

## **RELATIONSHIP BETWEEN MANAGEMENT SKILLS WITH THE COMPONENTS OF TOTAL QUALITY MANAGEMENT WITH AN EMPHASIS ON PROCESS IMPROVEMENT AND LEADERSHIP**

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### **Abstract**

*The purpose of this study was to investigate the relationship between the components of comprehensive quality management skills and leadership process was modified in size. This study was conducted with the correlation method. Questionnaire measure of cognitive skills and skills of managers, technical personnel and quality management was pervasive. Subscales internal consistency coefficient of the continuous improvement process, 0.8 and Leadership 0.92 respectively. Data analysis was conducted in two phase. Descriptive statistics for questions and one-way ANOVA, Pearson correlation coefficient was used. The correlation coefficient between the components of leadership and continuous improvement of processes, quality management and comprehensive understanding of the management skills was 0.38, 0.79. Findings also showed significant differences in terms of the variables of gender and experience between managers in different aspects of quality management.*

**Keywords:** management skills, components of total quality management, process improvement, leadership

### **1-Introduction**

Efforts to increase productivity and achieve total quality management is one of the newest struggles facing management today. One of the views of management thinkers in the minds of the twentieth century drew to education application of TQM in the education sector. Total quality management based on the assumption that people want to make their best efforts to work several times and this is a management that they will be able to do business through the development and improvement of this system in which they work.

### **2-Statement of the problem**

The progress of the human society depends on increasing the dimensions of the creation of new thought and the transformation of the education system. The contemporary world, science and technology to speed up the progress and creative management in the role of a major role in this transformation. Current situation of management in global organizations shows that traditional management methods now will be able to coordinate with the rapid changes in technology and organization development and day to day we are in decline.

Undoubtedly, in the move towards globalization, quality is an influential factor. In the process of development of the industry and commerce, the global economy and the growth and integration of market saturation, the role of the quality has been the main role and is one of the most important factors of success in the competition and the national, regional and international markets to. The process of globalization, markets and the necessity of having new patterns of power quality management competition causes.

Total quality management is a philosophy, theory and methodology of system in quality management and new emanating from it. In fact, the realization and application of total quality management is one of the fruits of scientific achievements and international expansion and building quality management during the past into account.

Total quality management is a management organization for a method that is based on the quality and the participation of all the members of the organization is based and aims to achieve long-term success through customer satisfaction and providing beneficiary interests of all individuals [1].

Educational system as the most human capital investment in the field of prosperity in society is responsible for the main role. Today, this system is a significant share of the funds allocated to each country according to its importance and its role in the economic, social, cultural, etc., it is necessary to improve the quality of educational system of fundamental measures [2]. Total quality management, also believes the philosophy of continuous improvement that enables a set of practical tools and techniques for estimating current needs, demands and expectations and to provide any future educational Institute [3].

Total quality management is a management culture that is getting under way in the Organization after its interest to educational tools and for the utilization of all resources into the organization. The fundamental goal of total quality management system involved in the management of all higher education brokers to operational management with educational activities and educational organization's mission [4].

Training in a circuit structure can be a key role in knowledge transfer. National training needs can be based on time and in order to spread the culture and knowledge of modern management is based on the customer-centric approach and management system with quality-oriented development. The structure of the educational system in terms of the management and the quality management system of this fact. Educational institutions as a bridge between knowledge producers and knowledge of academic, political and social changes to respond to the economic and cultural development, their needs are serious.

Total quality management is a method that can make this transformation in education. One of the road's total quality management implementation in an organization the use of the skills of managers at different levels. Management of educational activities and centers with penetrating and effective role in guiding the education programs and processes in order to fulfill the purpose of strengthening it can cause, and the equipping of the educational system and the weakening or is it [5]. This important role in education, more cautious in terms of strengthening the skills and educational managers require training.

