknowledge what he presented (Ashour, 2005).

Incentives: “Incentives are a set of external factors provided by the organization that are able to stimulate the actual kinetic forces produced in the individual and that affect his behavior and behavior towards a certain level of performance.” Everyone agrees that the incentives constitute one of the most important independent variables of satisfaction, motivation and performance as well as the behavior of Generally employed.

Promotion: Promotion means "the imitation of the employee or worker with a job with greater responsibility than his previous position and a degree related to salary increase as recognition by management of effort higher than its degree." The

opportunities for promotion have a strong relationship with satisfaction, as it is related to increasing the salary according to the effort made, just as providing promotion is the appropriate opportunity to develop the capabilities of the worker, as some studies indicate that there is a direct relationship between providing Opportunities for promotion and job satisfaction. Supervision pattern: The supervision pattern is considered as a return for workers that falls within the psychological returns that affect their behavior, which is no less important than the material returns.

Most studies conducted on this have confirmed a close relationship between supervision pattern and worker satisfaction. The pattern of supervision reflects the way officials deal with their subordinates and how they influence them in order to reach organizational goals. There is authoritarian (dictatorial) leadership, anarchism and democracy, and most experiences confirm that the best and most realizing worker satisfaction is the democratic leadership because it includes human and social principles such as equal opportunities, freedom Opinion, and equality before the law, justice and cooperation, within the limits of organizational goals.

Values and goals of the organization: Whenever an individual feels in any organization that he works for goals of value or benefit for society, this has an undeniable impact on his satisfaction because he feels in this case that he works for something worth the effort and race.

Organization policy: It indicates the existence of work systems, regulations, procedures, and rules for organizing work and clarifies the actions and their sequence in a way that facilitates the work and does not hinder it, as the policy is flexible, integrated, Stability and availability of complete information there is a relative guarantee of job satisfaction (Sultan, 2003: 235).

Working conditions: material working conditions: Attention to material conditions and their impact on worker performance began since the emergence of industrial psychology (Elton Mayo works and Hawthorne experiments), and many researchers conducted experiments and research around the world around it, because of the impact of the physical environment on the worker and his behavior, as The human being has limit and tolerance thresholds for these factors: lighting, heat, ventilation,

noise, vibration, hygiene, and other means of work. And starting from being affected by the degree of his acceptance of the work environment as a transitive relationship and consequently to his satisfaction with its effect on the individual's tolerance, his work, as most of these studies indicate that poor physical conditions and Uncomfortable working positions have a great relationship with his dissatisfaction, and their suitability leads to his sense of psychological satisfaction and job satisfaction (Gamal and Thabet, 2002: 66).

Social conditions (working group): The term grouping is called any form of formation Social based on the satisfaction of the motives for feeling a belonging to a specific group. The content of the work: The content of the work means the content of the tasks assigned to workers in the organization. The guardian is the content of his work is the guard and the administrator his task the administrative work and so on. Herzberg considered that the variables related to the content of the work also have a role in achieving higher levels of satisfaction such as the number of tasks, the level of powers granted, the possibilities of initiative and participation in work and others, and Herzberg suggests the following solutions: Job enrichment: The entrance to job enrichment assumes that managers must increase the number of tasks performed by the worker, as well as the degree of individual control over what he performs tasks, excluding some aspects of job oversight and an increased delegation of authority to workers (Jalal and Nihal, 2003: 163).

B. Subjective factors:

Studies have shown that job satisfaction is affected by the personality of the individual. There are people with their nature that are closer to contentment or dissatisfaction.

Self-esteem: The more individuals have a tendency to moderate opinion, self-esteem, and high value and value, the closer it is to job satisfaction. As for those people who feel a decrease in their value and ability, they are usually closer to dissatisfaction with their jobs.

Enduring pressure: the more the individual is more tolerant of the pressures at work, the better his behavior is in dealing and adapting to it, and the more satisfied he is compared to others. As for the narrow-minded individuals of organizational problems and labor interactions, they soon lose their job satisfaction.

Social standing: the social status of the worker or in the career ladder supports his satisfaction and strengthens his feelings, while the deterioration of this status often leads to resentment and dissatisfaction (Maher, 2000: 273).

2.5. METHODS OF MEASURING JOB SATISFACTION

The study of job satisfaction according to objective and scientific bases in a periodic and accurate form is very important, as it represents one of the most important factors indicating the effectiveness of institutions, and what this indicates is that researchers seek to define methods and methods of studying and assessing levels of job satisfaction with respect to each variable that exercises its influence on it, which It facilitates the treatment of material or moral deficiencies affecting satisfaction, and considering job satisfaction an imperceptible phenomenon, we find from the measures what is objective that depends on indicators such as absence rate, and subjective measures that are limited to interrogating workers to know the extent of their satisfaction with work (Sultan, 2003: 235).

2.5.1 OBJECTIVE MEASURES OF SATISFACTION

This type focuses on measuring satisfaction through the behavioral effects of the individual, and in which objective units of measurement are used, such as the rate of absence and the rate of work turnover (leaving the service), and given the foundations of applying these measures, we do not provide the necessary data that confirm the satisfaction or dissatisfaction of the worker. For example but not limited, the absence rate may be high due to illness rather than dissatisfaction. (Mostafa, 1990).

- **Absence rate:** Before referring to the absence rate, we clarify the meaning of absence as such. Absence means noThe presence of the worker to the workplace at the time from which he is expected to attend according to the work program, that is, it is included in the work schedule, but if the worker is

On official leave or on vacation, this is not considered absenteeism,It is well known that anxiety is about feelings that absorb human energy and dissipate and deteriorate it and impede energy towards creation. Creativity, production and innovation, which requires some degree of clarity of mind and calmness of the soul. It refers to emergency conditions that cannot be controlled by an individual, such as illness, accidents, family circumstances, and other reasons, although there is no agreed and agreed method to measure the rate of absence. 2 However, it can be guided by the method proposed by the US Department of Labor in 1968 and calculates the absence rate as follows: (Ashour, 1983).

$$\text{Absence rate during a given period} = \frac{\text{Total days of absence for individuals}}{\text{Average number of individuals x number of working days}} \times 100$$

Figure 5. Absence rate during a given period

Source: Ashour, Ahmed Saqr (1983), General Human Resources Management, University Knowledge House, Alexandria, Egypt. P 38.

- Total days of absence for individuals: Reflects the total days of absence for all working individuals.
- Average number of working individuals: It represents the average number of workers at the beginning of the period and the number of employees in the last period.
- Number of working days: It is the number of days that the organization worked without calculating the weekly and official holidays that work.

❖ **B . Leaving the service:** The cases of leaving the service that are initiated at the initiative of the individual, can be considered as an indication of the

degree of general satisfaction with the work, as it is considered to remain in the job as an indicator indicating the extent of his association with his work and calculating the rate of leaving the service on the basis of the number of cases of discontinuation of service, divided by the total number of individuals in the middle The period for which the average is calculated as follows: (Muhammad,1999).

$$\text{The rate of leaving service during a specific period} = \frac{\text{The number of cases of leaving the service during the per}}{\text{Total number of individuals in the middle of the period}} \times 100$$

Figure 6. The rate of leaving service during a specific period

Source: Muhammad, Mari Mari, 1999 Foundations of Human Resources Management, Reda Publishing House, Cairo, Egypt, pp. 288.289.

2.5.2 PERSONAL MEASURES OF SATISFACTION

The subjective measures of satisfaction have multiplied due to the multiplicity of theories that explained the subject of job satisfaction. The most important measures commonly used are the following (Maree, 1999).

