N. Afrooz et al. Int. Journal of Engineering Research and Applications
Vol. 3, Issue 5, Sep-Oct 2013, pp.584-588

www.ijera.com

RESEARCH ARTICLE   OPEN ACCESS

Mashhad PNU Readiness For Rmplementation Of Total Quality Management(TQM)

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Abstract
This study investigated the relationship of total quality management through Mashhad PNU ready to run TQM descriptive and correlational analysis was performed and the data is used. The population consists of 50 directors of Morgan questionnaire was based on a sample of 45 patients were available. A researcher-made questionnaire was Likert format to assess the validity of the diagnostic validity and reliability of Cronbach`s alpha was used to measure. Data using the software package (spss. 18) pasw by descriptive statistics and statistical model T single-sample analysis. . Results showed a penchant for TQM concept and variables in the PNU coordinated efforts of the management team, participate in hands-on efforts to improve quality, time to spread the philosophy of Total Quality Management, Resources and giving praise and rewards for good in the process of promoting and applying the variable Total Quality Management philosophy in words and deeds more than the average High contrast and bright plans for the future are less variable and lower than average.
Key Words: Total Quality Management, Quality Management, Payam Noor University of Mashhadz

I. Introduction

Today, quality is considered as one of the most important branches of global competitiveness and TQM as a way to maintain a competitive edge in this age will be considered [1-3]. Total Quality Management is aimed at enterprises and organizations, from the beginning of production applications and services so that they are done properly then errors need to be corrected. In most education systems in the world of quality management as a key strategy to overcome challenges such as resource utilization, rising costs, inefficient administrative bureaucracy, lack of educational standards, Curriculum heterogeneous, low effectiveness and efficiency of the education system is named. Quality management is a philosophy of continuous improvement, which enables a set of tools and techniques to meet the needs, demands and expectations of current and future provide each institution. A.O khravi (1381), quoting, International Network for Quality Assurance in Higher Education Institutions (1993), quality is defined as: 1 - Quality of Higher Education in accordance with the standard preset 2 - to adapt the quality of higher education with a mission, goals and expectations Fellowship training [4-7]. University and higher education institutions to their customers that their products are, in fact, provide the best service. Leaving behind the second millennium and into the third millennium is heterogeneous for the function and role of the university changed its pace with the rapidly changing environments Compatible storm formation, As a result of the assumptions and factors that are useful in an effective way. Quality management system that will improve the organization and establishment of quality

management system to increase efficiency and effectiveness in education and research is and finally, the productivity will follow. Koryshi and colleagues (2010) in an article titled "Faculty Satisfaction in Higher Education' Pakistan seeks to examine the satisfaction level of faculty in higher education, and TQM as a strategy for human resources planning and management at the University recommended In contrast, in an article titled 'Total Quality Management in Higher Education: A Critical Perspective system in preparation for the" stated that the language, Apparently TQM concepts and tools seem attractive, but you get the scrutiny they are not suitable for combination with higher education [8]. The main results can be expected from the implementation of TQM at the following centers,
1- A balance between education and community needs.
2- All staff involved in educational reform.
3- Increase student satisfaction.
4- Continuous improvement of educational processes and their compliance with the standards. 5- 5-5- Increased creativity and innovation.
6- Reduce the cost of poor quality of service.
7- Saving resources and improving working relationships.
8- Increase the capacity of faculty and staff.

Creation of income-generating activities and ultimately improve productivity. Bazargan (quoting Babayi. 1382) in research as academic self-assessment and its application to continuously improve the quality of higher education' has shown that the university should have clear objectives and to accomplish these objectives should be taken advantage of favorable academic management functions are enabled. The results of this study suggest

that improving the quality of service that will be available   when:
1-Academic unit goals are clearly expressed.
2-Academic unit to meet the needs of students and faculty members to be organized.
3-Evaluation report should be considered on the basis of the proposed action is to amend aspects.
4-Academic department officials appear weaknesses, failures and shortcomings inflict soldiers.
5-The authorities have not tried to hide their disability.
6-Education-research, providing specialized services for students and improve the quality and capabilities of scientific administration, curriculum, learning resources, library and based on the assessment report will improve.