The concept of professional competence and the required skills, Managing Director of efficiency and the ability to Access Manager to the target and the circulation of the educational unit. The ability to direct the activities of the Manager in the school that leads to good performance of employees, the Manager indicates the suitability of technical and human skills and Perceptual, who has been offered by Katz

***Perceptual skills:***

Means of finding the total complexity, organization and knowledge of the fact that the person is in the Act or complying with the conditions of the organization.

***Human skills:***

Include leadership, motivation and understandings of effective use are, in fact, the ability and the strength of the diagnosis in working with people and do their work by May.

***Technical skills:***

The ability to use knowledge, methods, techniques and tools which are specific duties, and through experience and study of the acquisition [6]

Since today, training and education as the most fundamental factor in the growth and development of the cultural, social and political importance has found important, should the authorities of this institution with the school system, the motor, the field of motion in the direction of growth and progressive nature. Due to the fact that the duty of schools, managers, performance drop fixes, and the ability of third and their creativity in order to improve the quality of education is the most important of them is considered it is necessary to work with the managers of closed schools and principles of theory, methods, roles and management skills such as total quality management, background of its performance improvement skills and as a result, hearing that it can be appropriate and commensurate with the training and education needs of the community and Students of modern life.

Provided that any social organization to achieve further requires a kind of leadership and management, which is important in all areas of social activity, especially in education is vital and tangible. Considering the importance of the role of management in all the organizations, including school, managers should be creative in using the judiciary of their hearing, bringing organization to action, in which the conditions of learning and performance of students, staff and even managers provide their organization and their work requires the application of methods management system.

The establishment of total quality management in some areas such as education, psychology and etc. is not far from the accessible, however, according to the final objectives of the fronts, total quality management concepts and on the necessity of achieving superior quality can be applied using qualitative patterns taken in other fields and combining it with the effect of the transition indicators to improve the education process in this regard is to qualify the results [7].

Total quality management is a management culture that after getting it in the institutional educational tool for organization and efficiency utilization of all human resources, financial, technology and etc. The conversion fundamental objective of total quality management

system of educational management of all agents involved in the higher education has the lowest levels with educational activities, goals and mission of educational organization.

Total quality management system with the mechanism that provides an appropriate structures to benefit from experiences, talents, intellectual and educational resources and the rational organization and management to work for your organization helps you to back up the existing and latent abilities can be educational agents in the future exploitation of the organization.

Today, in all education systems have a positive attitude to education, continuing professional educational managers in the skills and the promotion of effective methods of scientific management training is significant, because having the skilled managers, be efficient and educational organizations have transformed the face of the building and the school space to the progressive nature of the growth and spatial transformation.

Considering the advanced countries of the world today, most of the educational system and management, every moment is the restoration and development of new technology and with the match, but however it is still the majority of the institutes in the country with traditional management methods which in the past has been the customary administration and educational management skills, with the advanced countries of the relevance of education developments.

Therefore, one of the most important activities in educational organization is supervising the quality of discussion, and then we realize the importance of the establishment of the quality management system of the country in which it's educational instead of empty. But despite the importance of this issue the country's researchers are less the issue and hence more questions in this field of research that residue is present in the response to the user's responses to them. The main issue is that of realization: between the quality management component and there is a relationship manager's skill? The present study sought to respond to this question.

### **The research question**

- 1. Do have between the perception of the ongoing reform process, manager's skills component of the total quality management there is a relationship?*
- 2. Do have between the perceptions of managers ' skills with leadership component of the total quality management there is a relationship?*
- 3. Total quality management in the management of opinions based on demographic variables (gender, work experience and educational degree) there is a difference?*

### **Methodology**

This research was descriptive of the type of research is to demonstrate the correlation field and using total quality management and administrative skills. In this study, 250 people participate in cluster random sampling of selected schools between managers. Comprehensive quality management questionnaire research this tool has two ongoing reform process and the leadership factor. In order to assess the validity of questionnaire content

validity was used, the internal consistency of the scale of surrounding retail quality management test consisted of a continuous process of reform under the leadership of 0.92 and 0.8.