- **A. (Likart method) :** This ladder consists of a set of special positive and negative statements to determine the degree of approval of them. This scale represents five alternative answers. For each job, the subject is asked about one of the survey phrases, five points that can be expressed in digital form, which begins with strong approval and ends In strong opposition, the answers include the following:

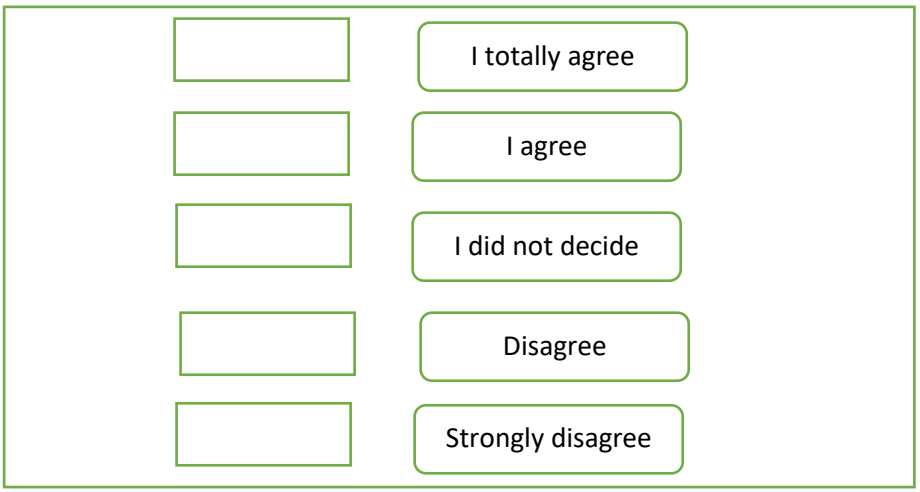


Figure 7. Likart method

Source: Al-Tounoubi, Muhammad Omar 1999, Qiraat, Social Psychology, Modern Knowledge Library, Alexandria, Egypt, pp. 123, 122.

In this case, each of the previous five answers can be given, a number used to extract the total grades that each individual obtained from his answers to the phrases included in the survey, and he has a high degree indicates the positive direction and a low degree indicates the negative direction, and from the observations recorded on This scale includes the following: - The Likert method is easy considering that it does not need expert arbitrators in the field - The Likert method increases the degree of stability of the scale because there are several degrees in front of each phrase ranging from general approval to general opposition - the individual is in the method (Likert demands that it express direction Its in each statement of the scale and for this it provides us with information about the examined and the reliance on this Muslim was relied on in the current study, because it fits with the nature of the subject (Al-Tounoubi, 1999).

- **B . Herzberg method**: This method is based on asking two main questions to measure the respondent's feelings regarding work, namely:

  Please, you try to remember the periods in which you felt happy in your work during the past six months, for example, that the researcher specify the exact Period that he wants, as the examiner is asked to give a description of what happens accurately every time this feeling returns and thus provides the

reasons that caused these feelings to exist he have. - Please try to remember the periods in which you felt very desperate in your work during the past six months, for example: that is, that the time period is determined by the researcher, and he asks the examiner to describe exactly what happened to him and try to mention all the reasons that made him feel this feeling (Ashour, 1979: 143).

- **C. Thurstone method:** Chave et Thurtone put a number of phrases among them equal intervals or distances, presenting them to a group of arbitrators to guide their opinion on which phrases represent the maximum positive degrees, and they represent the maximum negative degrees, and we used the marital comparison method to locate the phrases The other between these two ends. The researcher was asking the arbitrators to divide the terms given to them into 11 (sections) or categories, so that strong approval or intense acceptance is placed in the first category, and the phrase indicating acceptance or forgiveness is placed in category (11) and the phrase indicating acceptance Or aversion is placed in category (06) which is the neutral phrase, and the expressions take degrees from (01) to (11) depending on the category in which they are located at each arbitrator (Shahira, 2001: 42).

10	9	8	7	6	5	4	3	2	1

DISAGREE I DID NOT DECIDE I AGREE

Figure 8. Thurstone method

Source: Shahira, Mahmoudia 2001 Job Satisfaction and its Relationship with the Performance of Secondary Education Teachers, Master's Thesis Social Sciences, majoring in Education Sciences, University of Algiers, Algeria.

THIRD PART

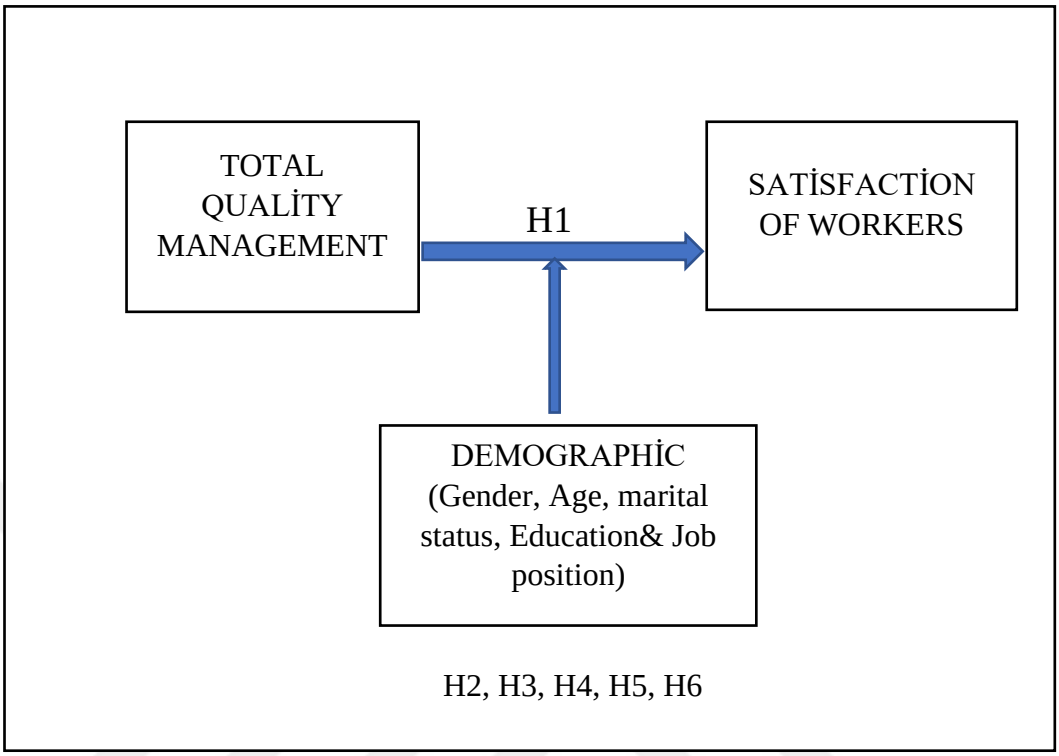
3. THE IMPACT OF THE APPLICATION OF TOTAL QUALITY MANAGEMENT ON THE SATISFACTION OF WORKERS: CASE OF PRIVATE SCHOOLS IN BURSA

3.1. Importance Of The Research

Providing the satisfaction of workers in educational institutions is one of the important factors in increasing the market share of these institutions. It is important to examine the application of the impact of total quality management, which is one of the important variables to ensure the satisfaction of workers in educational institutions.