The quality of leadership in the design and deployment of the size of the orbit of any element of the strategy is to continually improve. So that the focus can change and innovation, creativity, foresight, influence and motivate and lead staff to properly manage the important features today. Collaborative management of symbols that are consistent with changes in the environment and are looking for quality management   models.
According to Lamei (1382) managers can provide the basis for continuous improvement role to play. Karazebi says he quoted senior executives in relation to quality and continuity problems they are one hundred percent responsible and the first thing that should happen is that they share the same understanding of the quality of the intellectual leaders, They must create an environment where it is possible to upgrade and change. Upgrade must be led. Upgraded system is in need of change, leadership is needed to break the systems of internal resistance to change and to create interest. Leaders must be committed to providing resources, long-term plan to improve staff training and empowering them to show the quality improvement movement is from top to bottom. One of the important factors for organizations committed to improving the appearance of the failure by concentrating Q on the lower levels (staff) were protanopia. One of the reasons for the failure to implement Total Quality Management in the Non-Aligned leaders and organizations and Not have a clear understanding   of   its   philosophy. Management measures such as maintaining a sense of urgency to support the desired changes- Create a clear vision of the desired outcomes- Remove rewards that reinforce the desired behavior is contrary to the behavior-What people have to consider the presented examples and show a message- They all want to do something that is considered- Reinforce desired behaviors through recognition and reward people who are doing it- Expected of opposition to crumble and helping to improve it- Encouraged people to risks and efforts to control them- Reward offered to successful individuals trained in how to fix mistakes- Ongoing commitment to the success of the task desired expressing-   The   agency   is   supporting   the

implementation   of   TQM. Hamidi(1 385) in an article titled Effective Study Skills and transformational effectiveness of Quality Management at the University of medical sciences, the necessary changes And transformation of traditional forms of organizational culture based on participation, teamwork and creativity development noted. And concluded that the most important factor in successful organizational leadership at the University is constantly improving. Thus the universities in the management and control of qualityo riented and less leadership   is   needed.
Jahangiri (quoting Safarani. et al, 1388) in a study titled "Knowledge and utilization of the principles and practices of TQM (TQM) by managers and social workers' knowledge and attitude of top and middle managers working in the principles of Total Quality Management   has   an   important   role. Implementation of total quality management should be done gradually and in stages, since the decision to fully integrate it into the daily work of staff takes years. Any way to shorten this time span, there is no shortcut for implementing various executive management models have been developed, but there is no Management, 45 managers of Mashhad implemented and validated questionnaire PNU 0.873 = a calculated. Data for the Model   T   was   used   for   each   sample.

II.   Methods
Because the study preparing for the implementation of total quality management and measurement of variables is considered an 8-fold. This kind of' univariate and the other side of the relationship of these variables are determined by the individual characteristics of managers, This kind of 'solidarity' is. The population of this study consists of managers working in PNU chairman of Mashhad, And deputy directors of departments that were approximately 50 people. Using a sample size of 44 patients was considered Morgan. The methods available to administrators of the questionnaires were and 45 The number of completed questionnaires at the end of every favorable conditions were included. The research instrument was a researcher-made substance that has been extracted from the literature and research experts had been approved, This questionnaire consisted of two main sections: Section I General specifications of the respondents included Age, Service experience, and education courses. The second part of Article 5 of the 2lLikert-based option with a lot of options, high, medium, low and very low, respectively, the corresponding numbers are 5 to 1. The questionnaire prepared for the implementation of total quality management in the absolute sense (Ftot), and so   on   for   eight   variables: Applying the philosophy of total quality management in action(fl), In a speech to the philosophy of Total Quality Management(f2), Coordinated efforts of the management team(f3), Participation in quality improvement efforts(f4), Time to spread the