Triple skills of managers, occupational questionnaire (Perceptual, technical and human) coefficient of internal consistency this questionnaire on different aspects of it, including the human perceptual skill and 0.95 and 0.98, technical, 0.96. Analysis of the research data in two levels of descriptive statistics and inferential statistics. At the level of descriptive statistics using statistical indicators such as frequency, percentage, mean and standard deviation to analyze data and inferential statistics at the level of the test analysis of variance test of Pearson, a one-sided test is used.

### Findings

The mean, standard deviation, minimum and maximum component of managers ' skills (skills and technical skills of human skills, Perceptual skills) to distinguishing between men and women is presented in table 1.

*Table 1-mean and standard deviation of component skills of managers the manager's perception questionnaire*

Research variables		Number of questions	gender	mean	standard deviance	minimum	maximum
Managers ' skills questionnaire	technical skills	23 question	Male	91.93	13.97	51	115
			Female	61.02	13.94	51	115
	Perceptual skills	15 question	Male	74.23	2.19	62	75
			Female	54.53	6.04	34	60
	human skills	19 question	Male	77.18	11.67	34	95
			Female	76.15	11.75	44	95

As described in table 1-view, the grips mean the managers of technical skills in the case of all three men, a woman and a higher human of Perceptual skills.

The mean, standard deviation, minimum and maximum responses to the ongoing process of fragiraslah quality management component and the leadership to gender distinction are presented in table 2.

*Table 2-mean and standard deviation of total quality management TQM*

Research variables		Number of questions	gender	mean	standard deviance	minimum	maximum
TQM questionnaire	continuous process of reform	20 question	Male	70.74	7.61	53	91
			Female	70.34	6.94	53	91
	leadership	14 question	Male	62.85	4.56	43	70
			Female	53.36	7.66	31	67

As in the Table 2 -view the average male managers in each four-component of total quality management questionnaire (leadership, continuous process of reform) higher than female managers.

First question: *does the relationship there ongoing reform process and perception among managers of managers ' skills?*

**Table 3-coefficient of correlation of the continuous process of reform and training of the managers perception skills for managers**

Dimensions	Variance Percentage	Significant	Correlation
<i>The ongoing reform process and the technical skills of managers</i>	25.50	0.001	0.505
<i>The ongoing reform process and the Perceptual skills managers</i>	-	0.101	0.145
<i>The ongoing process of reform and human skills for managers</i>	6.30	0.005	0.251
<i>The ongoing process of reform and Total quality management</i>	14.98	0.001	0.381

As shown in table 3- is the continuous process of reform and the correlation between the perception of the educational skills of managers the managers 387/0. This rate is statistically significant ( $p <$ ). Therefore, the third question ( $p$ ) level will be confirmed and that the results of continuing reform process of the educational skills of managers, administrators and the perception there was a significant relationship. The above shows that the relationship between CI 95% 98/14% variance can be said of the managers perception of managers skills of correction is a continuous process. According to the correlation is positive to be said with the increase of the continuous reform process operating at the school, the educational skills of managers the manager's perception also increased. In the grip of the component skills of managers, technical managers, according to the managers ' skills with continuous reform process had a significant relationship. Also, the ongoing process of reform of the human skills with the relationship is significant, but there was no significant relationship with Perceptual skills managers of educational skills.