The theoretical importance, which is the importance of the topic that we will discuss, which is the impact of the application of total quality management on the satisfaction of workers in private educational institutions, where job satisfaction is considered one of the factors.The mission is to influence the quality of service in the organization. The study emphasizes the importance of research and auditing Continuous in all aspects and problems experienced by educational institutions**.** The practical and applied importance of the study is focused on contributing to the elimination or reduction of the problem of high turnover rates that many educational institutions suffer from, and the unity of competition in the direction of attracting and attracting the owners of distinguished skills and abilities. And that carrying out such a study will add new to the world of knowledge, and contribute to the enrichment of information, increase knowledge of the researcher and may contribute to the development of scientific research. And contribute to providing the library with a new reference in the field of scientific research.

3.2. Model and Hypotheses of the Research



Based on a review of the literature conducted within the scope of the research, the following hypotheses were created regarding the satisfaction of workers in private educational schools.

H1: The application of total quality management positively affects satisfaction of workers.

H2: Employee's perception of implementing TQM varies by gender.

H3: Employee's perception of implementing TQM varies by Age.

H4: Employee's perception of implementing TQM varies by marital status.

H5: Employee's perception of implementing TQM varies by Education.

H6: Employee's perception of implementing TQM varies by Job position.

3.3. Method of the Study and Sample Selection

A survey of 377 workers in private schools in the city of Bursa was conducted, and the results obtained were interpreted and evaluated.

There are 69 private schools in Bursa. These schools include elementary schools, secondary schools, and vocational schools.The simple random sample was used. It is the method of selecting a sample consisting of n units from among the units of the population under study, so that each sample of the possible samples has the same chance of being the sample drawn, meaning that the simple random sample is the one that is drawn from the statistical community. So that each of its elements has an equal opportunity to be part of the sample, and the simple random sample is used when the community is homogeneous in the characteristic to which the study relates (Saleh, 2010).

3.4. Data collection tools

The questionnaire used in this study consists of three parts. In the first part: 5 questions were asked to determine the demographic characteristics of the participants. The Total Quality Management Scale, which forms the second part of the questionnaire, consists of 20 phrases adapted from his study. Satisfaction of workers measures were measured 20 expressions in the third part of the questionnaire from the Mashagba study (Alsughayir, 2014).

3.5. Methods of analysis

The data obtained from the results of the research were analyzed through the SPSS 23 program. First of all, the results related to the participants' demographic characteristics were examined and the general demographic characteristics of the private school staff in Bursa were evaluated. Later, reliability and validity analyzes were performed regarding TQM, Satisfaction of workers. Then, the correlation analysis and relationships between the search variables were studied, Regression analysis ve Chi-Square Analysis.

3.6. Literature review

The following studies were examined in the literature review process conducted within the scope of the research:

In the study of Alsughayir (2014), does Practicing Total Quality Management Affect Employee Job Satisfaction in Saudi Arabian Organizations. This study provides a detailed plan on how to determine the impact of total quality management practices on employee satisfaction and loyalty and on the job satisfaction of the organization in general. Statistical quantitative methods were used, such as the self-administered survey methodology, 350 questionnaires were distributed to a number of workers at different levels of management in a Saudi telecom company in the year 2013, and the response rate was 74.55%. Where the data was analyzed in the spss program and the results were as follows: Total quality management practices lead to an increase in job satisfaction and employee satisfaction effectively. The role of organizational culture in improving and developing job satisfaction levels is emphasized. From the results of the multiple regression analysis, the previous hypotheses validity model was supported. The study found that the extent of application of comprehensive quality management programs has a positive effect in increasing the level of job satisfaction, which leads to improved productivity and quality level in general.

Mashagba (2014) the Impact of Total Quality Management (TQM) On the Efficiency of Academic Performance Empirical Study The Higher Education Sector the University Of Jordan, This study aimed at the extent of the impact of Total Quality Management on the efficiency of performance in Jordanian universities by researching the level of knowledge used in applying the fundamentals of TQM, by taking the opinions of employees at Jordanian universities. In addition to the point of view of administrators at the University of Jordan with the aim of implementing comprehensive quality management and developing its programs. Total quality management inputs in the Jordanian education system and its conformity with management inputs at the University of Jordan through the following basic principles: education quality, process control, human resources, administrative

decisions. This study reached many conclusions and recommendations, the most important of which are: The university administration should focus on the application of comprehensive quality management to improve the progress of the teaching process, and the application of administrative decision-making processes at the University of Jordan in order to reach the best possible degree of the application of total quality management. Focusing on total quality management with the aim of ensuring quality in educational institutions in Jordan, which are mainly not for profit.

Al-Zein, Mohamed Ibrahim Youssef (2006) Total quality management and its impact on developing the performance of national construction organizations: In this study the researcher dealt with the concepts of quality in various Islamic, Japanese and Western cultures, and the study dealt with the viewpoints of researchers and those interested in the various applications of TQM that were made available to him through his review of the TQM literature in its original references and through the writings of its first five pioneers and previous studies. Related to the application of total quality management and measuring its impact on the performance of organizations. The study also dealt with the multiple viewpoints of researchers towards the process of applying comprehensive quality management and how to measure its impact on the components of the overall performance of business organizations. As a result of the multiplicity of these viewpoints, the definitions and models multiplied, as the study dealt with them in some detail. There is no doubt that the variation in the views of researchers and writers is the result of the multiplicity of approaches and objectives, and the differences in researchers 'perceptions of the level of quality and its relativeness. This study was different from previous Sudanese studies, as it is the first of its kind in Sudan. Its objectives were clearly and clearly defined, as its three objectives centered on the following: 1. Measuring the effect of applying TQM on the performance of organizations. 2. Building a methodological and practical model that the Sudanese construction organizations can use as a guide to improve their overall performance. 3. Integration between theoretical practices and practical application of total quality management. In order to achieve the objectives of the study, the researcher asked three sub-questions, and they were answered in an analytical manner, which included: - 1. To what extent is the application of total quality management? What is its impact on the overall performance of the Sudanese

construction organizations? 2. What is the appropriate model that the Sudanese construction organizations can use as a guide to improve their overall performance? And based on this evaluation result, the tool was distributed to the study population at the rate of (questionnaires) for each researched organization, and the researcher indicates here that the answer to the study tool is done by one person in each organization studied. Data were collected from ninety (90) Sudanese construction organizations from among (120) organizations that received the tool, and the response rate was (75%) and the researcher considered it a high rate. Using the statistical data analysis program (SSPS 13), the confidence factor, internal stability, external stability, analysis of variables, and the required correlation coefficient were obtained for both questionnaires. The statistical data analysis program (SPSS13) was also used to calculate ratios and averages and compare averages to identify the level of application Total quality management in the Sudanese construction organizations, which helped the researcher in the process of designing the internal performance improvement model for the organizations.To test the morale of the hypotheses, the simple one-way regression method was used, and then the value of (v) and the correlation coefficient between the sixteen variables (R) were calculated. Statistical analysis of the data showed that eighteen (18) hypotheses out of nineteen (19) achieved the required level of morale, except for one hypothesis, which is the hypothesis of the relationship between (development, training and employee satisfaction). The survey study reached the following results: 1. The tool of this study is of relevance. The reliability and stability, and thus other researchers can use it to measure the impact of TQM on construction organizations and other organizations 2. It was clear from the results of the study that the application of quality management A comprehensive system that achieves a positive impact on all the components of the overall performance of the organization (employee satisfaction, product quality, customer satisfaction, and strategic performance). 3. Leadership is the center of decision-making. On the other hand, the absence of effective management, committed, integrated, strong and familiar with the concepts and methods of quality management, organizations cannot improve and develop comprehensive performance.