philosophy of Total Quality Management(f5), Clear plans for the future(f6), Resources(f7) and Measurement is rewarding and appreciated. (f8) Average score of participants in each part of the test options by part testing is the subject of this Score between 1 and 5 subjects in each part of the test. The third section of the questionnaire by both open-ended question asked respondents their views on the barriers to total quality management in universities have expressed and His proposed solution and its implementation are provided. Questionnaire to assess the diagnostic validity (convergent - divergent) of factor analysis was performed using the correlation matrix coefficients, Correlation coefficients vary significantly and generally high level of .001, which indicates that the variables are related to the scope of the underlying share, the validity of the convergent validity,' they say. F3 variables significant at the 0.001 insignificance of the variables has a penchant for total quality management and divergent validity. In order to estimate the reliability of Cronbachs alpha coefficient was used. Thus, Article 21 of the questionnaire prepared for the implementation of Total Quality

- Develop a clear strategy and action plan and information on university level.
- Material and spiritual support in all aspects of operations and activities to promote and improve.
- integration poor concentration decision-making .
- Cultural Migration.
- Select managers based on competencies and management stability.
- Up-to-date technology and resources needed to promote activities.

III. Results

In this study, 34 patients (75.6%) of respondents with a doctoral degree, 8 (17.8%) MS and 3 patients (6.7%) have a bachelors degree. Study of 20 patients (44.4%) in the Humanities, 20 (44.4%) in the Department of Basic Sciences, 4 (8.9%) in the engineering group and one patient (2.2%) of its field is not clear. Service experience (work experience), 5 cases (11.1%) of the respondents have less than 5 years, 5 patients (11.1%), from5to 10 years, 8(17.8%) from lOto 15 years, 16 patients (35.6%) of 1520 years and 11 patients (24.4%) older than 20 years. variables with mean age of 46 41 and a standard deviation of 8.66 is in the range of 43 years. Minimum age of participants is 32 and the maximum 75 years. In a society where it is mined varying sample preparation for the implementation of Total Quality Management concept is moderate. Applying the variable Total Quality Management philosophy in action (fi) and applying the philosophy of Total Quality Management in Speech (f2) the range of medium and high and clear plans for the future (f6) was lower than average and low and Team coordinated effort variables(f3), actual participation in efforts to improve quality(f4), time to spread the philosophy of total quality management(f5), resource allocation(f7) and awarding bonuses(f8) in exchange for promoting the appreciation of the moderate. The results are shown in Table 1.

Tablet - Results of the implementation of the model to determine their readiness for implementing total quality management in general and the way each of the characters.

Readiness	The null hypothesis	Significance level	Amount T	Standard deviation	Average	Symbol	Variable
Medium	Not rejected	0.549	0.604	0.546	3.049	Flot	overall readiness for Implementation of total quality management
High	Was rejected	0.03	2.242	0.752	3.251	F1	application the philosophy of total quality management impaction
High	Was rejected	0	4.701	0.676	3.474	F2	Application of total quality management philosophy in speech
Medium	Not rejected	0.311	1.024	0.766	3.117	F3	Coordinated efforts of the management team
Medium	Not rejected	0.121	-1.582	0.855	2.789	F4	Actual participation in quality improvement efforts
Medium	Not rejected	0.192	-1.326	0.899	2.822	F5	Time to spread the philosophy of total quality management
Low	Not rejected	0.015	-2.54	0.91	2.656	F7	Clear plans for the future
Medium	Not rejected	0.239	-1.194	0.749	2.867	F7	Resources
Medium	Not rejected	0.229	1.219	0.795	3.144	F8	Granting recognition of reward in exchange for the upgrade process

The secondary research question (Are you prepared for the implementation of total quality management are

related to the characteristics of individual directors?) Individual characteristics include age experience service end degree courses that theme.