The second question: *Do have between the perceptions of managers ' skills with leadership component of the total quality management there is a relationship?*

**Table 4-the correlation coefficient between the leadership of the managers ' skills and educational management of perception**

Dimensions	Variance Percentage	Significant	Correlation
<i>The leadership and technical skills of managers</i>	37.7	0.001	0.614

<i>The leadership and Perceptual skills of managers</i>	58.68	0.001	0.766
<i>Leadership and human skills for managers</i>	38.81	0.001	0.623
<i>The leadership and skills of managers</i>	62.57	0.001	0.791

Third question: *Total quality management in the management of opinions based on demographic variables (gender, work experience and educational degree) there is a difference?*

*3-1: is there differences between the perceptions of the meaning of total quality management component managers are there is work experience?*

*Table 5-research variables a rah variance in relation to work experience*

<b>Dimensions</b>	Sum of the square	Df	Mean of square	F	Significant
<i>Ongoing process of reform</i>	1400.421	4	350.105	8.222	0.001
<i>Leadership</i>	183.206	4	45.802	0.661	0.620

As shown in table 5, there were significant differences between the perceptions of total quality management component of the managers in the ongoing reform process in terms of work experience. And leadership component based merely on work experience, there is no difference.

*3-2: is there a difference between the perceptions of the meaning of total quality management component managers are there gender?*

*Table 6-research variables a rah variance in relation to work gender*

<b>Dimensions</b>	Sum of the square	Df	Mean of square	F	Significant
<i>Ongoing process of reform</i>	5.284	1	5.284	0.101	0.751
<i>Leadership</i>	2954.186	1	2954.186	62.761	0.001

As shown in table 6-view of the leadership among the variables of the study merely between women and men, there was no significant difference. In other cases, the difference was not a significant consideration. According to the tables number 6 can be expressed as perception manager's leadership man significantly higher than the perception of female executives.

*3-3: a significant difference between the perceptions of managers does TQM total quality management according to the academic degree there?*

*Table 7-variance of a rah academic degree in conjunction with research variables*

<b>Dimensions</b>	Sum of the square	Df	Mean of square	F	Significant
<i>Ongoing process of reform</i>	515.685	1	515.685	10.442	0.002
<i>Leadership</i>	0.124	1	0.124	0.002	0.966

As shown in table 7-view of the variables of the research component of leadership among managers with different educational qualifications, there was no significant difference. In other cases, there were significant differences between total quality management TQM in academic degree there.

**Discussion and conclusions**

The results of correlation analysis showed that the ongoing process of reform and training of managers the manager's perception skills, there is no significant relationship. The above relation between the percentages of variance showed that 14.98 perception of the educational skills of managers of managers resulting from the continuing process of correction factor. According to the correlation is positive to be said with the increase of the ongoing reform process, the perception of the operating managers of the educational skills of the managers also increased. Among the technical skills of managers ' skills component, the ongoing reform process of the managers with the highest significant correlation. Also, the ongoing process of reform of the human skills with the relationship is significant, but there was no significant relationship with Perceptual skills educational managers.

On the interpretation of the results can be claimed under the influence of various factors that organizations today, such as increasing global competition, sudden changes, the need for quality of service and the existence of several of these limited resources are under the stresses of donut. After years of experience, the world has come to the conclusion that if the organization wants its military business and Economics Affairs and did not compete in the field of development should be back and spreading influence and ability of individuals and teams to improve and amend the pay process and continuing through the human resources specialist, creative and with high motivation along with the necessary skills is possible.

The results of correlation analysis showed that between the leadership and the training of managers the manager's perception skills, there is no significant relationship. The relationship above indicates the percentage of variance can be said 62.57 perception of managers of educational leadership skills of managers. According to the correlation is positive to be said with the increase of the operating leadership, savvy managers of the educational skills of the managers also increased. In the interpretation of these findings may be the expression of the transformation and innovation, creativity, collaboration, future orientation, motivation and guidance staff are correct, including the important characteristics of the management of the organization under the leadership of the title is that today it will be mentioned.

The existing conditions of the existence of means of leadership by use of appropriate style, employees and managers of the capable and contributing to the atmosphere of human translators. Educational organizations necessary expanding all-round enjoyment of skilled

and capable managers in specialized scientific knowledge and experience is magnificent. That has been confirmed in this study as well.

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