Malik Al-Naim (2019) Factors affecting the application of comprehensive quality standards in government hospitals (case study: Obstetrics and Gynecology Hospital in Wad Medani - Sudan): The study examined the factors affecting the application of comprehensive quality standards in government hospitals as a case study, the Obstetrics and Gynecology Hospital in Wad Medani - Sudan. The study aimed to study the factors affecting the application of comprehensive quality standards in government hospitals in Sudan. The study relied on the analytical descriptive approach and the case study approach. A stratified random sample of (100) respondents, representing 21% of the study population, of hospital workers, including physicians, medical assistants, and administrators, was selected, of which (475) were. Through the analysis of the study data, the most important results were reached, the most important of which is that workers in government hospitals realize the importance of applying comprehensive quality standards and believe that patient satisfaction and continuous improvement of performance are one of the basic criteria for measuring the quality of services provided. The hospital management also believes in the importance of applying the principles of total quality management represented in the involvement of employees, leadership of a culture of quality, and strategic management of quality. The study recommended recommendations including, the necessity to focus on the patient, listen to his complaints and study them, and improve the quality of services based on his needs. In addition to the need to work on continuous improvement after evaluating the hospital on a continuous basis in accordance with the standards for health care. It also recommended the importance of adopting a comprehensive strategic plan aimed at spreading the culture and philosophy of total quality in the institution. The study also recommends the participation of workers in the decision-making process and attention to quality training at all levels.

3.7. Analysis and Findings

3.7.1 Findings Related to Demographic Features

Table 1. Demographic characteristics of the research participants, frequency Table results showing gender distribution.

	Frequency (f)	Percentages (%)
Male	166	44.0
Female	211	56.0
Total	377	100

As can be seen from Table (1) 44% of the 377 survey participants who were involved in the research were male and 56% female.

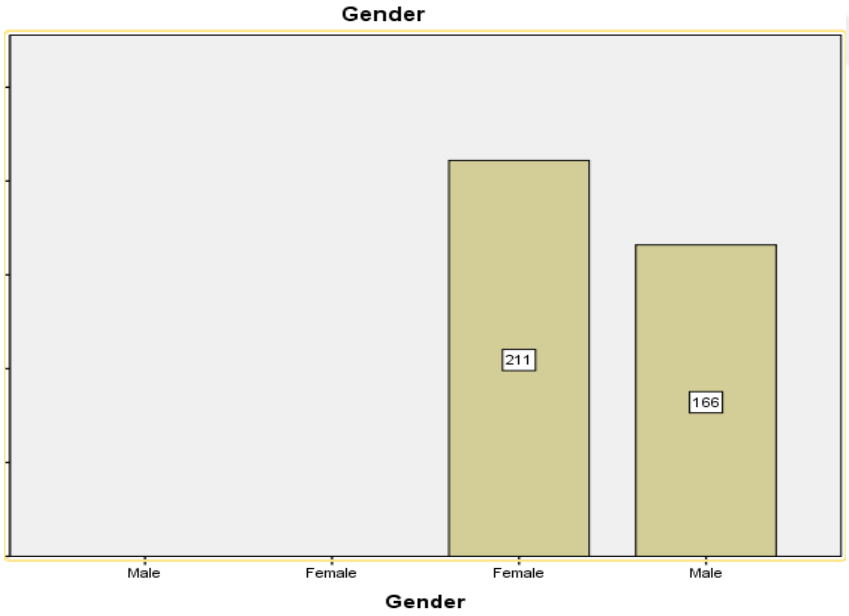


Table 2. Demographic characteristics of the research participants, frequency Table results showing age distribution.

	Frequency (f)	Percentages (%)
18 – 24	80	21.2
25 – 34	114	30.2
35 – 44	146	38.7
45+	37	9.8
Total	377	100

As can be seen from Table (2) 21.2% of the 377 survey participants who participated in the study consisted of participants ages 18 to 24, 30.2 % of them were between 25 and 34 years old, and 38.7% were between 35 and 44 years old , And 9.8% of them are aged 45 and over.

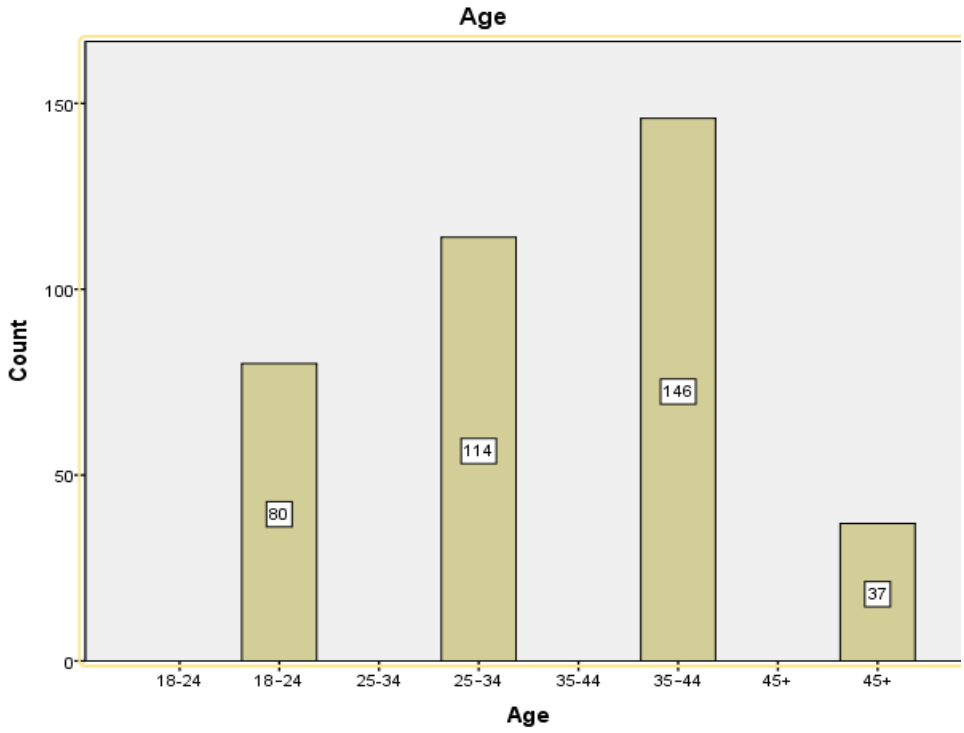


Table 3. Demographic characteristics of the research participants, frequency table results showing marital status distribution.

	Frequency (f)	Percentages (%)
Single	140	37.1
Married	237	62.9
Total	377	100

As can be seen from Table (3) 37.1% of the 377 survey participants who participated in the research were single, and 62.9 % were married.