Tabl2- the results of the chi-square model to determine the variables associated with individual characteristics

administrators prepare for the implementation total quality management (field of study, education, age and service experience.

p-value: 0.277 no relationship	p-value: 0.352 no relationship	p-value: 0.273 no relationship	p-value: 0.663 no relationship	Flot	Overall readiness for total quality management
p-value: 0.197 no relationship	p-value: 0.556 no relationship	p-value: 0.203 no relationship	p-value: 0.327 no relationship	F1	application the philosophy of total quality management impaction
p-value: 0.249 no relationship	p-value: 0.328 no relationship	p-value: 0.48+ no relationship	p-value: 0.923 no relationship	F2	Application of total quality management philosophy in speech
p-value: 0.854 no relationship	p-value: 0.367 no relationship	p-value: 0.069 no relationship	p-value: 0.447 no relationship	F3	Coordinated efforts of the management team
p-value: 0.735 no relationship	p-value: 0.576 no relationship	p-value: 0.905 no relationship	p-value: 0.624 no relationship	F4	Actual participation in quality improvement efforts
p-value: 0.934 no relationship	p-value: 0.692 no relationship	p-value: 0.767 no relationship	p-value: 0.817 no relationship	F5	Time to spread the philosophy of total quality management
p-value: 0.728 no relationship	p-value: 0.144 no relationship	p-value: 0.394 no relationship	p-value: 0.156 no relationship	F6	Clear plans for the future
p-value: 0.151 no relationship	p-value: 0.884 no relationship	p-value: 0.874 no relationship	p-value: 0.279 no relationship	F7	Resources
p-value: 0.501 no relationship	p-value: 0.555 no relationship	p-value: 0.642 no relationship	p-value: 0.510 no relationship	F8	Granting recognition of reward in exchange for the upgrade process

IV.   Discussion and conclusions

Results indicated a willingness to implement total quality management as PNU Mashhad Kelly moderate signs of readiness for the coordinated efforts of the management team's efforts to promote practical cooperation, taking time to spread the philosophy of Total Quality Management, Money Vnnan and Prmyla (2009) in research as (applying management principles encompassing tqm in teacher training centers) suggests that those quality indicators that we are strong and those that are weakest should be strengthened institutions with the standards of quality assessment by accredited national and international organizations provided they are consistent. In this regard, it is necessary to establish management measures to prepare for the implementation of TQM throughK short-term and long-term planning, cultural infrastructure and adequate infrastructure, training and human resource development, allocation of resources and   ..   Is. Sytalakshmy and Van Katrmn (2007) research as a framework for implementing TQM in higher education programs that philosophy of TOM must for successful application in higher education appropriately be changed and the need for a framework for the systematic, practical and economical to enhance the quality of higher education is affordable and Dunn

(2007) research on the topic) Total Quality Management in higher Education: critical perspectives in preparation for the target system (which is expressed in the language, concepts and tools apparently TQM seem attractive, but you can get a close look to the combination of higher learning are good contrast, some studies suggest that the benefits of TQM in higher education, including Kvrayshy and colleagues (2010) in Research a) faculty satisfaction in higher Education (to evaluate the satisfaction level of faculty members in higher education in Pakistan and tqm as a strategy for human resource planning and management in universities is recommended. Roland Zvtan Brsyz and spelling (quoting et al 1381) in a study entitled tqm and organizational development at the University of Budapest, Faculty of economics and Technology management conducted. showed that no new and valuable alternative methods of TQM and the management is not there. The findings of this study No significant correlation was found between the variables.

In this Perusal, It is wanted from moderators to present their Proposals for good establishment of TQM. The most important Proposals is
- Provincial, regional and national committees to promote
- creation of public education program at the

University
- comprehensive support and promotion of the activities of public management
- The annual preparing the report of activities to promote
Best model performance. There are several differences between the Western Administrative Templates cannot be taken literally. Lamei (1382) for the implementation of total quality management in a six-stage model provides an executable model of the first stage of readiness to change (knowledge) that has symptoms such as allocation of resources, Honors and awards, publishing philosophy TQM time to participate in efforts to promote a brighter future plans, Coordinated efforts of the management team and recruiting TQM philosophy in word and deed administrators. (9) Lamei The present through eight signs of readiness to implement the concept of landscape managers TQM the highest responsibility in this regard are discussed and then The relationship of this preparedness will examine the characteristics of individual managers.

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