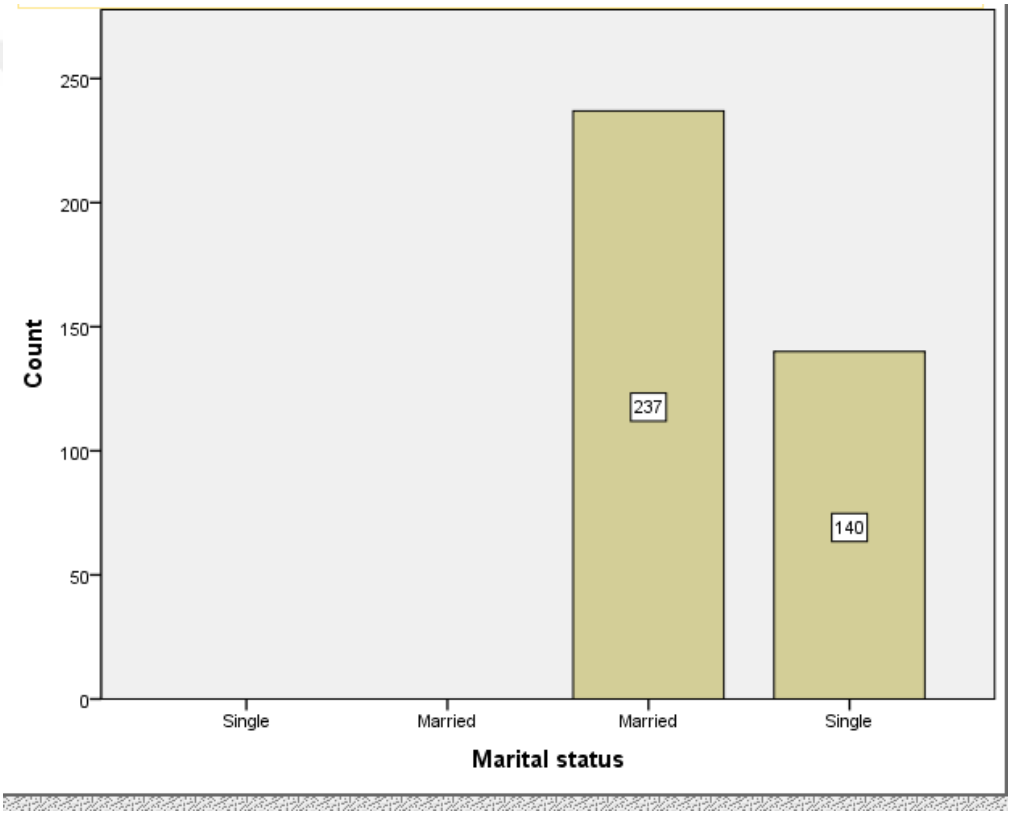


Table 4. Frequency table results showing demographic characteristics and level of education distribution of the research participants.

	Frequency (f)	Percentages (%)
High School	53	14.1
Institute	76	20.2
University	227	60.2
Master	20	5.3
Ph.D.	1	0.3
Total	377	100

As can be seen from Table (4) 14.1% of the 377 study participants are from high school, 20.2% from institute, 60.2% from university, 5.3% from masters, and 0.3% from PhD.

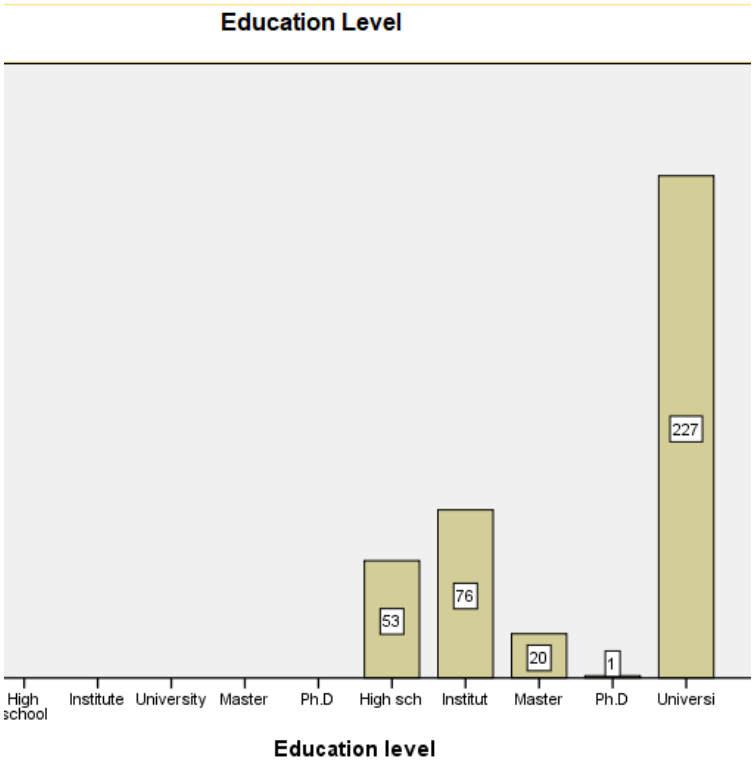
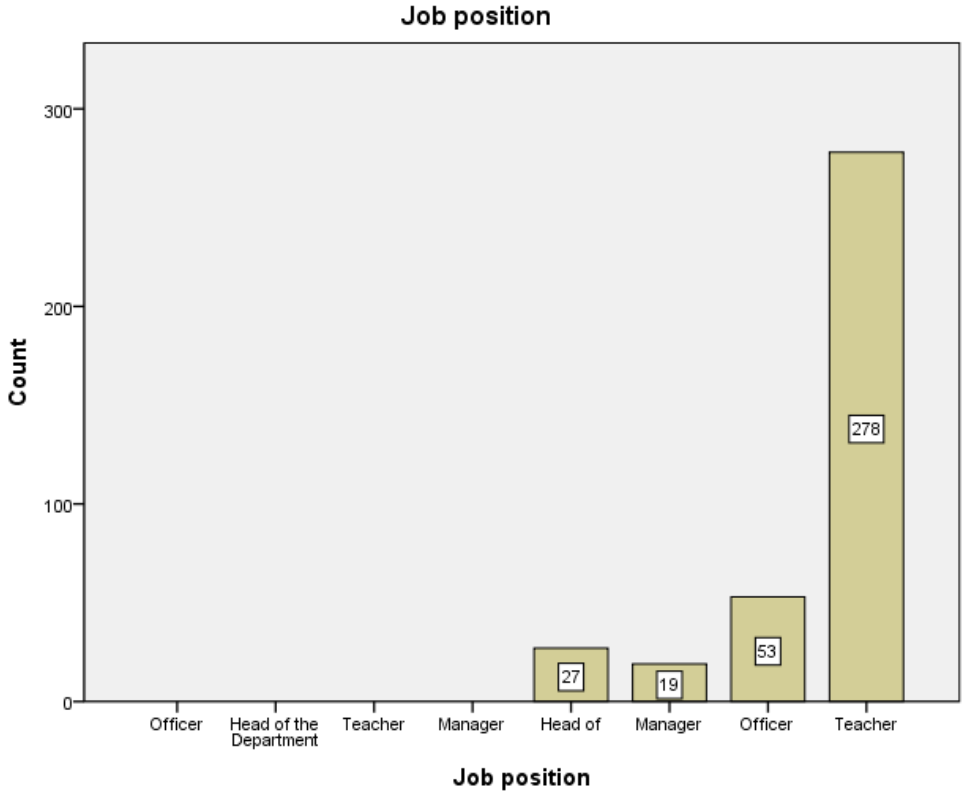


Table 5. The demographic characteristics of the participants in the research, the results of the frequency table showing the Job position.

	Frequency (f)	Percentages (%)
Head of the Department	27	7.2
Manager	19	5.0
Officer	53	14.1
Teacher	278	73.7
Total	377	100

As can be seen from Table (5) 7.2% of the 377 survey participants who participated in the research are from Head of the Department, 5.0% are managers, 14.1% are Officer, and 73.7% are teachers.



3.7.2. Results related to the variables

In this part of the study, the results of the reliability and validity analysis regarding total quality management, satisfaction of workers, and descriptive statistics related to variables will be included.

3.7.2.1. Reliability and validity tests in relation to the Total Quality Management scale

It aims to determine the extent to which TQM is applied, above all, by factor analysis, Kaiser-Meyer-Olkin (KMO) values and measurement elements that will not be included in the analysis. According to the results of the analysis, it was determined that item 1 of the TQM application scale should be removed from the analyzes because factor loads are less than 0.50. The results of factor analysis are shown in Table 6. below.

Total quality management factors	Factor Loads	Extract Value	Variance Explained	Total variance	Cronbach Alfa
1. factor		**8,717**	**45,881**	**45,881**	**,928**
11.The Foundation provides all material, human and moral resources to implement a policy Quality followed, according to a clearly defined strategic vision.	,792				,921
12.There is an internal belief on the part of the management of the importance of the process of developing a quality management system.	,733				,922
10. The organization always tries to be ready to support all the changes that can occur in the organization, which would raise the level of quality to higher levels.	,725				,921
7. The organization is working to improve quality control tools.	,706				,921
8. The organization uses modern tools to improve quality.	,676				,923
5. The Foundation focuses on the strategic dimension in product quality to keep pace with	,649				,922

student desire changes.					
6. There is a quality department that works to solve and solve its problems.	,648				,922
13. Enterprise management provides full support for the success of quality management.	,638				,922
3. Quality is the primary goal of the institution.	,629				,921
4. Quality is a strength for the organization, which enhances its competitive position	,627				,924
9. The institution relies on a method of comparison with competing institutions for continuous improvement	,577				,922
2. The Foundation develops its quality operations by training and attracting skills.	,575				,921
14. The Foundation plans, guides and controls the quality of education.	,543				,924
2. factor		**1,090**	**5,734**	**51,615**	**,785**
20. The Foundation's interest in applying total quality has improved performance.	,705				,776
17. There is a specialized committee to measure and control quality within the organization.	,665				,729
18. The quality management system that is currently applied at the enterprise level is compatible with international quality systems (Total Quality Management).	,663				,738
16. The employees and employees of the institution have a clear idea of quality management and its characteristics within the organization	,660				,730
19. There is good use of resources within the organization.	,603				,748
3. factor		**1,058**	**5,570**	**57,185**	**,785**
15. The establishment considers that quality is achieved once it has obtained one of the ISO 9000 certificates	,939				,785
K.M.O=,962 Measure of Sampling Adequacy (Barlett's) p=,000 Cronbach Alfa= ,923					

After analyzing the factors related to the TQM scale, a reliability analysis was performed and an attempt was made to determine the value of the "Cronbach Alpha" scale. As a result of the reliability analysis, it was determined that expression 1 on the scale had lower reliability and that the associated component was also removed from the analyzes. With 19 expressions remaining on the TQM scale, the scale Cronbach Alpha was set to 0,923.

3.7.2.2. Reliability and Validity Tests Regarding the Satisfaction of workers Scale:

It aims to determine Satisfaction of workers scale by performing factor analysis first and if there are elements of scale you will not participate in the analysis with KMO values. According to the results of the analysis, the Satisfaction of workers scale will be dealt with under two factors. The results of factor analysis are shown in Table 7 below.

Table 7. Results of Satisfaction of workers analysis:

factors	Factor Loads	Extract Value	Variance Explained	Total variance	Cronbach Alfa
1. factor		**5,323**	**35,486**	**35,486**	**,879**
23. The salary is proportional to the degree I hold	,756				,867
22. Salary is compatible with the requirements of living	,730				,869
21. Satisfied with the salary I earn	,715				,869
24**.** Satisfied with the health insurance offered by the company	,699				,869
25. Satisfied with the company's end of service gratuity	,678				,870
27. Satisfied with the company's annual work permits	,605				,868
37. Satisfied with the applicable hours and hours of operation	,584				,869
30. Satisfied with the methods of reward and punishment used by the President	,563				,869
40. There is justice in granting annual increases to	,551				,872

employees					
36. Satisfied with the laws and regulations of the company	,547				,874
2**.** ***factor***		**1,472**	**9,813**	**45,298**	,**648**
31**.** The subordinates participate in social events	,693				,574
34. Feeling of social contact with co-workers	,633				,640
26. Satisfied with the transportation provided by the company round trip	,611				,584
29**.** The president engages subordinates in solving business problems	,595				,571
28. Satisfied with the methods of reward and punishment used by the President	,528				,604
K.M.O=,922 Measure of Sampling Adequacy (Barlett's) p=,000 Cronbach Alfa= ,865					

After analyzing the factors related to the Satisfaction of workers scale, a reliability analysis was performed and the value of the Alpha Cronbach scale was determined. As a result of the reliability analysis, it was determined that 32, 33, 35, 38 and 39 on the scale had lower reliability and that the relevant elements were also removed from the analyzes. The value of Cronbach Alpha for the scale was set as 0.865 with the remainder of the expressions remaining on the Satisfaction of workers scale.

3.7.3. HYPOTHESIS TESTS

3.7.3.1. Correlation Analysis

Table(8) below shows correlation analyzes of variables within the scope of the search. As a result of correlation analysis, it was determined that the H1 hypothesis was accepted. According to H1 a positive relationship is expected between TQM implementation and Satisfaction of workers. As shown in the correlation table, there is a positive and moderate relationship between the application of total quality management and Satisfaction of workers. Thus, the H1 hypothesis was accepted.

Table 8. Correlation Analysis Of Variables

	TOTAL QUALITY MANAGEMENT	SATISFACTION OF WORKERS
TOTAL QUALITY MANAGEMENT	1 377	,503** ,000 377
SATISFACTION OF WORKERS	,503** ,000 377	1 377

*p<0, 05 ** p<0, 01

3.7.3.2. Regression Analysis

To test the H1 hypothesis of the study, a regression analysis was performed. The results of the analysis are presented below. As a result of analyzes conducted in the research scope, a significant relationship was identified between TQM implementation and Satisfaction of workers (P <0.05). This result shows that the application of TQM positively affects Satisfaction of workers. In other words, when workers realize how important it is to implement TQM in private schools, their satisfaction with these institutions also increases.

Table 9. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	P
		B	Std. Error	Beta		
1	(Constant)	1,285	,104		12,307	,000
	TOTAL QUALİTY MANAGEMENT	,468	,065	,503	11,255	,000

*p<0, 05 ** p<0, 00

3.7.3.3. Chi-Square Analysis

The chi-square test is used to load the nominal data, as the variables must be classified and measured with a nominal scale, and it is a test used to balance the recurring distributions of variables, and it is suitable for processing qualitative data that is in the form of occurrences of certain groups or classes.

We analyzed Chi-Square Analysis to test if there were differences in the employees' perception of the extent to which TQM was applied according to demographic variables. Table No. (10) below shows Chi-square analyzes of nominal demographic variables within the scope of the research. As a result of Chi-square analysis,

Table 10. Chi-Square Analysis

Model		VALUE	DF	P
H2	Gender	72.160	55	,060
H3	Age	212.190	165	,008
H4	Marital status	62.074	55	,239
H5	Education	391.011	220	,000
H6	Job position	382.308	165	,000

*p<0, 05 ** p<0, 00

Table No. (10) below shows the chi-square analysis of the nominal demographic variables within the scope of the research. Result of Chi-Square analysis So that there is a difference between the demographic variables and the extent of the employees' perception of implementing TQM, we conclude from this analysis that there is no difference in the employee’s perception of implementing TQM by gender, regardless of the respondent’s gender, whether male or female. We also note that the employee's perception of applying comprehensive quality management varies according to age, and the age group 25-34 was the most affected group. This is followed by the 18-24

category, then the rest of the categories. We note that there is no difference between the interviewer's social condition, whether he is married or tortured.

In terms of education, the employee's perception of implementing TQM varies according to education. We note that the higher the educational level, the greater the understanding of the extent of applying TQM. Finally, the employee's perception of implementing TQM varies according to the job, so that the category of managers was more understanding of the extent of applying TQM compared to other jobs.

- Reject the hypothesis **H2**: That is, there is no difference in an employee's perception of implementing TQM by gender.
- Accept the hypothesis **H3**: Employee's perception of implementing TQM varies by Age.
- Reject the hypothesis **H4**: The employee's perception of implementing TQM does not differ depending on the social status
- Accept the hypothesis **H5**: Employee's perception of implementing TQM varies by Education.
- Accept the hypothesis **H6**: Employee's perception of implementing TQM varies by Job position.

5. RESULT

First, we will talk about the results of previous studies related to the research topic, as follows:

In the study of Alsughayir (2014), does Practicing Total Quality Management Affect Employee Job Satisfaction in Saudi Arabian Organizations. This study provides a detailed plan on how to determine the impact of total quality management practices on employee satisfaction and loyalty and on the job satisfaction of the organization in general. Statistical quantitative methods were used, such as the self-administered survey methodology, 350 questionnaires were distributed to a number of workers at different levels of management in a Saudi telecom company in the year 2013, and the response rate was 74.55%. Where the data was analyzed in the spss program and the results were as follows: Total quality management practices lead to an increase in job satisfaction and employee satisfaction effectively. The role of organizational culture in improving and developing job satisfaction levels is emphasized. From the results of the multiple regression analysis, the previous hypotheses validity model was supported. The study found that the extent of application of comprehensive quality management programs has a positive effect in increasing the level of job satisfaction, which leads to improved productivity and quality level in general.

Mashagba (2014) the Impact of Total Quality Management (TQM) On the Efficiency of Academic Performance Empirical Study The Higher Education Sector the University Of Jordan, This study reached many conclusions and recommendations, the most important of which are: The university administration should focus on the application of comprehensive quality management to improve the progress of the teaching process, and the application of administrative decision-making processes at the University of Jordan in order to reach the best possible degree of the application of total quality management. Focusing on total quality management with the aim of ensuring quality in educational institutions in Jordan, which are mainly not for profit.

Malik Al-Naim (2019) Factors affecting the application of comprehensive quality standards in government hospitals (case study: Obstetrics and Gynecology Hospital in Wad Medani - Sudan):

Through the analysis of the study data, the most important results were reached, the most important of which is that workers in government hospitals realize the importance of applying comprehensive quality standards and believe that patient satisfaction and continuous improvement of performance are one of the basic criteria for measuring the quality of services provided.

While analyzing the literature, it was noted that many researches and studies have been conducted on the importance of applying TQM in Satisfaction of workers. The implementation of Total Quality Management has made great contributions to educational institutions as it was introduced to gain Satisfaction of workers. The main purpose of this study is to examine the effect of total quality management on increasing Satisfaction of workers. Therefore, a survey of workers in educational institutions was conducted regarding the extent of application of TQM.

When the answers provided in the questionnaire form for this study are examined; As a result of the correlation analysis, it was determined that among the research hypotheses, the application of TQM positively affects Satisfaction of workers. As a result of the correlation analysis, a positive, moderate-to-moderate, and significant relationship was found between TQM and Satisfaction of workers. The second hypothesis was regression analysis.

• As a result of the analysis conducted in the scope of the research, it was determined that there is a significant relationship between the application of TQM and employee satisfaction.

• As the application of Total Quality Management increases, so does Satisfaction of workers.

• A significant impact on the application of TQM on Satisfaction of workers has been observed.

• As a result of the Chi-Square analysis, a relationship was found between some demographic variables and the employees' perception of the extent of TQM implementation. Where a difference was found in the employees' perception of the extent of applying TQM in terms of age, level of education and job level. No change

has been demonstrated in the employees' perception of the extent of implementing TQM in terms of gender and marital status.

RECOMMENDATION:

Most of the previous studies emphasized the importance of applying total quality management in order to improve employee performance and increase their satisfaction . It is believed that conducting similar studies for workers from different other educational sectors and in different geographical areas would be beneficial.

As a result of this research, it was determined that the application of TQM has a significant impact on increasing Satisfaction of workers.

ÖZET

Bu çalışma üç bölümden oluşmaktadır. Birinci bölümde kalite kavramının tanımını ve toplam kalite yönetimi oluşturmaya çalışılmıştır. İkinci bölüm, çalışan memnuniyeti kavramını içermektedir. Bu bölümde çalışan memnuniyeti kavramı, bu memnuniyetin boyutları ve çalışan memnuniyetinin toplam kalite içindeki yeri ve önemi açıklanmaktadır. Çalışmanın üçüncü ve son bölümünde ise toplam kalite yönetiminin özel eğitim kurumlarında uygulanması ile çalışan memnuniyeti arasındaki ilişki incelenmiştir. Son olarak araştırmanın amacı ve araştırma sonucunda elde edilen sonuçlar ve anket sonuçları değerlendirilmiştir. TKY, firmanın ancak uzun vadeli planlama yoluyla, firmayı kademeli olarak vizyonun gerçekleştirilmesine, yani aşağıdaki TKY tanımının gerçeğe dönüştüğü noktaya götüren yıllık kalite planlarını hazırlayarak ve uygulayarak ulaşabileceği bir vizyondur.

Artan müşteri memnuniyeti ile karakterize edilen bir kurumsal kültür firmadaki tüm çalışanların Aktif katılım. Kalite, bu tanımın bir parçasıdır, çünkü TKY'nin kalite tanımları hiyerarşisinin doruk noktası olduğu söylenebilir:

1. Kalite - müşterilerin beklentilerini sürekli olarak karşılamaktır.

2. Toplam kalite - kaliteyi düşük maliyetle elde etmektir.

3. Toplam Kalite Yönetimi — herkesin katılımıyla toplam kaliteye ulaşmaktır.

TKY önemsiz bir vizyon değildir. Yurt içi ve yurt dışı pazarların çoğunun "kıyasıya rekabet" ile karakterize edildiği bir zamanda, giderek daha fazla firma TKY'nin sadece hayatta kalmak için gerekli olduğunu fark etmeye başlıyor. Günümüzde Tüketiciler, "paranın karşılığını en yüksek olan" ürünleri, yani fiyata göre en yüksek müşteri memnuniyetini sağlayan ürünleri ve hizmetleri seçerler. Eğitim kurumlarında çalışanların memnuniyetinin sağlanması, bu kurumların pazar payının artmasında önemli faktörlerden biridir. Eğitim kurumlarında çalışanların memnuniyetini sağlamak için önemli değişkenlerden biri olan toplam kalite yönetiminin etkisinin uygulanmasının incelenmesi önemlidir. Çalışma, eğitim kurumlarının yaşadığı her yönden ve sorunlarda araştırma ve denetimin önemini vurgulamaktadır. Çalışmanın pratik ve uygulamalı önemi, birçok eğitim kurumunun maruz kaldığı yüksek devir

oranları sorununun ortadan kaldırılmasına veya azaltılmasına ve seçkin beceri ve yeteneklere sahip sahiplerin çekilmesi ve çekilmesi yönünde rekabetin birliğine katkıda bulunmaya odaklanmıştır. Böyle bir çalışmanın yapılmasının bilgi dünyasına yenilikler katacağı, bilginin zenginleşmesine katkı sağlayacağı, araştırmacının bilgisinin artacağı ve bilimsel araştırmanın gelişmesine katkı sağlayacağı düşünülmektedir. Bursa ilinde özel okullarda çalışanlara anket dağıtarak 377 anket doldurulmuş ve bu anketler analiz edilmiştir.

Bursa'da 69 özel okul bulunmaktadır. Bu okullar arasında ilkokullar, ortaokullar ve meslek okulları bulunmaktadır. Basit rastgele örneklem kullanılmıştır. Böylelikle her bir unsuru, numunenin bir parçası olmak için eşit bir fırsata sahip olur ve topluluk, çalışmanın ilişkili olduğu özellikte homojen olduğunda basit rastgele örnek kullanılmıştır.

Bu çalışmada kullanılan anket üç bölümden oluşmaktadır. Birinci bölümde Katılımcıların demografik özelliklerini belirlemek için 5 soru sorulmuştur. Anketin ikinci bölümünü oluşturan Toplam Kalite Yönetimi Ölçeği 20 ifadeden oluşmaktadır. Anketin üçüncü bölümünde işçi ölçütlerinin memnuniyeti ölçülmüştür 20 ifadeden oluşmaktadır. Araştırma sonuçlarından elde edilen veriler SPSS 23 programı ile analiz edilmiştir. Öncelikle katılımcıların demografik özelliklerine ilişkin sonuçlar incelenmiş ve Bursa'daki özel okul personelinin genel demografik özellikleri değerlendirilmiştir. Daha sonra TKY, Çalışanların Memnuniyeti ile ilgili güvenilirlik ve geçerlilik analizleri yapılmıştır. Ardından, aranan değişkenler arasındaki korelasyon analizi ve ilişkiler, Regresyon analizi ve Ki-Kare Analizi incelenmiştir.

Alsughayir'in (2014) çalışmasında, Toplam Kalite Yönetiminin Uygulanması Suudi Arabistan Kuruluşlarında Çalışanların İş Doyumunu Etkiler mi? Bu çalışma, toplam kalite yönetimi uygulamalarının çalışan memnuniyeti ve bağlılığı ve genel olarak kurumun iş tatmini üzerindeki etkisinin nasıl belirleneceğine dair ayrıntılı bir plan sunmaktadır. 2013 yılında bir Suudi telekom şirketinde farklı yönetim seviyelerinde çalışan birkaç işçiye 350 anket dağıtıldı ve yanıt oranı% 74,55 oldu. Verilerin spss programında analiz edildiği ve sonuçların şu şekildedir: Toplam kalite yönetimi uygulamaları, iş tatmini ve çalışan memnuniyetinde etkin bir artışa yol açmaktadır. Organizasyon kültürünün iş tatmini seviyelerinin iyileştirilmesi ve

geliştirilmesindeki rolü vurgulanmaktadır. Çoklu regresyon analizi sonuçlarından, önceki hipotezlerin geçerlilik modeli desteklenmiştir.

Mashagba (2014) çalışmasında, The Impact of Total Quality Management (TKM) on the Efficiency of Academic Performance Empirical Study the Higher Education Sector the Higher Education Sector the University of Jordan, Bu çalışma birçok sonuca ve öneriye ulaştı, bunlardan en önemlileri: Üniversite yönetimi odaklanmalı öğretim sürecinin ilerlemesini iyileştirmek için kapsamlı kalite yönetiminin uygulanması ve toplam kalite yönetimi uygulamasının mümkün olan en iyi derecesine ulaşmak için Ürdün Üniversitesi'nde idari karar verme süreçlerinin uygulanması. Ürdün'deki temelde kar amacı gütmeyen eğitim kurumlarında kaliteyi sağlamak amacıyla toplam kalite yönetimine odaklanmaktadır.

Malik Al-Naim (2019) çalışmasında, Devlet hastanelerinde kapsamlı kalite standartlarının uygulanmasını etkileyen faktörler (vaka incelemesi: Wad Medani'deki Kadın Hastalıkları ve Doğum Hastanesi - Sudan), Çalışma verilerinin analizi ile en önemli sonuçlara ulaşıldı, bunlardan en önemlisi, devlet hastanelerindeki çalışanların kapsamlı kalite standartlarını uygulamanın önemini anlaması ve hasta memnuniyetinin ve performansın sürekli iyileştirilmesinin temel kriterlerden biri olduğuna inanmasıdır. Sağlanan hizmetlerin kalitesini ölçmek için. Alanyazın incelendiğinde, Çalışan Memnuniyetinde TKY uygulanmasının önemi ile ilgili pek çok araştırma ve çalışma yapıldığı kaydedildi. Toplam Kalite Yönetiminin uygulanması, çalışanların memnuniyetini kazanmak için tanıtıldığı için eğitim kurumlarına büyük katkılar sağlamıştır. Bu çalışmanın temel amacı, toplam kalite yönetiminin çalışan memnuniyetini artırmadaki etkisini incelemektir. Bu nedenle, TKY'nin uygulama kapsamına ilişkin eğitim kurumlarında çalışanlara bir anket yapılmıştır.

Bu çalışma için anket formunda verilen cevaplar incelendiğinde; Yapılan korelasyon analizi sonucunda araştırma hipotezleri arasında TKY uygulamasının çalışanların memnuniyetini olumlu yönde etkilediği belirlenmiştir. Korelasyon analizi sonucunda TKY ile Çalışan Memnuniyeti arasında pozitif, orta ve anlamlı bir ilişki bulundu. İkinci hipotez, regresyon analiziydi.

• Araştırma kapsamında yapılan analiz sonucunda TKY uygulaması ile çalışan memnuniyeti arasında anlamlı bir ilişki olduğu tespit edilmiştir.

• Toplam Kalite Yönetimi uygulaması arttıkça çalışanların Memnuniyeti de artmaktadır.

• Çalışanların Memnuniyeti üzerindeki TKY uygulamasında önemli bir etki gözlemlenmiştir.

• Chi-Square analizi sonucunda, bazı demografik değişkenler ile çalışanların TKY uygulamasının kapsamına ilişkin algısı arasında bir ilişki bulunmuştur. Çalışanların TKY'yi uygulama kapsamına ilişkin algısında yaş, eğitim seviyesi ve iş seviyesi açısından farklılık bulundu. Çalışanların toplumsal cinsiyet ve medeni durum açısından TKY uygulamasının kapsamına ilişkin algısında herhangi bir değişiklik gösterilmemiştir.

ÖNERİ:

Önceki çalışmaların çoğu, çalışan performansını iyileştirmek ve memnuniyetlerini artırmak için toplam kalite yönetiminin uygulanmasının önemini vurgulamıştır. Farklı eğitim sektörlerinden ve farklı coğrafi alanlardan çalışanlar için benzer çalışmalar yapılmasının faydalı olacağı düşünülmektedir. Araştırmanın sonucunda, TKY uygulamasının çalışan memnuniyetinin artmasında önemli bir etkiye sahip olduğu tespit edilmiştir.

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CV

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Tez Başlığı / Konusu:

THE IMPACT OF THE APPLICATION OF TOTAL QUALITY MANAGEMENT ON THE SATISFACTION OF WORKERS: CASE OF PRIVATE SCHOOLS IN BURSA

TOPLAM KALİTE YÖNETİMİ UYGULAMASININ ÇALIŞANLARIN MEMNUNİYETİ ÜZERİNDEKİ ETKİSİ: BURSA İLİNDE ÖZEL OKULLAR ÖRNEĞİ

Yukarıda başlığı/konusu belirlenen tez çalışmamın Kapak sayfası, Giriş, Ana bölümler ve Sonuç bölümlerinden oluşan toplam 73 sayfalık kısmına ilişkin, 02/10/2020 tarihinde şahsım/tez danışmanım tarafından Turnitin intihal tespit programından aşağıda belirtilen filtreleme uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı %13 (on üç) tür.

Uygulanan Filtreler Aşağıda Verilmiştir:

- Kabul ve onay sayfası hariç,
- Teşekkür hariç,
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- Gereç ve yöntemler hariç,
- Kaynakça hariç,
- Alıntılar hariç,
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Gereğini bilgilerinize arz ederim.

02/10/2020
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02/10/2020

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02/10/2020
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